



Hayward, California

Mayor and Council Retreat

April 2023

Agenda

- **Introduction and Expectations**
- **Governing Together**
- **The Council Staff Partnership**
- **Expectations**
- **Validating the Roadmap**
- **The Council Handbook**
- **Parting Thoughts**

meeting NORMS

LISTEN *with* RESPECT

- LET OTHERS FINISH BEFORE you START
- BE ATTENTIVE to SPEAKER
- DISAGREE, AGREEABLY




BE ...

- POSITIVE & REALISTIC
- CANDID & HONEST
- BOLD**
- PATIENT & SELF-AWARE
- ENGAGED & FULLY PRESENT

STRIVE for CONSENSUS

- LOOK for OPPORTUNITIES to AGREE
- REMEMBER the POWER OF

IF **AND**



★ *have fun* ★

Introductions

Name

Role – How long

Expectation for
today's conversation

Governing Together



City Wide Organizational Chart



Hayward Residents

Mayor & City Council

- Set vision & priorities
- Adopt policies
- Constituent issues
- Promotion & community Events

City Clerk

- Boards & Commissions
- Elections
- Records Management
- Passports

City Manager

- Policy Analysis
- Public Information
- Economic Development
- Successor Redevelopment Agency
- Neighborhood Partnerships
- Rent Stabilization
- Community Development Block Grant
- Social Programs
- Paratransit
- Affordable Housing
- Cable TV Programming

City Attorney

- Legal Services
- Risk Management

Development Services

- Building Inspection
- Code Enforcement
- General & Neighborhood Planning
- Historic Preservation
- Landscape Design & Review

Finance

- Accounting
- Debt Administration
- Central Services
- Operating Budget
- Purchasing
- Treasury
- Utility & License
- Revenue

Fire

- Disaster
- Preparedness & Response
- Emergency Medical Services
- Fire Prevention & Inspection
- Fire Suppression

Human Resources

- City-wide Training
- Employment
- Labor Relations
- Workers Compensation

Information Technology

- Network Systems
- Client Systems
- Data Systems
- Computer Interface Systems
- Intranet

Library Services

- Adult Library Services
- Literacy Programs
- Operation of Main & Branch Libraries
- Youth Library Services

Maintenance Services

- Facilities Management
- Fleet Management
- Landscape Maintenance
- Streets Maintenance

Governing Together

- What does good governance look like to you?
- What values are important to you in governing?
- What is important to remember when your position is the prevailing decision, and what is important to remember when your position is not the prevailing decision?
- What type of relationship do you hope to have with your colleagues on the governing body?
- What type of relationship do you hope to have with the City Manager and her team?
- What do you hope this governing body will be known for?

Bridging the Gap: The Council and Staff in Partnership



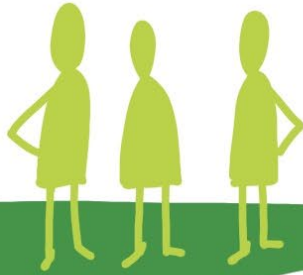
POLITICAL
ACCEPTABILITY

the
PROFESSIONAL
MANAGER
and
PARTNERS

OPERATIONAL
SUSTAINABILITY

Political
Acceptability

Operational
Sustainability



GOVERNING
BODY

STAFF



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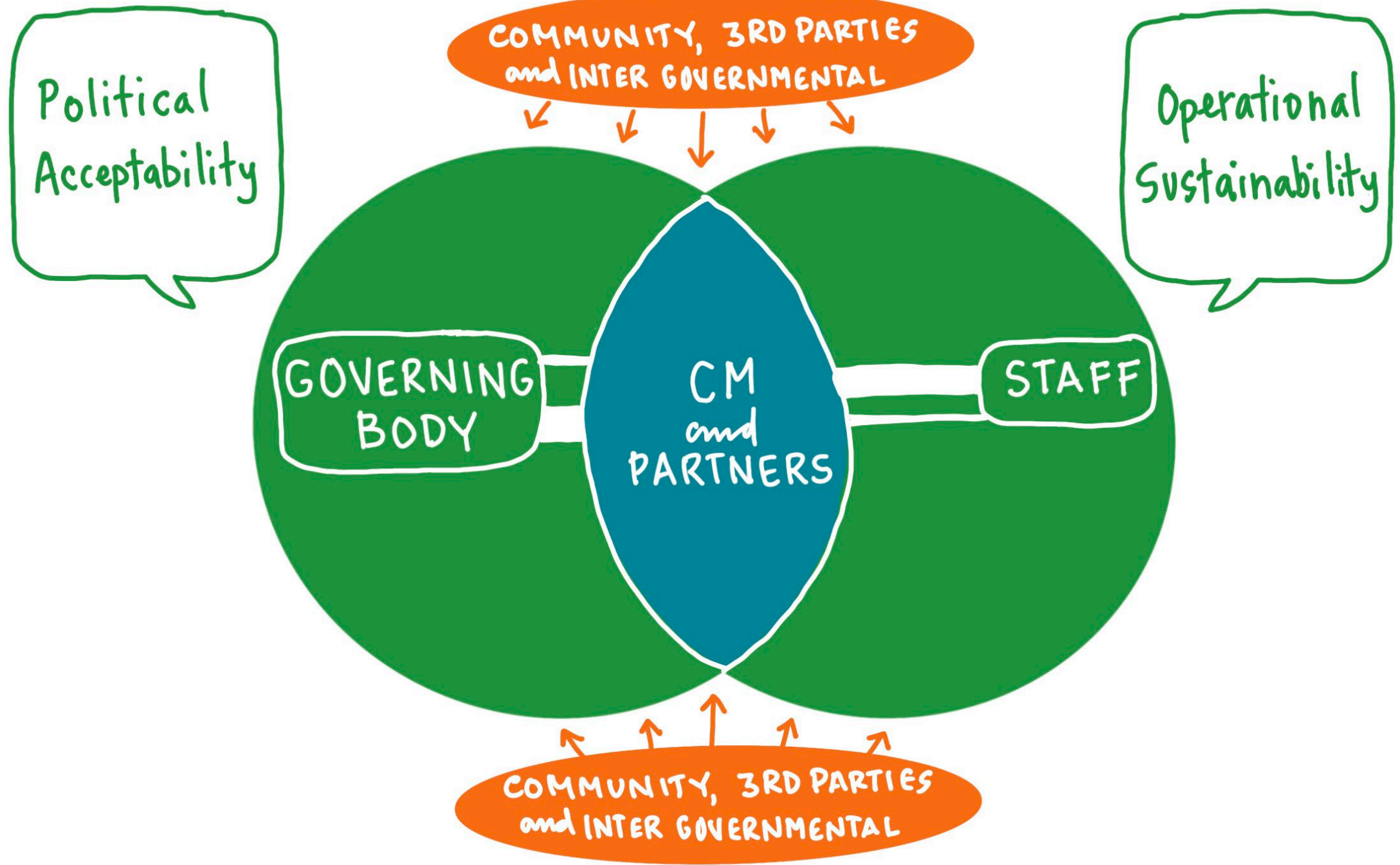
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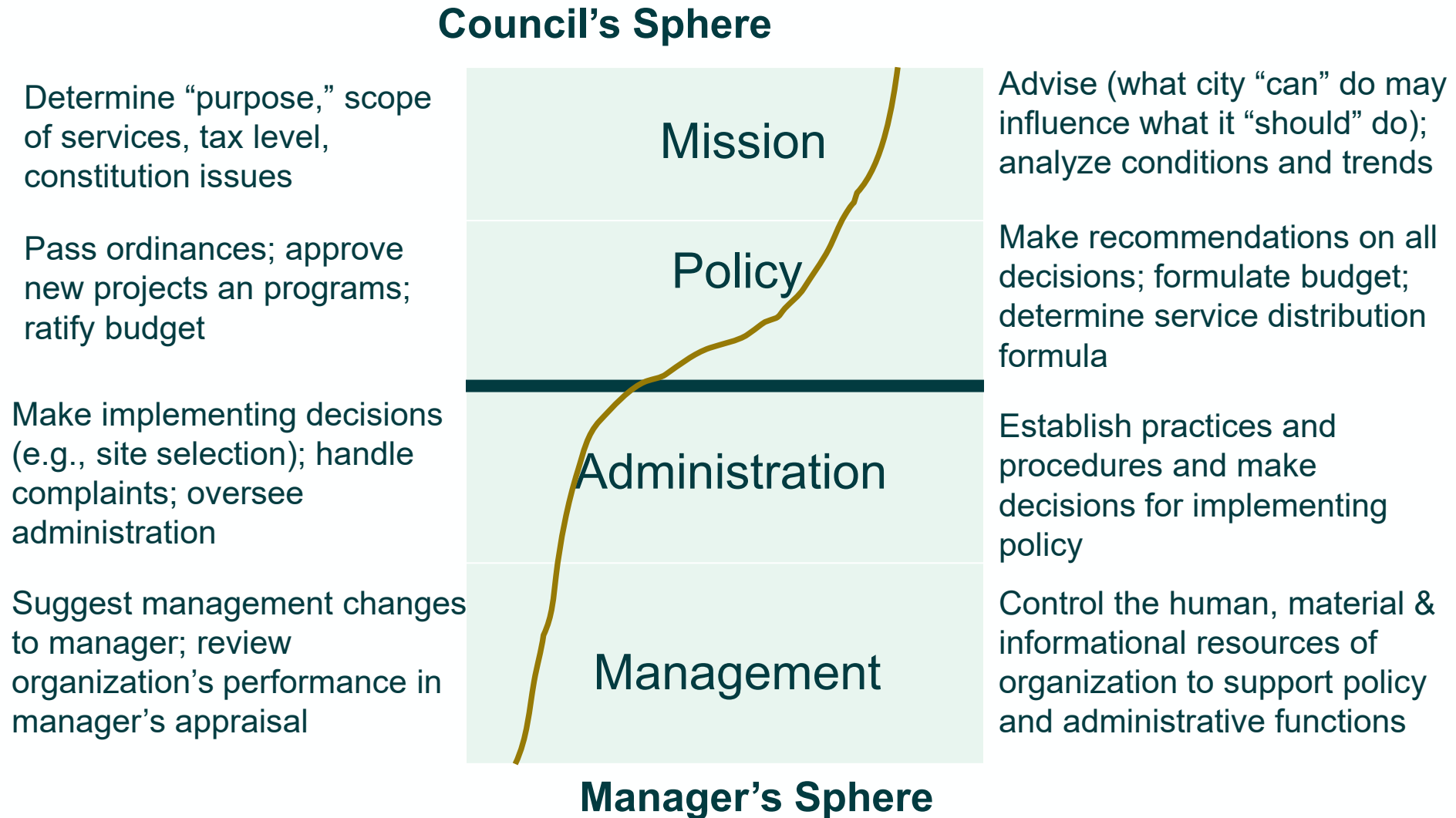
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Maintenance Services

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The Politics/Administration Dichotomy



Political
Acceptability

Operational
Sustainability



the

GOVERNING BODY,
PROFESSIONAL MANAGER
and PARTNERS

GOVERNING
BODY

STAFF

Public Service Values

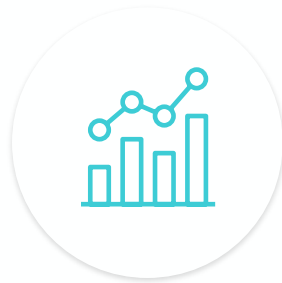


Values ([Values video](#) and case study)

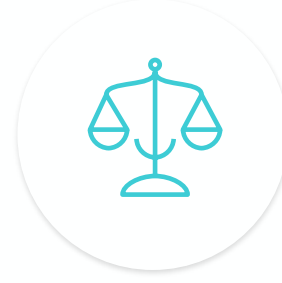
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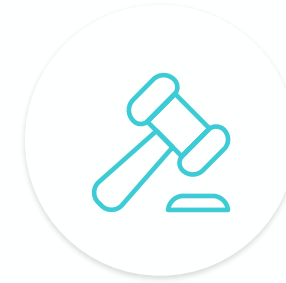
**Representation/
Participation**



**Efficiency and
Effectiveness/
Professionalism**



**Social Equity,
Diversity, and
Inclusion**



**Justice and
Individual Rights**

Who is obligated to speak to the unspoken value?

Expectations



Articulating Expectations

Expectations

- What do you need and expect from your City Council Colleagues?
- What do you need and expect from the Mayor?
- What does the City Council need and expect from the City Manager and her team?

Gives

- What are you willing to give your City Council Colleagues?
- What are you willing to give the Mayor?
- What is the City Council willing to give the City Manager and her team?

Validating the Roadmap



Hayward's Strategic Roadmap

- Enhance Community Safety & Quality of Life
- Confront Climate Crisis & Champion Environmental Justice
- Grow the Economy
- Preserve, Protect & Produce Housing for All
- Invest in Infrastructure
- Strengthen Organizational Health

The Council Handbook



Areas to Discuss

	Page
City Council	2
Mayor	14
Policy Regarding City Council Expression	18
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Rules, Decorum, and Order	32
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Cups Video

Questions/Comments

Julia Novak
jnovak@raftelis.com



A PART OF



Quasi-Randomly Called For Resource Slides



Council-Staff Dynamics

High-Performing	Council Dynamic				Underperforming
	1. Collaborative, inquiring, community-minded, and cups-sensitive; gets things done; sees itself as a governing body and values staff work	2. Collaborative and functional, but not very skilled; community-minded but naïve about translating needs to action; sees itself as a governing body but unsure and hesitant about how to put that view into practice	3. Moderately functional; focus is narrowly district or issue oriented; respect for other council members more expressed than demonstrated	4. Dysfunctional; personal attacks, narrow and possibly partisan focus; speaks to own audience; failure to acknowledge and incorporate other views into decision making	
	Staff Dynamic				
	1. Staff advances community interests; speaks to the unspoken value; respects council members and values governing body's role	2. Staff cautiously advances community interests; mindfully and respectfully assists governing body's desire to work together	3. Staff cautiously advocates for community-wide perspective and unspoken values; supports district or issue orientation of the governing body, creating some tension about staff roles and responsibilities	4. Staff very cautious in relationship with governing body; prudently advances community goals/values; easily becomes defensive	

COMMUNITY & ORGANIZATION SUCCESS





The BRAVING Inventory

Boundaries

Reliability

Accountability

Vault

Integrity

Nonjudgement

Generosity

BOUNDARIES: Setting boundaries is making clear what's okay and what's not okay, and why.

RELIABILITY: You do what you say you'll do. At work, this means staying aware of your competencies and limitations so you don't overpromise and are able to deliver on commitments and balance competing priorities.

ACCOUNTABILITY: You own your mistakes, apologize, and make amends.

VAULT: You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.

INTEGRITY: Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and practicing your values, not just professing them.

NONJUDGMENT: I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.

GENEROSITY: Extending the most generous interpretation to the intentions, words, and actions of others.

The BRAVING Inventory can be used as a rumble tool—a conversation guide to use with colleagues that walks us through the conversation from a place of curiosity, learning, and ultimately trust-building.

Trust

- Where does it fit in your governance culture?
- If trust is so important, why does it seem to be a continuing issue? In other words, what is the value of not trusting?
- What are the elements of a trusting relationship?

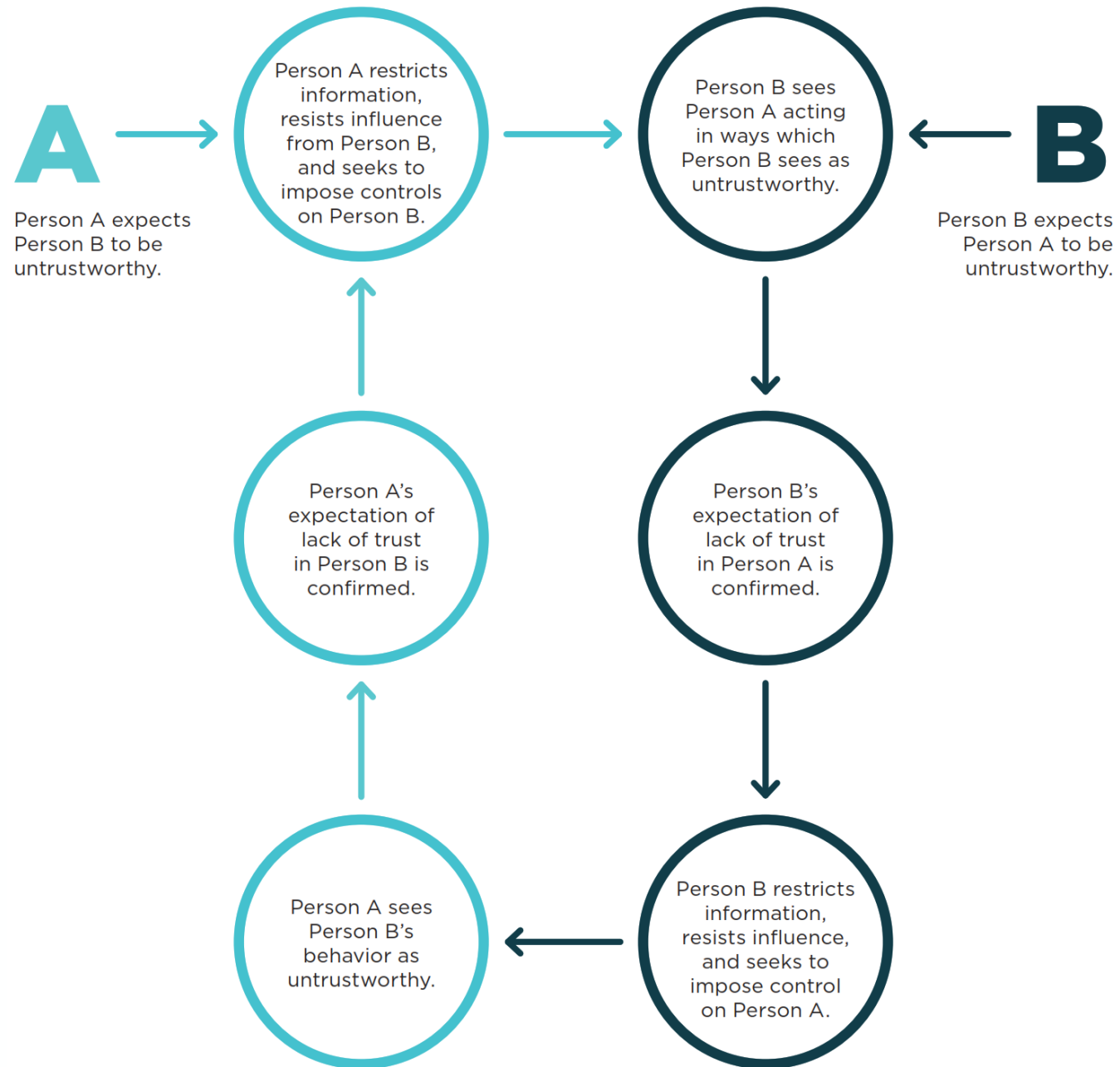
Characteristics of Politics and Administration

	Political Acceptability		Operational Sustainability
Characteristics	Politics		Administration
Activity	Game/allocation of values	CAO, Senior Staff and Third Parties in the GAP Electeds*	Problem Solving
Players	Representatives/trustees		Experts-trustees
Conversation	“What do you hear?” <ul style="list-style-type: none"> ■ Passion ■ Dreams ■ Stories 		“What do you know?” <ul style="list-style-type: none"> ■ Data ■ Plans ■ Reports
Pieces	Intangible: Interests and symbols		Tangible: Information; money, people, equipment
Currency	Power (stories), loyalty, trust		Knowledge (deeds)
Dynamics	Constructive conflict, compromise, change		Predictability, cooperation, continuity

Bi-lingual

- Understands that no value profile is the “best”
- Politics and administration are more than different roles, behaviors, and responsibilities. They are mindsets.
- Understands the difference between the power to convene and the power to decide/authorize

Cycle of Distrust - Zand Model



Trust—A personal challenge

- Are you willing to share information?
 - Are you willing to be persuaded?
 - Do you feel a need to control the other?
-
- Dale Zand, Administrative Science Quarterly, June 1972

Trustworthiness: A Personal Challenge

Ability to build positive relationships by focusing on the other person; being self-confident; possessing good ego strength*; and being curious, inclusive and professional.

$$T = \frac{(C + R) \times I}{SO}$$

Where

T = Trustworthiness

C = Credibility

R = Reliability

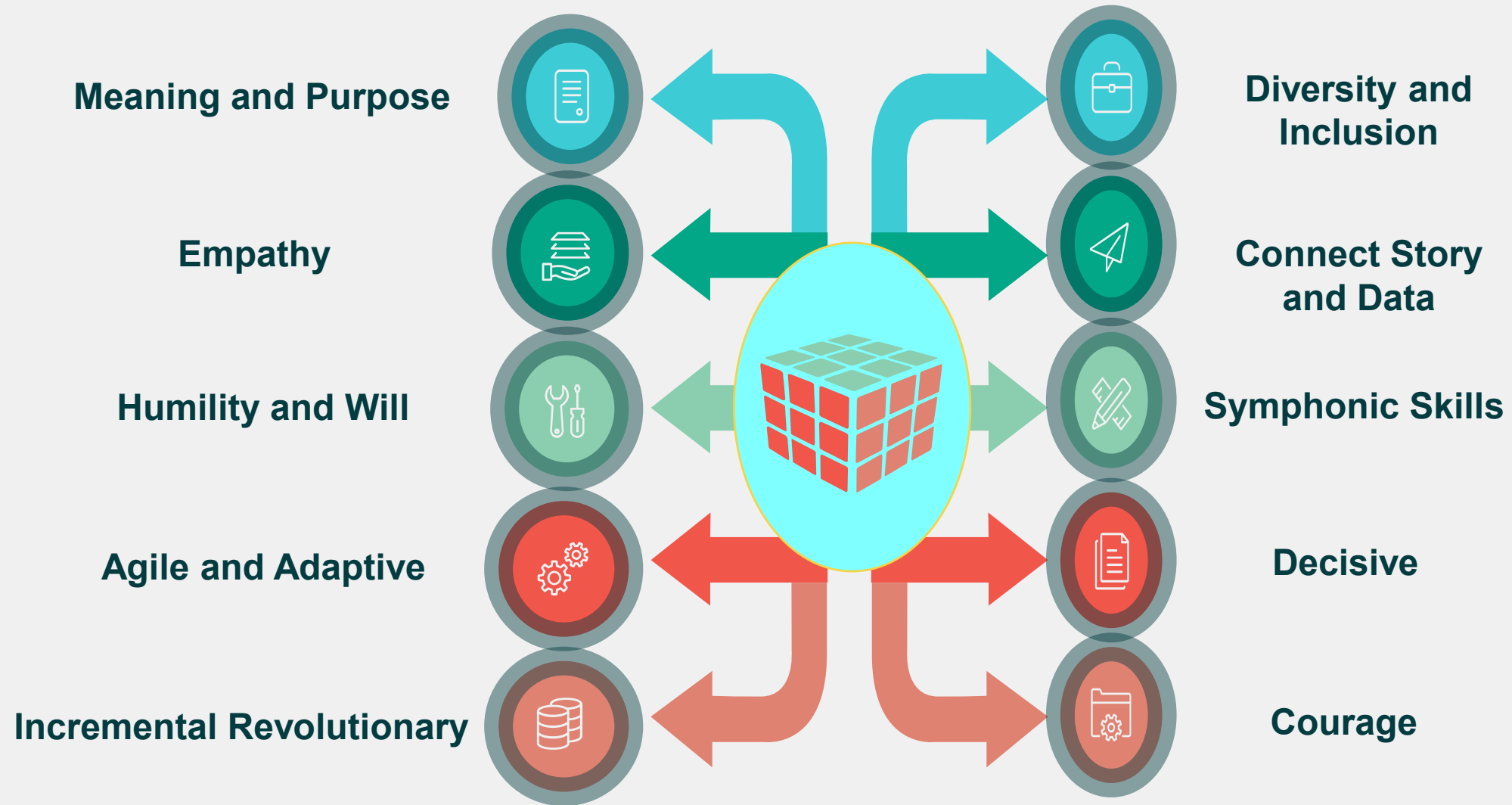
I = Intimacy

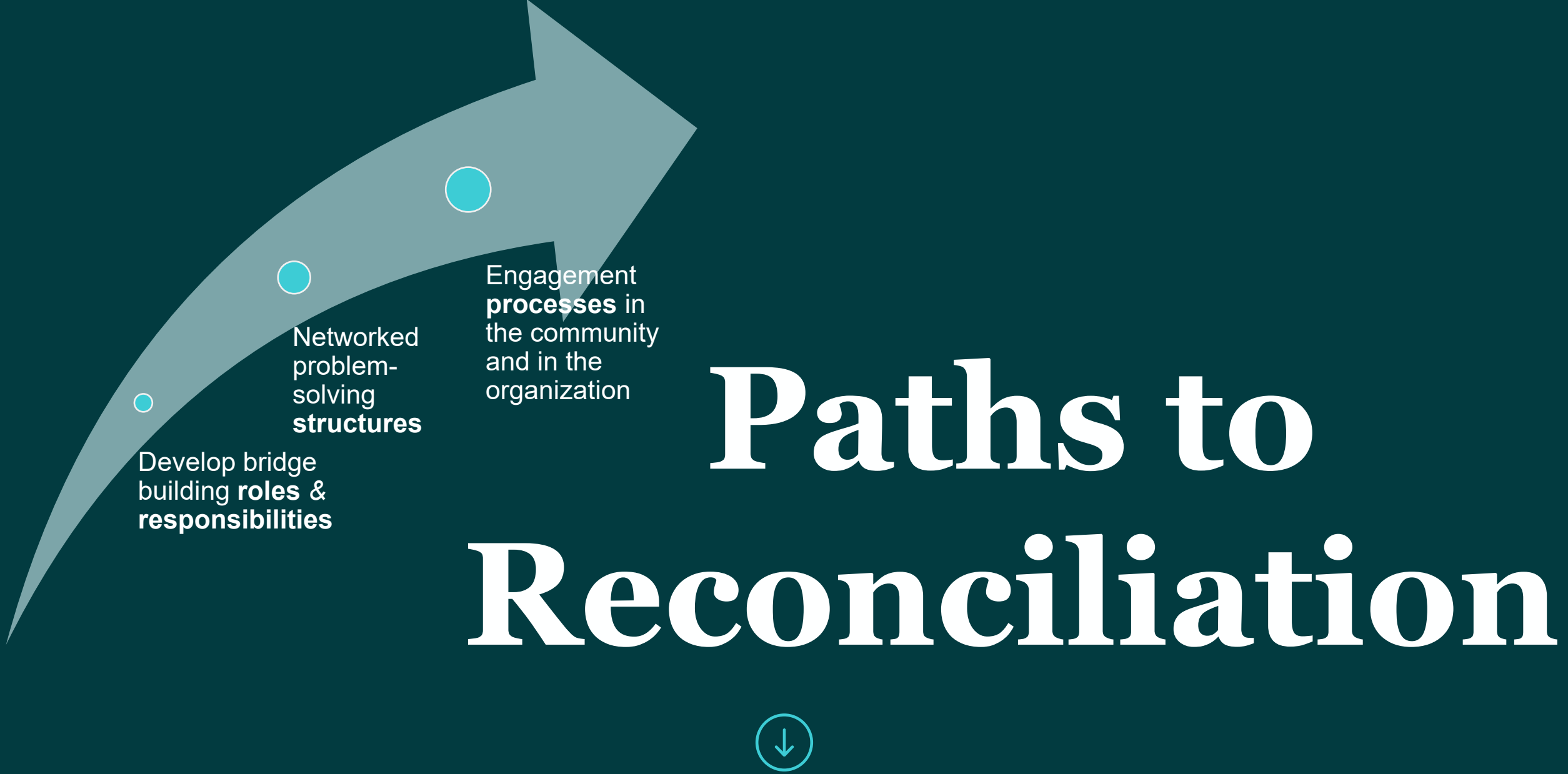
SO = Self-orientation

*good ego strength allows you to focus on the matter at hand, or the goal, and not on who gets the blame or the credit for getting there. Just as wanting all the credit or none of the blame is self-focused, so too is taking all the responsibility.

After Maister, D et al (2002) The Trusted Advisor

Leadership Attributes





Develop bridge
building **roles &**
responsibilities

Networked
problem-
solving
structures

Engagement
processes in
the community
and in the
organization

Paths to Reconciliation



Paths to Reconciliation

Roles and Responsibilities

Political and administrative actors moving into the gap

Structures

Developing skills/mindset where the problems to be solved drive the work and boundaries adjust –
acknowledge identify/issues of loss

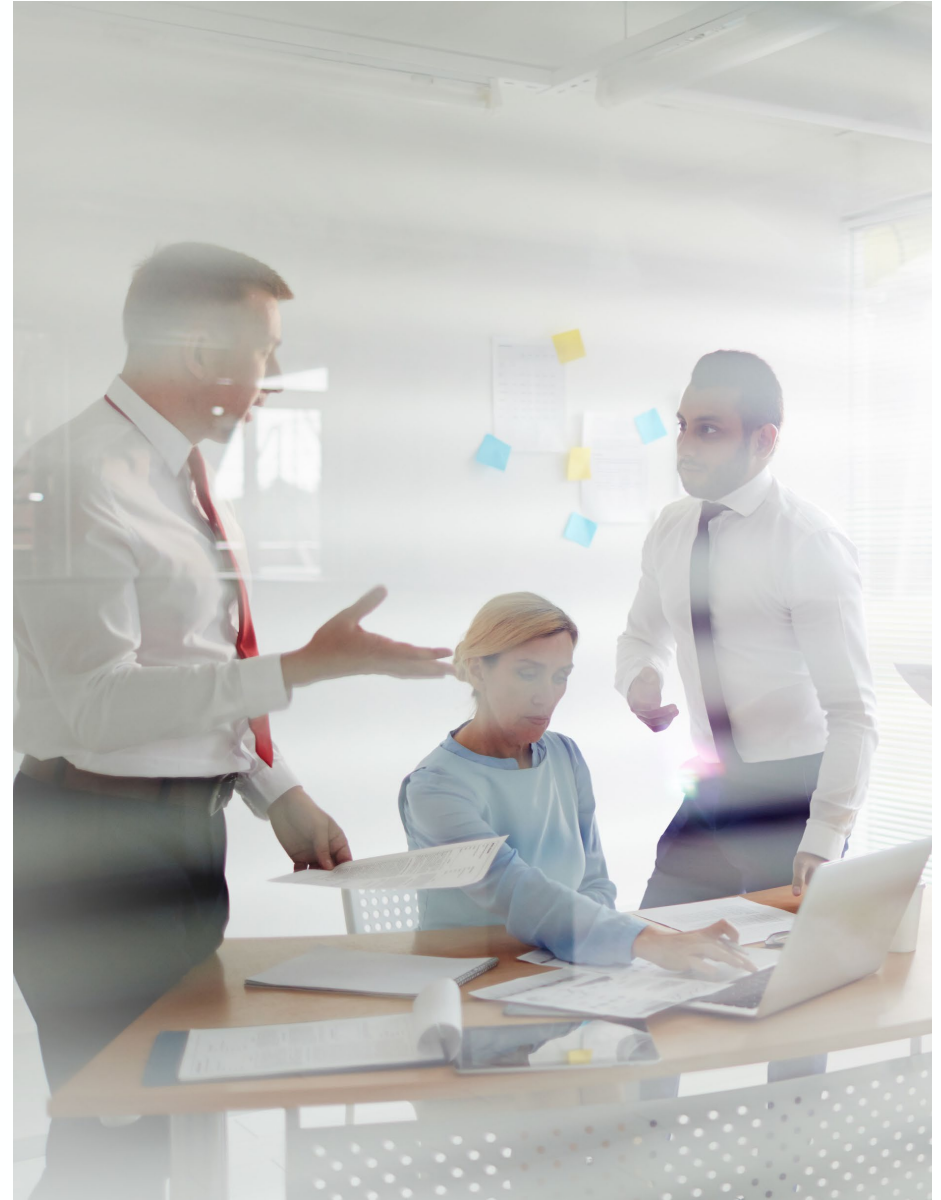
Processes

Imperative for engagement that incorporates public values and deliberative processes

Roles and Responsibilities

“...if the manager is expected to be more outward facing and more attuned to the elected body and the community, assistants and department heads need to understand this expectation. They are now expected to take on **more of the interpretation and bridging role** that the city/county manager has in order to assist the manager to effectively execute council and community goals. This is a new twist on the concept of delegation—**what’s being delegated is ways of ‘being’ more than tasks of ‘doing.’**”

- › Retired City Manager, Northern California



Structures



“I think there’s a recognition that **solving the ‘wicked problems’ of government**—from homelessness to economic equity to sustainability—**demand leadership across functions and teams** both inside and outside of government. This requires far more than the technocratic expertise of ‘managing’ a function”

› City Manager, Michigan

Structures



“There is a need to cultivate meaningful relationships with the **durable partners** in the community across government, schools, the private sector, and non-profits.

- › Former City Manager, Colorado Front Range
- › Who are the durable partners in your jurisdiction?
- › Are you reinforcing their role/value? What could you be doing more of? Less of to convey “partnership?”

Processes/Engagement




“Traditional engagement with residents is complicated by public access to information and data bases that can truly create resident experts. In the 20th century staff were experts and had sole possession of most of the information required to address community issues. Today, one could argue that **the role of staff is more about validating good information and working with ‘community experts’ to reach decisions.**” www.saveourschools497.org

“With such accessible information, **engagement has gone beyond the standard function of providing information to residents.** It has now moved into the “consultative” and “empowering range of government/citizen relationships.”

- › Bob O’Neill, Local Government Guru

IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Equity Resolution

Questions asked in budget and CIP processes:

Who benefits?

Who is burdened?

Who is missing?

How do we know?

What do we do?

- › Equity in Budgeting (Operations and CIP)

