

CITY OF MANHATTAN BEACH
CITY COUNCIL, CITY MANAGER & EXECUTIVE MANAGEMENT TEAM

TEAM BUILDING MEETING

March 21, 2013 * Police and Fire Conference Room

Marilyn Snider, Facilitator—Snider and Associates
Michelle Snider Luna, Recorder—Snider Education and Communication

MISSION STATEMENT

The City of Manhattan Beach is dedicated to providing exemplary municipal services, preserving our small beach town character and enhancing the quality of life for our residents, businesses and visitors.

CORE VALUES

not in priority order

The City of Manhattan Beach values . . .

- *Excellence*
- *Fiscal responsibility*
- *Ethical Behavior*
- *Mutual respect*
- *Integrity*
- *Dedication to the community*
- *Professionalism*
- *Openness*

THREE-YEAR GOALS

2012-2015 * not in priority order

- *Maintain and enhance financial stability*
- *Increase organizational effectiveness and efficiency*
- *Maintain and enhance city facilities, programs and infrastructure*
- *Encourage engagement and increase participation of residents and businesses*

WHAT ARE THE STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF MANHATTAN BEACH IN THE PAST YEAR?

Brainstormed List of Perceptions:

- Financial strength
- Approved three collective bargaining agreements
- The City ran an exceptionally well-organized election
- Six-man volleyball
- Addressing infrastructure needs
- Hired Clay as a Senior Management Analyst
- Outstanding customer service
- Class 3 ISO rating
- Refinanced debt, saving \$4.5 million
- City Historical Symposium
- Town Hall meeting on open government—"Meet the City"
- We settled some huge worker's comp and liability claims
- Having exemplary police and fire response times
- New turf project at Marine Avenue Park—approved a public-private partnership
- Sepulveda Boulevard business meeting for a Business Improvement District
- Mobility Plan preparation was initiated
- Coffee With a Cop event
- Pier refurbishment
- Have a new partnership agreement for economic development with the Chamber of Commerce
- Vitality City / Blue Zones Project programs
- Successful Chevron Coker move
- Wyland Foundation Mayors' Challenge for Water Conservation
- Centennial Fireworks Show
- Remodeled Joslyn Center and Manhattan Heights Community Center
- County approved the Library project to build a new library
- Implementation of touch screen voting and Granicus (paperless agendas)
- Fire Muster—fire competition demonstration our fire strength
- New Housing Element was adopted
- Held the Public Works Open House with 125 attendees
- A great Strategic Plan
- Newly elected Councilmembers
- Graduated another Citizens' Academy (Police Department)—23 graduates
- Graduated 27 from CERT (Community Emergency Response Team)
- Town Hall meeting by the Police Department about crime prevention
- Mayor's Town Hall meeting for emergency disaster preparedness
- Received \$1.5 million in grants for Safe Routes to School projects
- We have a draft joint use agreement to discuss with the School District
- Tip-A-Cop fundraiser raised \$34,000 for Special Olympics
- Veterans' Parkway Master Plan public outreach underway
- Strand Stairs meeting to replace decrepit beach steps
- Received US Conference of Mayors Sustainability Award
- Ongoing exploration of open government
- Celebrated the City's Centennial
- Purchased a new fire engine
- Purchased two new paramedic ambulances
- Unqualified (positive) audit opinion
- Three Police Officers graduated from the Strategic Leadership Institute (SLI)
- Settled Dolan litigation

BEHAVIORAL WORK STYLES OF THE TEAM

The City Council and City Manager took a personal style inventory prepared by the facilitator:

Dave Carmany – Researcher/Supporter

Mark Burton – Actor/Supporter

Tony D’Errico – Actor/Supporter

Wayne Powell – Actor/Director

David Lesser – Supporter/Actor

Amy Howorth – Actor/Director

GIVEN THE WORK STYLES OF THE CITY COUNCIL AND CITY MANAGER, WHAT ARE THE POTENTIAL STRENGTHS OF THE TEAM?

Brainstormed List:

- Ambitious
- Stimulating
- Expressive, dramatic
- Agreeable
- People-oriented
- Leaders
- Willing to take risks
- Sense of urgency
- Win-win
- Have a Researcher-style as a City Manager for background information and recommendations
- Win-win can be a quicker way to come to a solution
- Many of the Actor-style people are also Supporter-style people
- We do have people with Director-style as a secondary style to help get to the bottom line

GIVEN THE WORK STYLES OF THE CITY COUNCIL AND CITY MANAGER, WHAT ARE THE POTENTIAL WEAKNESSES OF THE TEAM?

Brainstormed List:

- The amount of time it can take to get to a win-win solution
- Possible problems with egos and needing credit
- Can move too fast
- Could be undisciplined
- Might make decisions without all of the key information to get to the bottom line
- Too much talking and not enough listening
- Everything can seem urgent—could have trouble prioritizing
- Could be frustration with the Supporters because of the desire to just get it done versus the desire to study and be methodical
- Could be a tension of the Actor-style people who want to get things done versus Supporter-style and Researcher-style people who want to slow down and study an issue

EXPECTATIONS OF THE TEAM

WHAT DO THE CITY COUNCIL MEMBERS EXPECT/NEED FROM A CITY MANAGER AND EXECUTIVE MANAGEMENT TEAM?

Consensus List:

- Well-researched, complete staff reports
- Know the political climate regarding the issues coming before City Council
- Provide guidance based on experience
- Results based on goals
- Present the options or alternatives (in a staff report or orally) that were considered to come to the recommendation
- Engagement by the City Manager at City Council meetings to identify options, particularly when there is disagreement and/or the City Council is getting off track—we don't want a 6th Councilmember however
- Be out front as facilitator, as needed
- Coordinate staff if there is not clarity about who is to do what
- Be receptive to opposing viewpoints
- Proactively seek community input and encourage staff to do the same
- Service-oriented approach
- Follow-through
- “Tee it up”—frame issues well, thoroughly
- Ensure staffing is in place to implement direction/complete tasks
- Skip level management—let City Council talk to staff (inquiry of staff is okay, but not giving direction)
- Updates and status reports so we know our progress
- Executive Summary, if report is lengthy and/or complex
- Feedback/debrief to the City Council on our performance, approaches, meetings
- Lots of communication to City Council
- Visible to the community—ambassador to the community
- Allow break from command structure to allow City Council to speak directly to staff
- Contact the City Council about upcoming agenda for questions

WHAT DOES THE CITY MANAGER AND THE EXECUTIVE MANAGEMENT TEAM EXPECT/NEED FROM A CITY COUNCIL/CITY COUNCIL MEMBERS?

Consensus List:

- Effective and efficient meetings
- Confidence in staff
- Consistent use of consent calendar for routine items
- Stick with priorities (limit priorities—everything cannot be number one)
- Time management
- Put things in their best construction/recognize both sides of an item
- Goal-oriented, not task oriented
- Leadership
- Consensus in direction
- Balance public input with staff input
- Speak no ill of the City, staff or residents publically
- Value staff
- Communicate directly to the City Manager rather than to Department Heads when it is for a request rather than for information
- City Council stay at policy level and let staff execute
- Support (e.g., in public, regarding value of staff's recommendations)
- Acknowledgement and reliance on staff expertise
- Unified direction
- Courtesy between City Council and staff, between City Councilmembers and with the public
- Resources

- Advance notice of issues (e.g., items on the agenda)
- Feedback on reports and communications
- Positive framing—positive rather than negative response
- Resource management
- Recognition
- Praise in public, criticize in private (don't bash staff members or each other in meetings)
- Professionalism

WHAT DO THE CITY COUNCIL MEMBERS EXPECT/NEED FROM EACH OTHER?

Consensus List:

- Guidance/feedback for new City Councilmembers
- Feedback to each other about things that have been done well and suggestions for change
- Integrity
- Ethical
- Acknowledge strengths
- One voice—team, not “I” approach in communication
- Avoid redundancy
- Be open minded
- Respect and courtesy
- Seek collaboration without needing to get the credit
- Let me know ASAP when I make a mistake—don't let it fester
- Don't engage with the public in response to every public comment
- Take personal responsibility for your actions
- Always remember that the community is our boss
- Be joyful, happy and positive
- Respect for different opinions
- Be prepared for meetings
- Best efforts
- Speak succinctly
- Don't speak just to speak
- Keep disagreements on an issue rather than personal basis
- Follow the Brown Act
- After the vote, move on
- Speak with one voice on the City Council's positions—don't bad mouth those who had a different position, although you can explain the position you took
- After a full discussion, don't just go along to get along—believe in your vote
- Get stuff done
- Lead, not manage—don't get stuck in the weeds—let staff get the work done
- Understand and appreciate the role of staff at all times
- Avoid “gotcha”
- Be really wary of the “Me too, I am such a good guy/gal” attitude
- Let City Manager know if you are going to miss a meeting
- Show up on time
- Read agenda packet ahead of meetings
- If press calls, refer them to the Mayor for the Mayor to determine if it is appropriate to do so
- If a member cannot attend a meeting when a vote is taken, don't criticize the City Council's decision
- Attend community and City events as you can (e.g., ribbon cuttings, retirements, promotions)

WHAT DOES THE CITY COUNCIL EXPECT/NEED FROM A MAYOR?

Consensus List:

- Admonish belligerent members of the public (don't prevent from talking) when they disparage/slander other residents at a City Council meeting
- Demonstrate strong City representation to the public
- Sum up the discussion accurately so staff understands
- Be the consummate diplomat
- Follow up on public comments—respond where appropriate, but don't lead a discussion
- Engage the public wherever possible
- Reach out to all City Council members and not be cliquey
- Speak last on an issue
- Meeting management
- Defend the City Council
- Be there for all the community meetings, and, if not possible, ask another City Council member to attend
- When there is a difference of position, guide the City Council to consensus, if possible
- Recognition of the teamwork of the City Council

WHAT DOES THE MAYOR EXPECT/NEED FROM A CITY COUNCIL?

Consensus List:

- Patience (e.g., if the Mayor is repeating where we are in the meeting)
- Support the Mayor and help support the structure of the meeting
- Recognize that there is a tension between welcoming public opinion and managing a meeting
- Where the Mayor has skipped over something on an agenda, give the Mayor a gentle reminder of what has been missed
- Follow Robert's Rules of Order
- Recongnize that the Mayor is a gatekeeper and also has an independent opinion
- Recognize that the Mayor and all the City Council members are working for the betterment of all of the community
- Push the botton or ask the Mayor's pemission to speak—let the Mayor control the order
- Tell the Mayor privately if you think something went poorly in a meeting
- Repeat a motion that has been made

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
March 22, 2013	City Manager	Distribute the meeting record to attendees of the Team Building Retreat.
Within 48 hours	All	Read the retreat record.
May 21, 2013	City Council	Determine how to manage City Council meetings effectively and efficiently. Consider rules of decorum.
July 9, 2013 6:30-9:00	Community, City Council, City Manager	Community input on the Strategic Plan, facilitated by Marilyn Snider.
July 10, 2013	City Council, City Manager, Management Team	Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Develop objectives for the next six months.