

From: [Ogden, Tim](#)
To: [=yCouncil Members](#)
Cc: [=yDepartment Directors](#)
Subject: ILG Workshop Presentation
Date: Tuesday, February 07, 2023 2:02:54 PM
Attachments: [Brentwood Council Workshop.pdf](#)

Mayor & Council,

Please see the presentation for tonight from ILG. See you tonight at 5pm for a meal or 5:30pm for the workshop start.

Thanks,
Tim



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Fax: 925.516.5441
togden@brentwoodca.gov



City of Brentwood City Council Workshop



**Tuesday, February 8, 2023
5:30pm - 10:15pm**



WORKSHOP TEAM



Melissa Kuehne
Senior Program Manager



Hanna Stelmakhovych
Program Manager

TODAY'S AGENDA

Setting the Stage/Why Governance is Important

Review Key Themes from Assessment Interviews

Foundations for High-Performing Councils

Effective Leadership & Culture

Roles & Responsibilities

Public Comment

Governance Tools

Governance Policies & Procedures

Reflections, Closing Remarks and Wrap Up

SAVE THE DATE

Planning
Commissioner
Workshop
Tuesday, March 21 |
4:30-8pm

OTHER HOUSEKEEPING ITEMS

- Please take bio breaks as needed – there will be periodic breaks throughout the evening as well
- Please limit cell phone usage to emergencies if possible
- Please turn off cell phone notifications – vibrate is OK



MEANINGFUL DISCUSSION, RESPECTFUL DIALOGUE

Help achieve the meeting goals

- Share your personal truth, but also **focus on solutions and opportunities** that can deliver positive change.

Let everyone participate

- **Step Up** and then **Step Back**.

Be civil and respectful

- It's OK to disagree; but please be **respectful, empathetic and civil**.

Stay on point and on time

- Please keep comments brief and to the point; this will allow enough time for everyone to participate.

Attack the problem, not the person

- Respectfully challenge ideas or outcomes; **never attack a person**.
- Honor every person's humanity and dignity.

Seek common ground

- Building consensus and finding shared values will help achieve the best results.

PARTICIPANT INTRODUCTIONS

Please share your
name and title

How long have you
been on the Council
or with the City?

What is one thing you
love about
Brentwood?

HOW WE APPROACH THIS IMPORTANT WORK

ILG IS NON-PROFIT, NON-PARTISAN & HERE TO HELP

- ILG is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special
Districts Association**
Districts Stronger Together

OUR PROGRAMS AND SERVICES

Program Areas

Leadership & Governance

Civics Education & Workforce

Public Engagement

Sustainable & Resilient Communities



Services

Education & Training

Technical Assistance

Capacity Building

Convening

Our mission is to help local government leaders **navigate complexity, increase capacity & build trust** in their communities

LEADERSHIP & GOVERNANCE



Elected leaders and staff cannot effectively address the many challenges they face without a strong foundation of good government:

- **Trust**
- **Accountability**
- **Responsiveness**
- **Transparency**

Our goal is to help you build that foundation, develop leadership skills and increase public trust.

SETTING THE STAGE

WELCOME



Mayor Joel Bryant
City of Brentwood



SHARE YOUR STORY

What inspired you to run for the City Council?

ASSESSMENT INTERVIEW TAKEAWAYS

KEY THEMES FROM THE INTERVIEWS

Excellence in Governance

Transparent & Accessible

Doing your homework/Being prepared

Having hard conversations in a respectful manner

Doing the right thing - even when it is not popular

Council Roles

Trusted liaison to the community, representative voice for the community

To give everyone equal opportunity to express their opinions

To listen

To uphold the General Plan, laws, and legislation

To operate with integrity

KEY THEMES FROM THE INTERVIEWS CONT.

Successes

Our financial position

Being accessible, enabling resident participation

Great community services- police, fire, library

Good infrastructure

Increased diversity- representative of the community we serve

Challenges

With the recession coming, we must make hard financial decisions

We must get more businesses, while keeping the hometown feel

We must address land use - work-housing balance, transportation

KEY THEMES FROM THE INTERVIEWS CONT

What's Working Well

Common goal, all Council Members want the best for the City

We act professionally despite differing opinions

- Diverse viewpoints working together

Where is There Room for Improvement

Communication – better understanding of communication styles/more respectful communication

Address past decisions with respect and openness

More efficient meetings/be present and prepared

Better communication between Council and staff

GROUP DISCUSSION

What are your initial reactions to these themes?

- Does this reflect what you (the council) thinks/feels?
- Anything to add?



FOUNDATIONS FOR HIGH-PERFORMING COUNCILS

GROUP DISCUSSION

What is a “High Performing Council” to you...



FOUNDATIONS FOR EXCEPTIONAL COUNCILS



EFFECTIVE LEADERSHIP & CULTURE

“

Leadership is the activity of mobilizing people to tackle the toughest problems and do the adaptive work necessary to achieve progress...

HEIFETZ, KANIA & KRAMER

”

INDIVIDUAL EXERCISE: SELF-ASSESSMENT

How are you doing as an individual council member?

- What are you doing well?
- Where could you improve?

How is the Council doing as a whole?

- What is the Council doing well?
- Where could the Council improve?

ATTRIBUTES OF EFFECTIVE COUNCILS

Develop a sense of team

Have clear roles and responsibilities

Honor the relationship with staff and each other

Conduct effective meetings

Hold themselves and the agency accountable

Practice continuous learning and development

DEVELOP A SENSE OF TEAM

Key Characteristics

Successfully transition from candidate to a member of the council.

Become a champion for your agency. Make decisions based on the needs and interests of the community at-large / the greater good.

Develop, communicate and support policy goals and council decisions.

Demonstrate a willingness to work collaboratively (as a team) and have an agency-wide perspective.

HAVE CLEAR ROLES AND RESPONSIBILITIES

Key Characteristics

Understand the role of local government and their responsibilities.

Know their role: to set vision and policy, avoid micromanagement.

Council members should strive to be informed about the issues facing their agency and be prepared to ask questions of staff and each other.

HONOR THE RELATIONSHIP WITH STAFF AND EACH OTHER

Key Characteristics

Elected officials have the ability to *respectfully* disagree (i.e. to disagree without being disagreeable).

They are able to leave it at the dais; debates are about policy, not personality.

Exceptional elected officials reflect positive decorum and model leadership by using respectful tone with colleagues and staff.

Effective councils establish a set of behaviors in advance -- potentially documented in an official code of conduct -- to help promote civility and respect.

CONDUCT EFFECTIVE MEETINGS

Key Characteristics

Elected officials are respectful of each other, the public and everyone's time.

Elected officials use engaging body language as a way to demonstrate respect.

Issues are not personalized; thoughtful dialogue is the objective.

Agenda packets are read, council members come prepared and have an open mind.

Respect is demonstrated for varied opinions.

Everyone behaves in a civil manner, follows the code of conduct and acts with decorum.

HOLD THEMSELVES AND THE AGENCY ACCOUNTABLE

Key Characteristics

Operate ethically and with integrity.

Conduct team building and/or goal setting exercises to track progress towards mutually agreed upon goals.

Take responsibility for the results (good and bad).

Celebrate success.

Hold themselves responsible for adhering to operating protocols and codes of conduct.

Behaves in a civil, respectful manner and acts with decorum.

PRACTICE CONTINUOUS LEARNING AND DEVELOPMENT

Key Characteristics

Stay informed on key issues.

Gain key insights and knowledge about all aspects of governing, from budgets to plans and everything in between.

Learn active listening. Listening to understand constituents and staff is one of the most valuable traits a councilmember can practice.

QUESTIONS & REFLECTIONS

What resonates with you?

What's missing from this list?

LOG INTO MENTIMETER

Please Participate

- 1 open smartphone browser
- 2 go to www.menti.com
- 3 enter participant code **83822045**



BRAINSTORM: AREAS FOR IMPROVEMENT

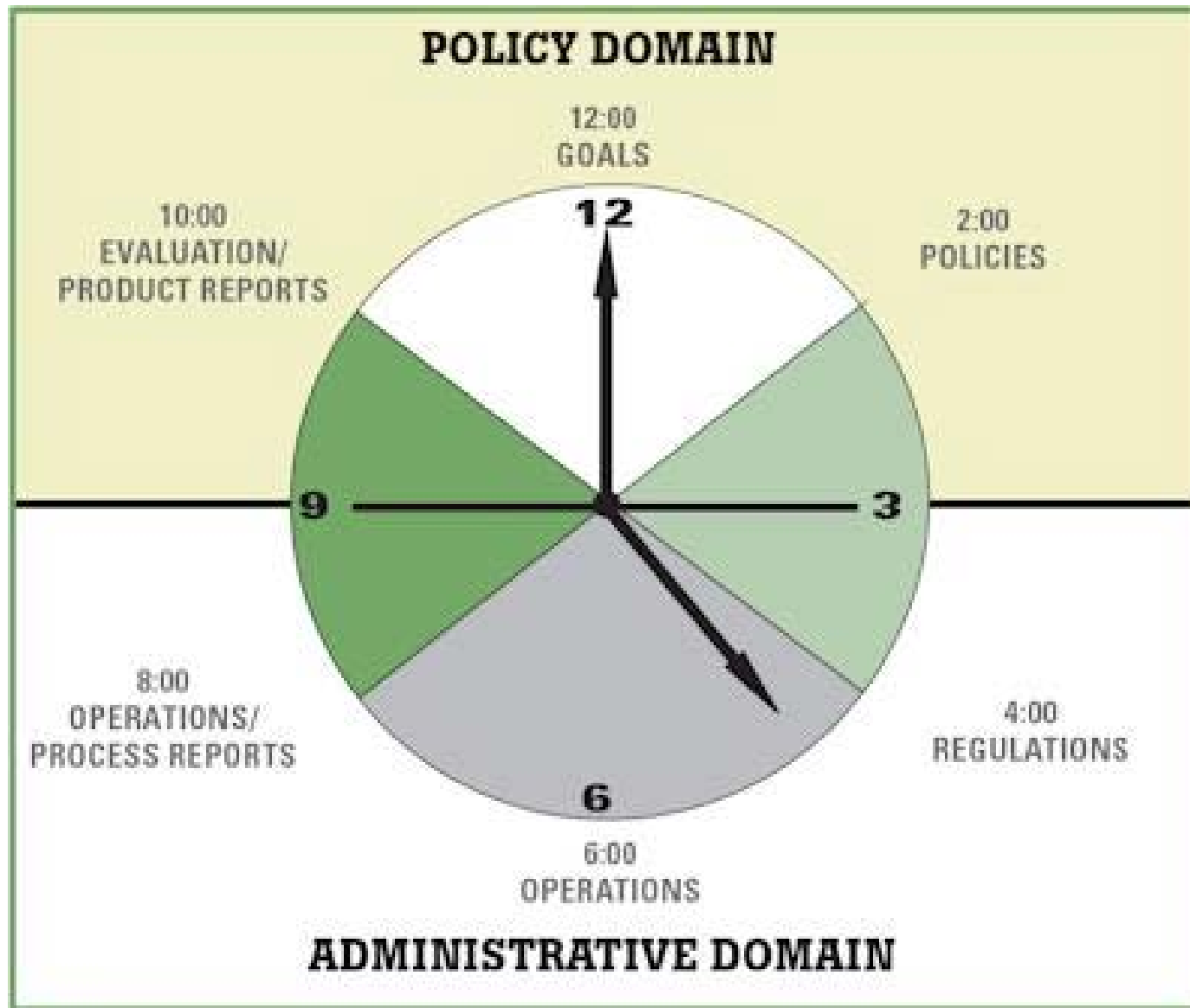
Are there areas
that need
improvement?

How could the
Council operate
at an even
higher level?

Take a
Break!



ROLES AND RESPONSIBILITIES



Source: www.districtadministration.com

RELATIONSHIP BETWEEN COUNCIL & EXEC STAFF



DO

- Build a close relationship and meet with executive staff periodically
- Hold the executive staff accountable for Council goals

DO NOT

- Direct the staff to work on your projects
- Publicly criticize staff – discuss your disappointments privately

The staff can be your greatest asset in reaching your goals!

MAYOR'S ROLE

Don't forget about the Chair!

- The Mayor works closely with executive staff to move the Council goals forward, anticipate upcoming issues and manage the action of the meeting
- All of this can happen more smoothly if the Mayor understands your concerns
- Ceremonial role with high visibility and high public expectations
- Spokesperson for agency (media/outside entities)
- Remember the Brown Act applies to the Mayor as well!

EXECUTIVE STAFF GOALS

Make the council (as a whole body) productive and successful

Help each elected official succeed

Meet the council's goals and manage agency risk and reputation

Help keep the council together and make progress collectively

Guide and develop staff and organizational culture

Be politically astute but not overtly political or partisan

Recommend policy options based on research and data

Implement policy and manage resources to achieve agency short and long-term goals

GREATEST CHALLENGES TO THE MANAGER AND GOVERNING COUNCIL RELATIONSHIP

Lack of understanding of role differentiation; micromanagement of staff.

Difficult financial conditions and budget reductions.

Organizational impact of controversial issues.

Conflict between elected officials and “outlier” official(s).

Need for governing bodies to set priorities and understand workload impacts and limited resources.

Demands of individual council members (versus receiving direction from the majority); bullying conduct by elected official.

Source: ICMA

ELECTED/STAFF COMMUNICATIONS

- What does the staff need from Council to be successful?
- What does the Council need from the staff to fulfill their policy role?
- What are each other's preferred communication methods?



GROUP DISCUSSION

Please share...

- What is your role as an individual council member?
- What is the role of the council as a whole?
- What is the role of the City Manager & staff?



PUBLIC COMMENT

OVERVIEW OF GOVERNANCE PRINCIPLES, POLICIES & TOOLS

“

Governance is the system by which an organization is directed, overseen and held accountable for achieving its defined purpose ...

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION

”

PRINCIPLES OF GOOD GOVERNANCE

Participation

Rule of Law

Transparency

Responsiveness

Consensus
Oriented

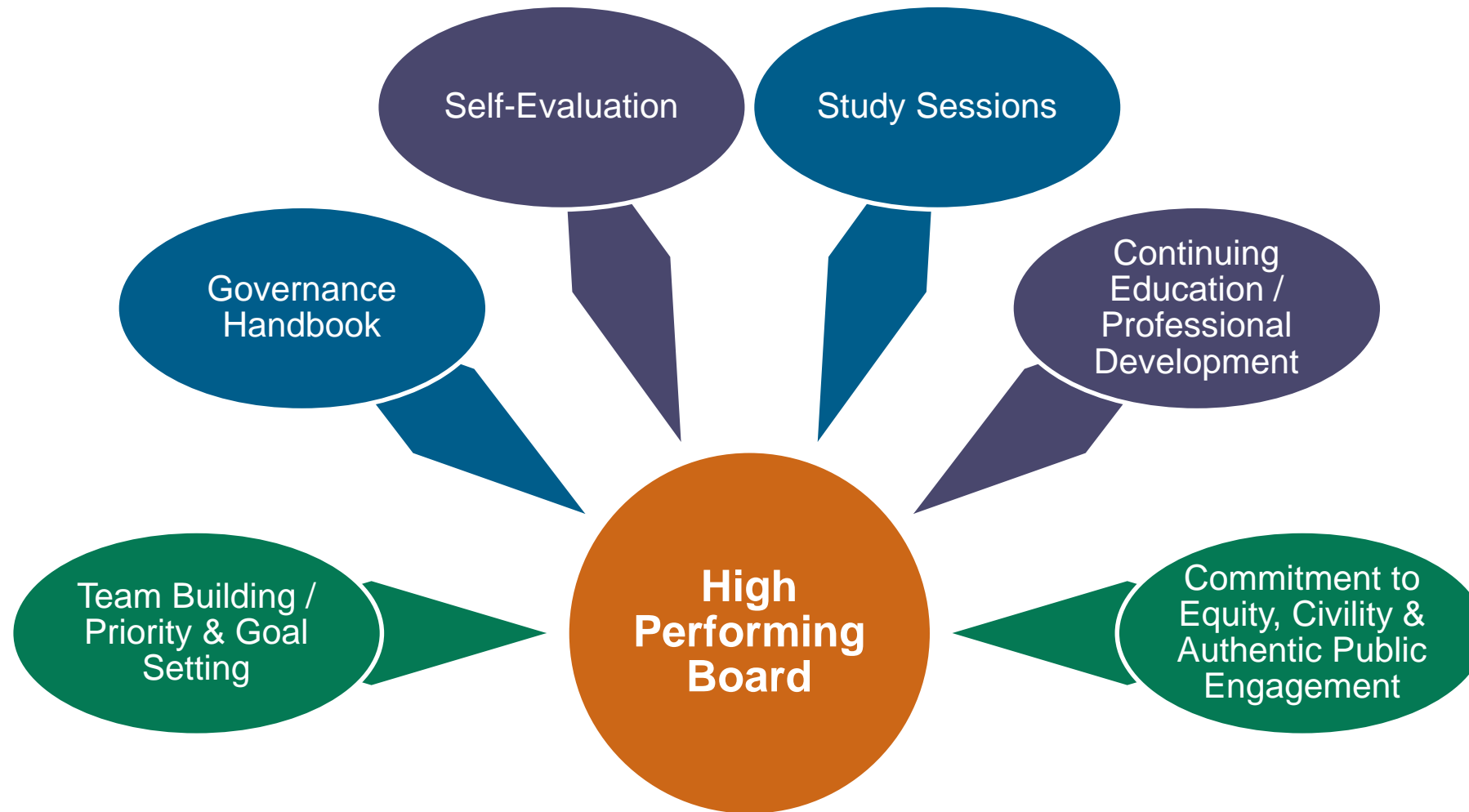
Equity &
Inclusiveness

Effectiveness &
Efficiency

Accountability

Source: United Nations

GOVERNANCE TOOLS, POLICIES & PROTOCOLS



Always respect the distinct roles & responsibilities of governing boards vs. staff.

GOAL SETTING

Encourage Council to work with executive staff/management to establish goals for the year

- Staff should support them
- Quarterly updates
- Budget priorities align with goals

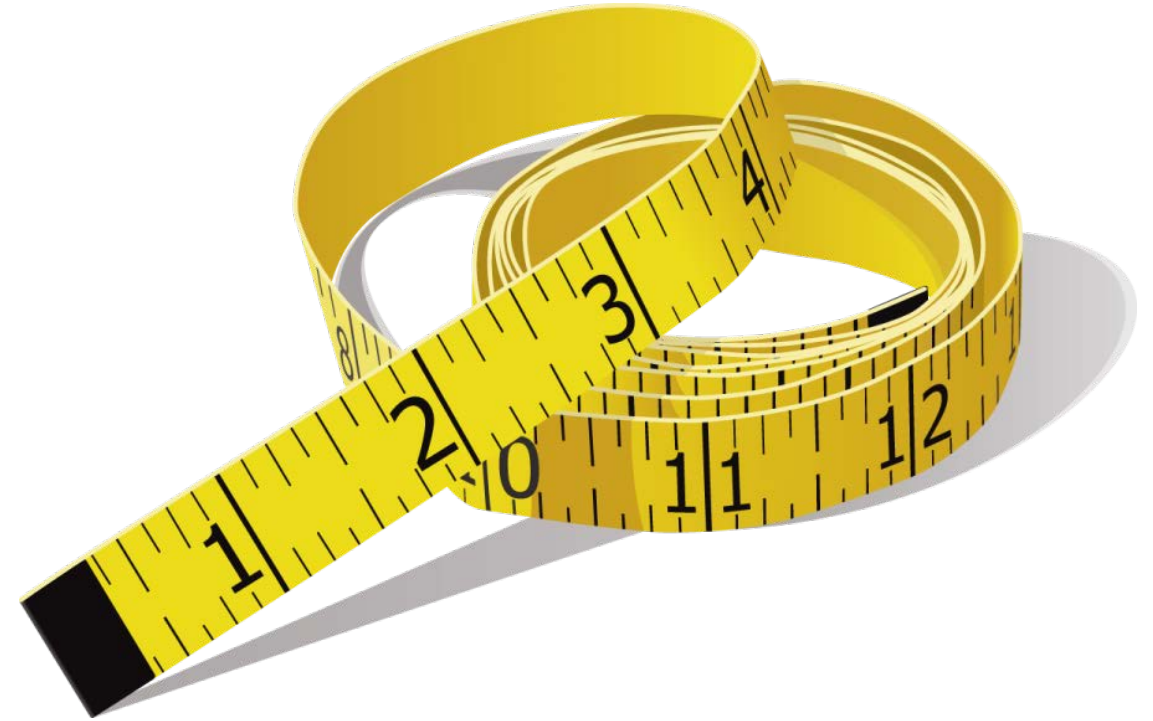
Brentwood's Strategic Plan:

www.brentwoodca.gov/home/showpublisheddocument/5153/637846851561370000



ESTABLISH CLEAR MEASURES FOR SUCCESS

- **Specific**
- **Measureable**
- **Achievable**
- **Realistic**
- **Timely**

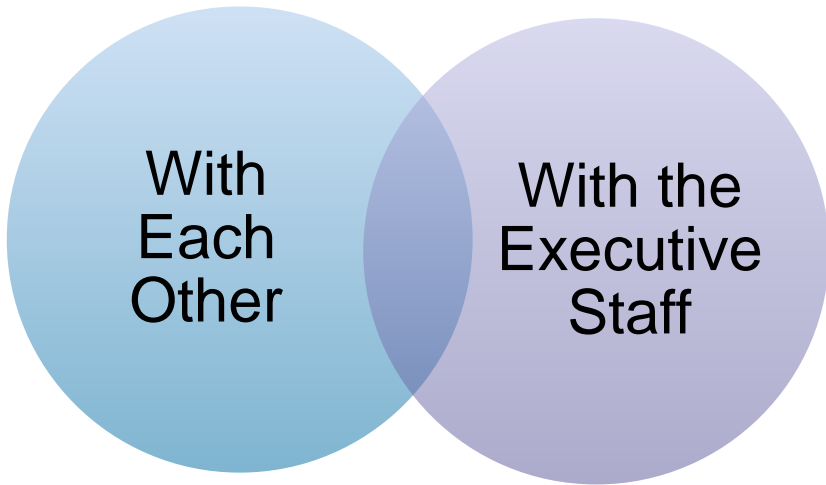


***Encourage regular review of policy effectiveness
and implementation practices***

GOVERNANCE HANDBOOK, CODE OF CONDUCT, CIVILITY POLICY

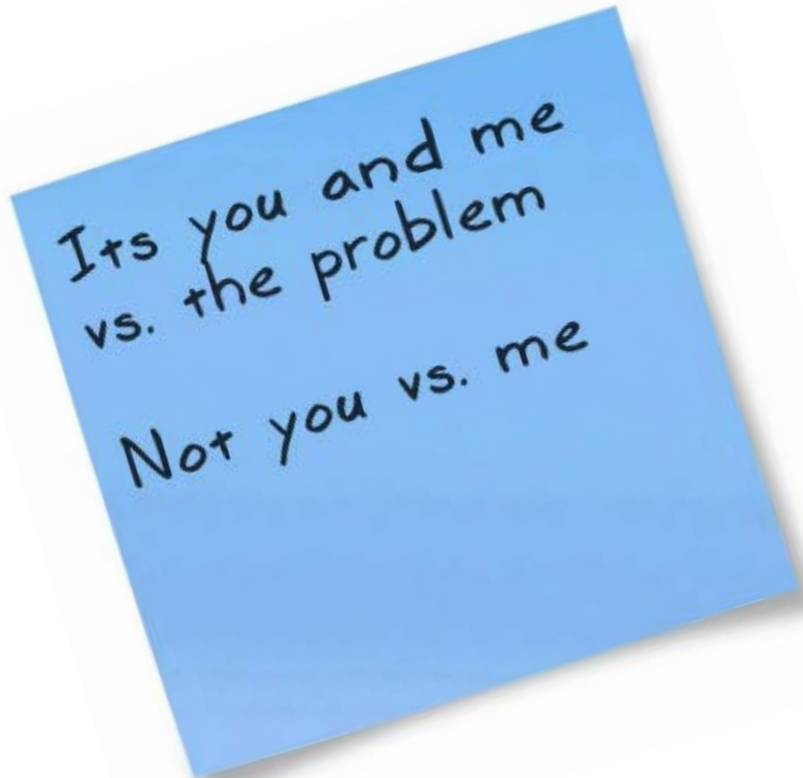


IDENTIFY NORMS THAT WILL HELP THE GOVERNANCE PROCESS WORK EFFECTIVELY



1. What norms are important for the **Council** working relationship to be most effective?
2. What will make the **elected – executive staff** relationship most effective?
 - Effective communication with staff
 - Role delineation
 - Treating each other with mutual respect
 - What else?

PERIODIC REVIEWS OF NORMS



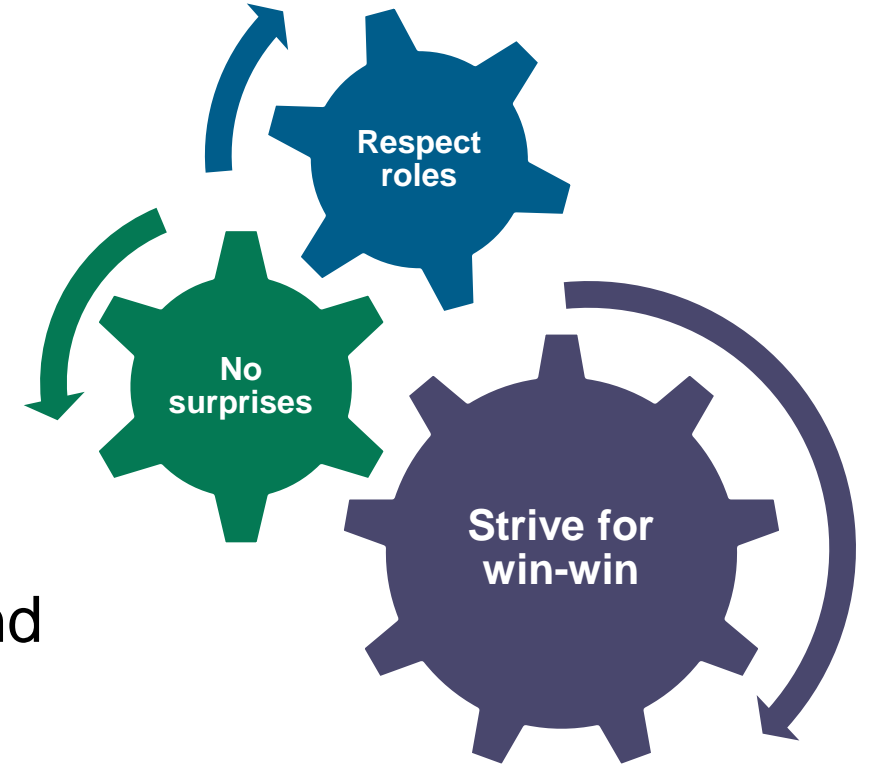
Its you and me
vs. the problem
Not you vs. me

Confirm or modify norms


- Review the agreements made previously and check in on how they are working
- Determine if and when tune-ups are needed
- Seek consensus on agreements
- Establish process for integrating them into standard practice

SAMPLE NORMS

- Work together, modeling teamwork and civility for our community
- Demonstrate honesty & integrity in every action
- Share information & avoid surprises
- Disagree agreeably & professionally
- Work for the common good, not personal interest
- Strive for win-win – work toward for consensus and seek common ground
- Honor “discussion” before “decisions” – reserve formal motions until initial discussions have taken place



SELF – EVALUATION



Board Governance Survey

Governance Principles and County Values

The Board has established 7 governance principles that guide their behavior. (More information can be found on pages 9 and 10 of the Board Governance Manual.) A workgroup of County employee's created a values statement that was adopted by the Board in 2012. Please provide feedback on these two items below. (More information can be found on page 8 of the Board Governance Manual.)

Please indicate your perception of the Board's attainment of the following principles:

	Agree	Somewhat Agree	Disagree	Unable to comment
The Board governs as a team, strategically focused and mission driven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board aligns goals and resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board establishes and governs within a culture of inquiry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board governs in an accessible manner, committed to openness and transparency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1	UNSATISFACTORY	Inconsistent and/or low quality practice of the majority of the Board or the Board as a whole
2	COULD BE IMPROVED	Practice somewhat exhibited by some members of the Board or the Board as a whole
3	SATISFACTORY	Practice often exhibited by some members of the Board or the Board as a whole
4	EXCELLENT	Consistent and high quality practice of the Board as a whole

Section I: The Board

#	The Board	(1) Unsatisfactory — (4) Excellent			
		1	2	3	4
1.	The Board is committed to a common vision.				
2.	Governs as a team, strategically focused and mission driven.				
3.	Governs in a dignified and professional manner, treating everyone with civility and respect.				
4.	Governs in an accessible manner, committed to openness and transparency.				
5.	Governs within a culture of inquiry.				
6.	Governs in a collaborative manner with the community, staff and within the Board.				

STUDY SESSIONS & WORKSHOPS

- An opportunity to bring **special or difficult topics** to the council for open discussion in a public setting
- Allow policy-makers to reflect on issues and raise concerns **before** an item is fully developed into a policy or plan
- Are purposeful, do not require a vote, and are an opportunity to learn and **share insight & perspectives** on challenges or issues



CONTINUING EDUCATION / PROFESSIONAL DEVELOPMENT



LEAGUE OF
**CALIFORNIA
CITIES**

www.calcities.org/education-and-events

www.ca-ilg.org

www.icma.org/cal-icma

GROUP ACTIVITY

What do you think

- Have you heard about anything else?
- What is Brentwood already doing?



Take a
Break!



GOVERNANCE POLICIES & PROCEDURES

INDIVIDUAL READING - POLICY REVIEW

Meeting Rules And
Procedures

Ethics and Conduct Policy

DISCUSSION

Do you have any clarifying questions about the existing policies?

Do you have any suggestions or additions to consider to the Meeting Rules & Procedures or Ethics & Conduct Policy?

REFLECTIONS

REFLECTIONS

What will you **start** doing?

What will you **stop** doing?

What will you **continue** doing?

CLOSING REMARKS & WRAP UP

GROUP DISCUSSION

Please share any takeaways or
“a-ha” moments from the
workshop...



WHAT QUESTIONS DO YOU HAVE?



“

There are no problems we cannot solve together, and very few that we can solve by ourselves.

LYNDON JOHNSON

”

ADDITIONAL RESOURCES

ICMA - <https://icma.org/topics/leadership>

- Practices for Effective Local Government Leadership
- Leadership Before, During and After a Crisis
- Leadership in Government

Local Agency Associations

- Cal Cities: <https://www.calcities.org>

Institute for Local Government

- Leadership Resources: www.ca-ilg.org/leadership
- Ethics Resources: www.ca-ilg.org/ethics
- Public Engagement Resources: www.ca-ilg.org/engagment

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Institute for Local
Government



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LocalGovt



SEE YOU IN MARCH!

Planning
Commissioner
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THANK YOU!



Melissa Kuehne

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Thank you!