

SECTION 7

GOVERNANCE: REFINEMENT

Mayor – Council Success Criteria

1. Collaborating to solve problems, and to creating the future community
2. Accomplishing defined projects and tasks
3. Having/using the Vision/Goals as the Mayor – Council deliberates
4. Addressing community input and using in decision making
5. Respecting each other: Mayor/Council, City Management and Employees
6. Agreeing to disagree, moving on to the next issue
7. Being mindful of Hermosa Beach as a diverse community
8. Looking for opportunities, thinking creatively, taking/supporting innovation actions
9. Being open to new ideas: each others, staff, community
10. Having short, effective meetings
11. Having a safe community
12. Moving the City forward
13. Having a sustainable community
14. Having cost-effective city government providing quality services

Mayor – Council Desired Image

1. Working as a Team: City, Mayor – Council
2. Respect for Others
3. Collaborating to Address Issues, to Solve Problems
4. Responsive to Community Needs
5. Open to Community Input
6. Support for City Staff
7. Focus on Governing – Apolitical
8. Listening to Ideas/Suggestions from Others
9. Advocacy for City
10. Ambassador for City with Passion
11. Thoughtful, Open Deliberations
12. Creative Thinking, Support for Innovative Actions
13. Effective, Efficient Use of Time
14. Embodiment of Hermosa Beach: Representing Community Values

Governance Guiding Principles Mayor and City Council City of Hermosa Beach

- 1. Respect others as we want to be respected: Councilmember, City Staff and Public.**
- 2. Listen with an open mind to others and strive to understand, before stating an opinion or judging.**
- 3. Work collaboratively as a “City Team”.**
- 4. After a majority vote, agree to disagree move on to the next issue.**
- 5. Represent the Council decisions and policy direction.**
- 6. Negotiate with each other; look for ways to common ground and compromise.**
- 7. Focus on the issue, avoid personal attacks and accusations**
- 8. Ok not to talk**

Mayor and City Council Protocols: Operating Guidelines for City Council and City Manager City of Hermosa Beach

Protocol 1	Simple Information
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- Contact Department Director or City Manager.
- If Department Director is contacted, copy City Manager.
- Department Head will contact City Manager.
- Council members should share expectations and your preferred form of communications.
- Acknowledge within 24 hours

Protocol 2	Council Requests
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Key Issues:

- A. Expectation immediate knowledge – let me check into it and get back to you with a complete answer
- B. Expectation immediate response – drop current work project and handle this request
- C. Responsiveness of Staff

Expectations:

- A. Share expectations and timeframe
- B. 24 hour acknowledge inquiry
- C. Inform on citizen request – do you want notification before or after action
- D. Staff response on questions goes to all Mayor and City Council

Action: Topic for Action

- Contact City Manager.
- Council may research a topic and bring information to the City Manager.
- If research requires more than 1 hour; the topic will be taken to Council for direction.
- Council can bring up topic during “Other Matters” for direction.
- Information reports may be shared with Council at the discretion of the City Attorney and City Manager.

Action: Citizen Service Request

A. First Contact

- Refer to City Manager and/or Department Head.
- Council members should share expectations of further communication on actions or city follow up
- Acknowledge within 24 hours

B. Unsatisfactory Contact

- Refer to City Manager.
- City Manager will inform Council on follow up actions by the City.

Protocol 3	Council Reports
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Key Issues:

- A. Report bias
- B. Complete reports with multiple options
- C. Recommendations
- D. Use of Decision Making Tool

Expectations:

- A. Options presented
- B. Council share concerns, issues and expectations without specific wording
- C. Present the context
- D. Have an open mind

Action: Topic for Action

- Link to vision, goals, mission and decision making tools
- Review “best practices” from other cities (similar cities)
- Provide thorough analysis
- Evaluate options and alternatives
- Objective Report
- Provide strong professional recommendation(s)
- Frame discussion topic/question
- Avoid lobbying through others

Protocol 4	Employee Contact
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A. Employee initiated

- Report contact to City Manager on topics: employment, management or policy direction.
- Refer employee to supervisor or Department Head.

B. Council initiated

- Social contact only.
- If a community issue of performance, contact the City Manager and not direct the City employee.

Protocol 5	Email Guidelines
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- Communication from Council to Council majority sent to Clerk.
- For private communications, Council should use phone or personal email address.
- Avoid "Reply to All".
- Use FYI for share information no reply.
- Hermosa Beach address is a public record.
- No weekend email needed, unless an emergency situation.

Protocol 6	New Ideas
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- Contact City Manager.

Protocol 7	Commission Communications
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- Commission communications is through responsible Department Director.

Protocol 8	Spokesperson on City Matters
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- Official communication (including press release) through the Public Information Officer; Tested Mayor/Pro Tem.
- Mayor and City Manager reflect the City Policy
- Circulate to Councilmembers

Protocol 9	Performance Problem
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- Go to the City Manager
- Avoid discussion at Council meeting

Protocol 10	Communications: Council and Staff
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- City Manager will share the same information at the same time with all Councilmembers.
- City Manager will use Council as a resource.
- City Council and staff should avoid surprises or last minute items/information.
- City Manager should inform Councilmember on topic of potential impact.

Protocol 11	Agenda Process
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- A. Placing an item
 - Contact City Manager
 - Place on “Other Matter” for Council direction.
 - Two Councilmembers will determine the placement on a future Council agenda for initial discussion with brief staff report. (1 page)
- B. Question on item
 - Contact (email or call) Department Director, with a copy to City Manager.
 - Presentation will incorporate the questions.
 - Information will be shared with all Councilmembers.
- C. Agenda Preview
 - Identify topics for next Council agenda.
- D. The City Manager will review the Council meeting agenda with the Mayor and Mayor ProTem

Protocol 12	Council Agenda
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Key Issues:

- A. Items on “Consent Agenda”
- B. Minutes
- C. Pulling a number of items

Criteria for Consent Agenda Item:

- A. Routine item requiring Council action
- B. Items in approved budget
- C. Items with prior Council decision or direction
- D. Items with no public input
- E. Expenditure threshold: \$100,000

Action: When pulling an item from the Consent Agenda

- 1. Pull item.
- 2. State reason for pulling item.
- 3. If opposed to item, comment on the item and your position. Item will not be pulled, but your opposition is noted in the minutes – a “No” vote.
- 4. Written comments may be submitted on Consent Agenda items.
- 5. Pulled items will be referred to “Other Matters” on the Agenda.

Protocol 13	Council Meetings - Management
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Key Issues:

- A. Long meeting going late into the night, early morning
- B. Long agendas
- C. Actual meetings starting after 9 pm
- D. Overload study sessions
- E. Recycling, repetitive Council comments
- F. Pulling items from "Consent Agenda"
- G. Need an additional meeting?

Suggestions:

- A. City Manager 1 on 1 meetings to discuss agenda, respond to questions
- B. Start public hearing at designated times
- C. Limit "Recognitions and Presentations" to 3 (10 minutes each)
- D. Public input
 - 1. Have public sign up
 - 2. Have next speaker identified as "queued" up
 - 3. Avoid commenting or engaging the public
 - 4. Split comments on Agenda Items Early; and General Comments at the end of the meeting
 - 5. Limit speakers: 2 minutes
- E. Council comments and discussion focus on the issues
- F. Follow Roberts Rules
- G. Council comments: Time
- H. Mayor summarizes before action

Actions:

- A. Use first names at the Council meeting
- B. Allow brief discussion before making the motion
- C. Ask questions before the Council meeting
- D. Public input: have individual sign in after presentation; be ready to speak; 3 minutes to speak
- E. Council Presentations: avoid reading reports or overheads
- F. Brief staff/consultant presentation (10 minutes); 1 minute for announcing events
- G. Discourage applause, boos or emotional reactions
- H. Clarifying direction from Mayor at end of discussion, before the vote
- I. Designate time for hearings

Protocol 14	Study Session
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Key Issues:

- A. Adequate time for Council discussion
- B. Feeling “rushed” with time deadline
- C. Providing clarity of direction to City Staff

Suggestions:

- A. Separate Study Session from Council Meeting – 1st Wednesday, 6 – 9 pm
- B. Staff provides complete reports prior to meeting
- C. Mayor and Council read reports
- D. Staff Brief Presentation with identified questions needing direction
- E. Limit topics (1 – 3)

Actions:

- A. Separate Study Session (7 pm – 9 pm)
- B. Quarterly or as needed
- C. Limited topics
- D. Time for Council discussion
- E. Brief Presentation
- F. Background material sent to Mayor – Council ahead of meeting

Protocol 15	Meeting Minutes
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Key Issues:

- A. Action Minutes or Transcript

Suggestions:

- A. Name of presenters
- B. Brief sentence: comment, summary, and position
- C. Avoid significant time impact on Staff

Actions:

- A. Time stamp on agenda
- B. Maintain Action Minutes

Protocol 16	City Bidding and RFP Process
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Key Issues:

- A. Efficient process
- B. Systematic approach to recurring contracts
- C. "Best qualified" contract
- D. 3 – 5 year renewals
- E. Competitive prices
- F. More transparency process
- G. Length of RFP process

Actions:

- A. Notification to Mayor – Council of upcoming contract
- B. Avoid surprises

Protocol 17	City Manager Notification
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The City Manager will inform Mayor – City Council through: e-mail
Mayor – Council Reports