



## City of Cupertino City Council Workshop

**November 8, 2019**  
**5:30 p.m. – 9:30 p.m.**  
**Cupertino City Hall – 10300 Torre Avenue**



**Rod Gould, Senior Partner**  
**Christine Butterfield, Senior Manager**



## Mayor's Welcome





## Public Comment

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## Comments from the City Manager

## Today's Agenda

Call to Order and Public Comment

Comments from the City Manager

Learn More About Councilmember's Service to Cupertino

Council Discussion of High-Performance Governance and Council Norms

Council Discussion of Role Clarification

View From the Bridge

Discussion of Council Relations as a Body/With Staff/With Community

Identify Significant Opportunities and Challenges Facing Cupertino and Common Vision for its Future

Hanging Issues and Commitments

Wrap Up and Next Steps

## Today's Objectives



Strengthen trust and effectiveness of the City Council.



Learn about how Councilmembers approach Council service and decision-making.



Develop a Council agreement on norms for working together and with staff on behalf of the community.



Discuss expected opportunities and challenges on the horizon and the Council's vision for the City of Cupertino in the next five years.

## Ground Rules



Seek consensus



Listen to understand



Participate



Stay focused



Assume good intent



Speak up if we need course correction

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## Bike Rack

- Things to discuss at another time will be tracked separately
- Time management tool

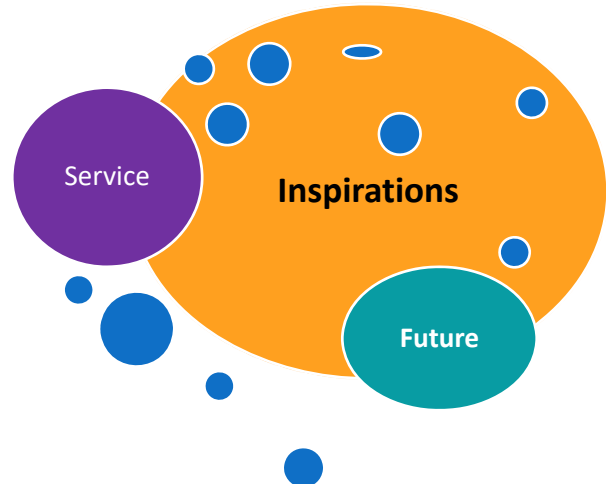
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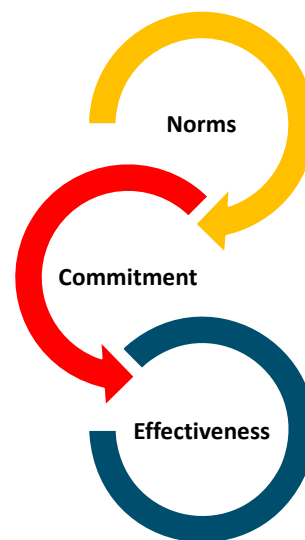
## Learn More About Council's Service to Cupertino

- What **propelled** you to serve on the City Council?
- How do you **evaluate** community issues that come before the City Council?
- What about your service on City Council do you find **most satisfying**?
- What would you like the **City Council's reputation** to be in the community and with staff?

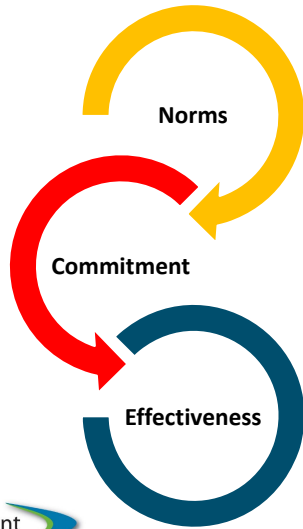


## Effective Practices for Elected Officials

- ❖ **"Attributes of Effective Councils,"**  
Institute of Local Government
- ❖ **"A Key Ingredient for Success: An Effective City Council/City Manager Relationship,"** by Kevin Duggan,  
International City/County Management Association
- ❖ **Examples of City Council Norms**



## Effective Practices for Elected Officials



Management  
Partners

❖ *What are the common elements and norms of high performing councils?*

❖ *How well does the Cupertino City Council embody the Ethics Protocol and norms of high performing councils?*

❖ *What could Cupertino incorporate into its governance culture?*

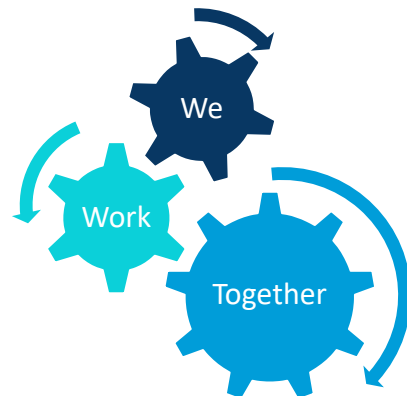
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## City Government is a Team Sport

You can be a solid Council member and a team player, too

It's about collaboration, persuasion and relationships



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## Look for Connections and Intersections



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- People vote for people – and do business with people – that they like and trust
- Important to build relationships with your colleagues to achieve success
- Be transparent and share your policy decision-making interests with one another
- Work together to build a support system – *Brown Act caution!*

**Civility works**

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## Disagreeing in a Way that Maintains the Team

***Can't I disagree with a colleague on an issue?***

■ **YES, of course!** Just do it with:

- ✓ Dignity
- ✓ Respect
- ✓ Support
- ✓ Inclusiveness



***Never underestimate the power of a little civility and kindness***

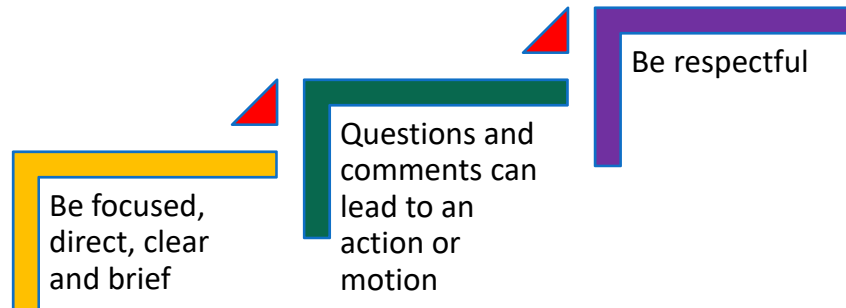
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## So Much Is About Communications

### How Much Should I Talk as a Council Member?



***Democracy Simply Moves Slowly!***



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## More About Communications

### Focus on Outcomes

- Be attentive
- Ask clarifying questions
- Let people know you are listening

### Separate people from the problem

- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria



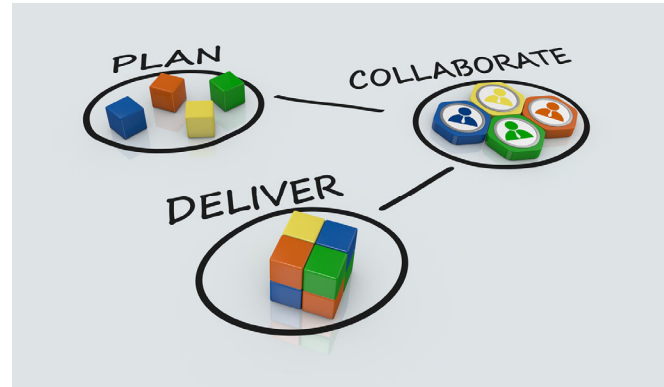
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## Do Your Homework and Be Prepared

- Read agenda materials
- Ask questions in advance
- Analyze alternatives
- City Manager should share information with all Councilmembers
- Set clear rules, policies and procedures for Council meetings



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## Do Your Homework and Be Prepared



Involve the City Attorney early



Ask how to achieve policy goals under the law rather than whether a course of action is legal



Pay careful attention to Brown Act laws and regulations regarding ethics

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## Teamwork – How to Get There

- Play nice, be fair, be patient, be kind, no surprises
- Avoid squabbling and personal attacks
- Maintain formal decorum and be respectful
- Refer to colleague with their titles



## No One Can Do It Alone

- **Neither the City Manager, nor the Council or individual Council Members can do it alone!**
  - Become an expert at small group decision making
  - Understand and appreciate each others' styles, strengths and expertise
  - Respect each other and understand your roles



## No One Can Do It Alone

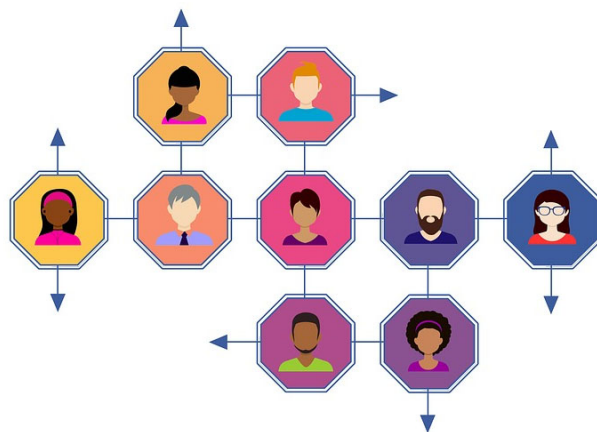
- Be rock solid on laws and rules regarding ethics
- Learn to count to 10!
- Learn to compromise – take the long view
- Think strategically
- Always remember your values – why you ran for office or entered public service
- Put the community first in all matters



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## Teamwork

- Getting things done for the community as a team makes us **all** look good
- Accomplishments build relationships...which lead to other successes



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## Review How You Spend Your Time

- Easiest or most important?
- Responding to crisis or anticipating future needs and challenges?
- Pace your efforts for the long run
- Ask the public how you are doing



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## Have Fun!



Celebrate successes

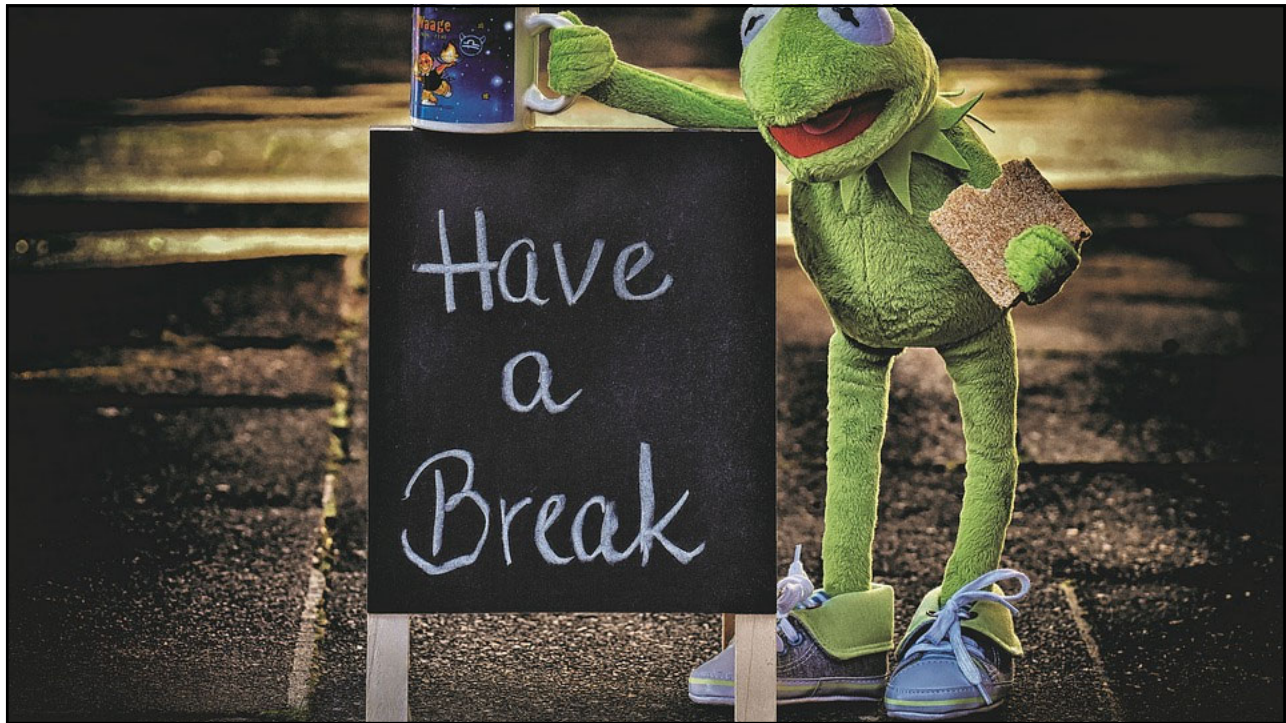


See the humor in your  
spectacular failures

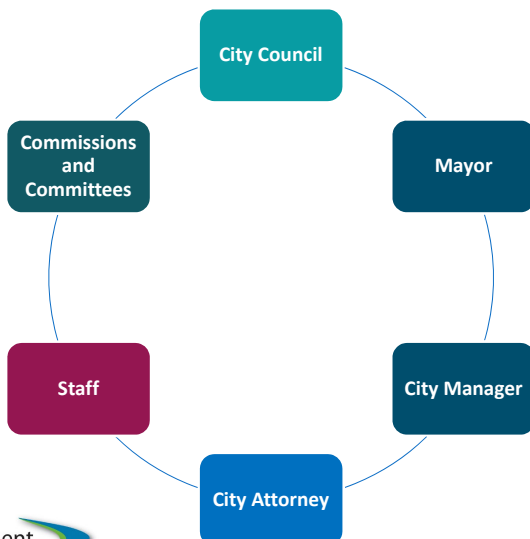


Enjoy your experiences  
– you worked hard to  
get here!

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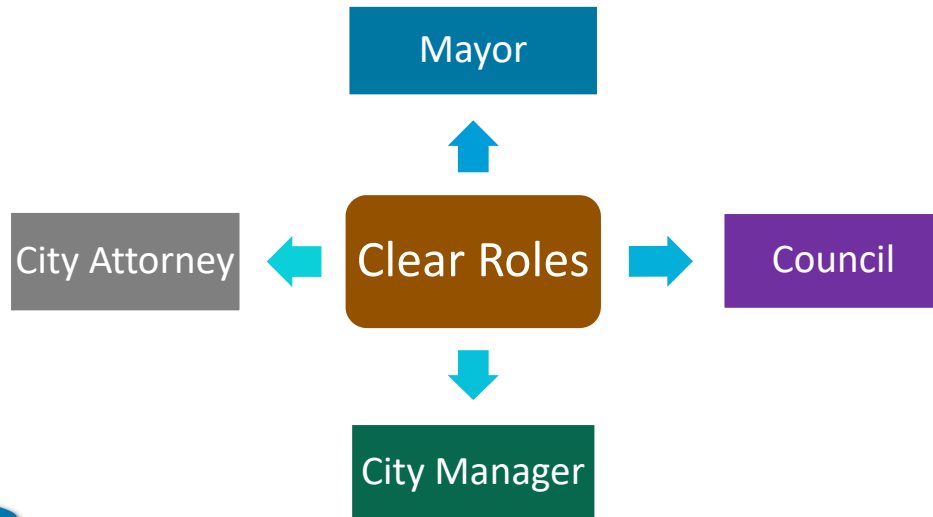


## Discussion of Role Clarification



- Policy role
- Administrative role
- Advisory role
- Legal role

## Basic Suggestions for Success



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## City Council – Staff Partnership



Everyone has a role to play



Council sets the goals and policies



Day to day work of the City is done by staff



Partnership is critical for success of the City

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## City Council – City Manager Relationships



### Council

- Sets policy and overall direction
- Keeps in touch with community concerns

### City Manager

- Implements Council policy
- Handles day-to-day operations
- Offers policy advice
- Manages the staff

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## City Council – City Manager Relationships



- ✓ **Important to find the line and stay within your area of responsibility**
- ✓ Yes, it is often more complicated, but...
  - It is best if the Council is not involved in staff and administrative matters; and
  - It is best for the City Manager to not dominate public discussions.

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## Council Member Role



- ✓ **Represent the community well**
  - Do what is in the best long-term interest of the community
- ✓ **Respect the chain of command** – The City Manager and City Attorney are your only direct reports – and they report to the entire Council
  - **Work through the City Manager (or department heads with copy to CM)**
  - Do not direct staff or ask staff to do things (“asking” can imply direction)
- ✓ **Meet with the City Manager on a regular basis**
  - City Manager can be your greatest asset in helping you frame issues and reach your goals
  - Within the confines of receiving direction from the Council as a body

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## Council Member Role (continued)



- ✓ As a Council, hold the City Manager accountable for **agreed-upon Council goals**
- ✓ If there is **conflict** around an individual Council member’s request, then the City Manager should work to resolve the conflict through Council consensus
  - The Council member needs to understand that the City Manager can only fulfill a request that is within current policy direction, is legal and is within the staffs’ capacity
- ✓ **Do not publicly criticize staff**
  - Take up your disappointments privately with the City Manager
  - *Never share with staff below the City Manager*

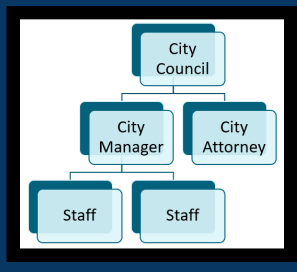
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## Mayor's Role

- ✓ Run the Council meetings
- ✓ Serve as **chief representative** of the City (ribbon cuttings, spokesperson)
- ✓ Meet with the City Manager regularly to **collaboratively** discuss issues
- ✓ Work closely with the City Manager to anticipate future issues and to plan City's response
- ✓ Carry out all of the roles listed for Council members

## City Manager's Role



- ✓ Serve as **chief executive officer** of the municipal organization
- ✓ **Guide and develop staff** and create a productive organization culture
- ✓ **Manage staff**, including hiring, terminations, discipline
- ✓ Provide **advice** to the City Council
- ✓ Help make the **Council** productive and successful
- ✓ Help **each member of Council** to succeed
- ✓ Help **staff achieve the Council's goals**

## Nurture a Strong Council-Manager Partnership

Management Partners 

### ✓ Help with the “care and feeding” of the partnership

- Schedule time for team building, feedback and relationship building
- Learn something new daily
- Understand/respect each position’s role



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## City Attorney’s Role

Management Partners 

- ✓ **Represent the whole organization**, not individual Council members or members of the public
- ✓ Provide clear and accurate **legal advice** on a myriad of complex laws
- ✓ Be **fair and impartial**
- ✓ Provide **full disclosure**
- ✓ Use **candor and diplomacy**



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## **Building on a Solid Foundation**

City Manager's State of the City

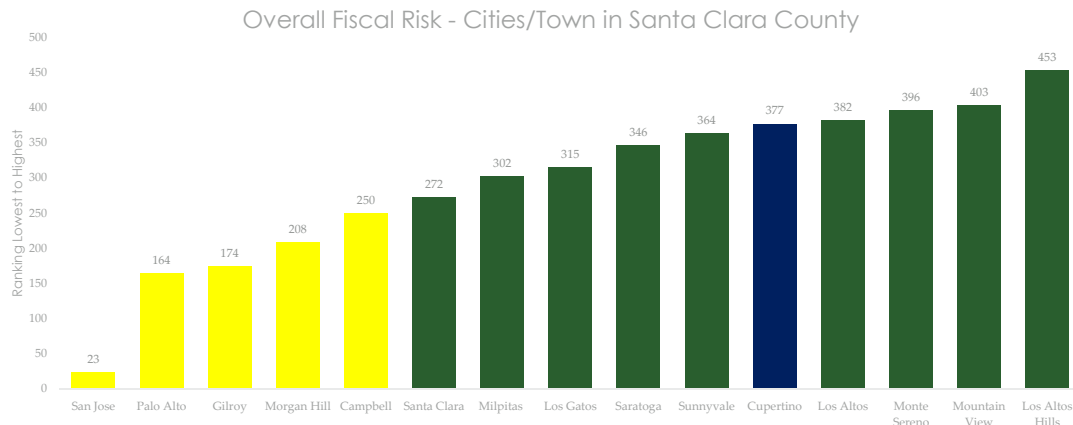


**CUPERTINO**



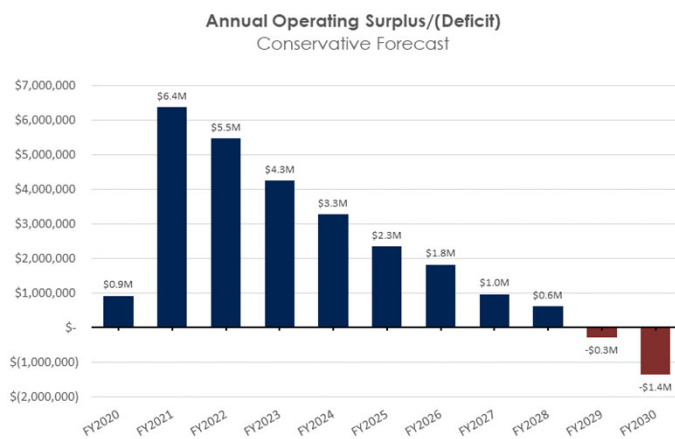


## How did we Rank?



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## General Fund 10 Year Forecast



### Major Revenue Assumptions










- 1.3% Sales Tax
- 2.0% Property Tax
- 5.0% TOT

### Major Expense Assumptions

- 3.0% Employee Compensation
- 4.8% Employee Benefits
- 4.3% Contract Services
- 1.3% Transfer to Capital Reserve of \$1.5M

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## Revenue not currently forecasted

Development Project	Housing, Hotel, or Mixed Use	Estimated 1x Permit Fees	Estimated ongoing Taxes
Hamptons		\$1.6M	\$0.8M
Marina	 	\$1.2M	\$0.5M + \$1.6M
Oaks		\$0.9M	\$0.3M
Cupertino Village		\$0.2M	\$1.3M
De Anza Hotel		\$0.3M	\$1.6M
Vallco	  	\$16M	\$6.9M <sup>1</sup>
Total		\$20.2M	\$13M

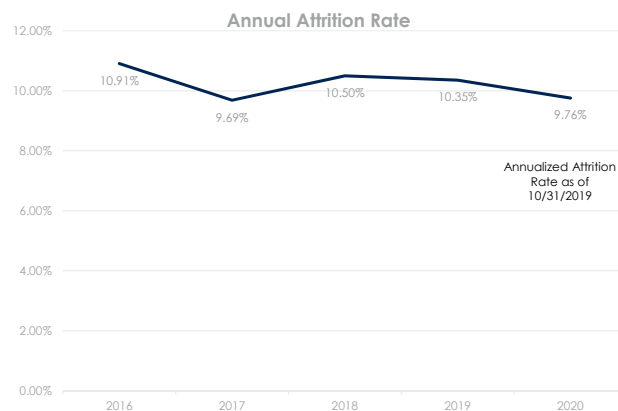
<sup>1</sup> Keyser Marston Study

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## City's Workforce

### Current & Anticipated Vacancies (9/11)

1. Account Clerk
2. Senior Office Assistant
3. Emergency Services Coordinator
4. Director of Parks and Recreation
5. Case Manager
6. Recreation Coordinator
7. Environmental Programs Manager
8. Maintenance Work I (2)
9. HR Manager
10. City Clerk



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## City's Mission Statement



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CUPERTINO

## Council Relations Discussion

- What is *going well*?
- What is *not going well*?
- What can we *do differently* to improve?
- How might City Council make *meetings more effective*?



## Council – City Manager and Staff Partnership



## Council – City Manager and Staff Relations Discussion



*What is going **well**?*

*What is **not** going well?*

*What can we **do differently** to improve?*

*What can we stop doing that will improve the situation?*

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Partners

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## Council – Community Relations Discussion

- *What is going **well**?*
- *What is **not** going well?*
- *What can we **do differently** to improve?*
- *How can Cupertino **improve its public engagement** with residents?*



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# Opportunities and Challenges in Cupertino

What are the **significant opportunities** to improve Cupertino that will come before the City Council in the next two years?

What will be some of the **major challenges** that Cupertino must face in the next two years?

What is the **common vision** for Cupertino in five years' time?



## Hanging Issues and Commitments

- *What did we decide today?*
- *What steps are necessary to implement the agreements?*
- *Are there training opportunities we should consider?*
- *How can staff help?*



## Wrap Up and Next Steps

*What was one useful  
takeaway from  
today's workshop?*

*Management  
Partners will prepare  
a workshop report*

*Please complete the  
workshop evaluation  
form*



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## City of Cupertino City Council Workshop

**Thank you!**

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