Alexandria City Council

Winter Retreat – January 29, 2022

Agenda

1. Introduction

2. Levels of Governance

3. Setting Expectations

4. Workplan Priorities

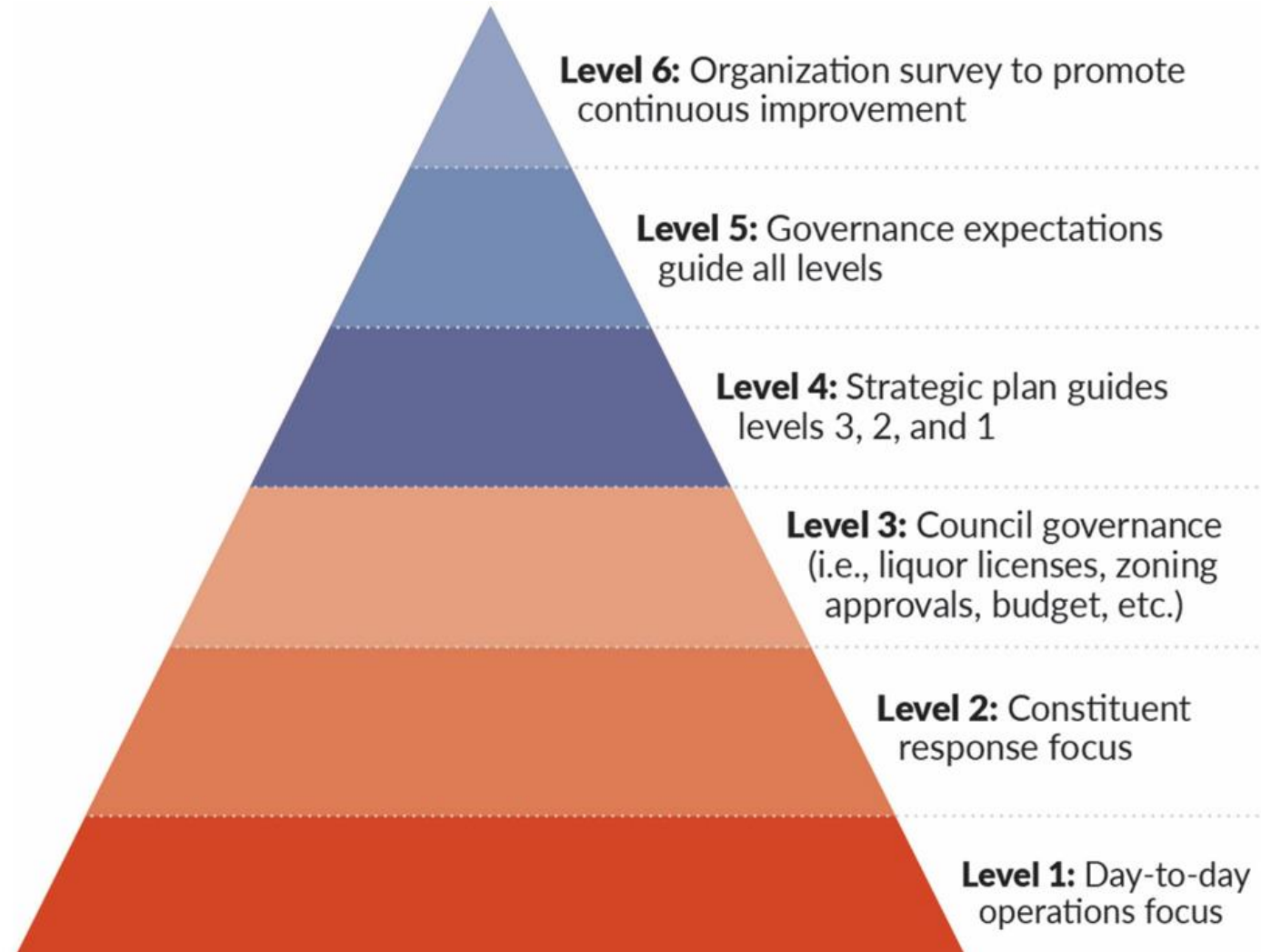5. Understanding the Desired Result and Policy Question

Levels of Governance

How do you manage both the routine day-to-day, but also position the community to take full advantage of emerging and future opportunities?

It's very difficult to start talking to a board about becoming more strategic when they are in a cycle of managing the routine.

MIKE LETCHER, ICMA-CM, is president/CEO of BridgeGroup LLC. ©bridgegroupllc
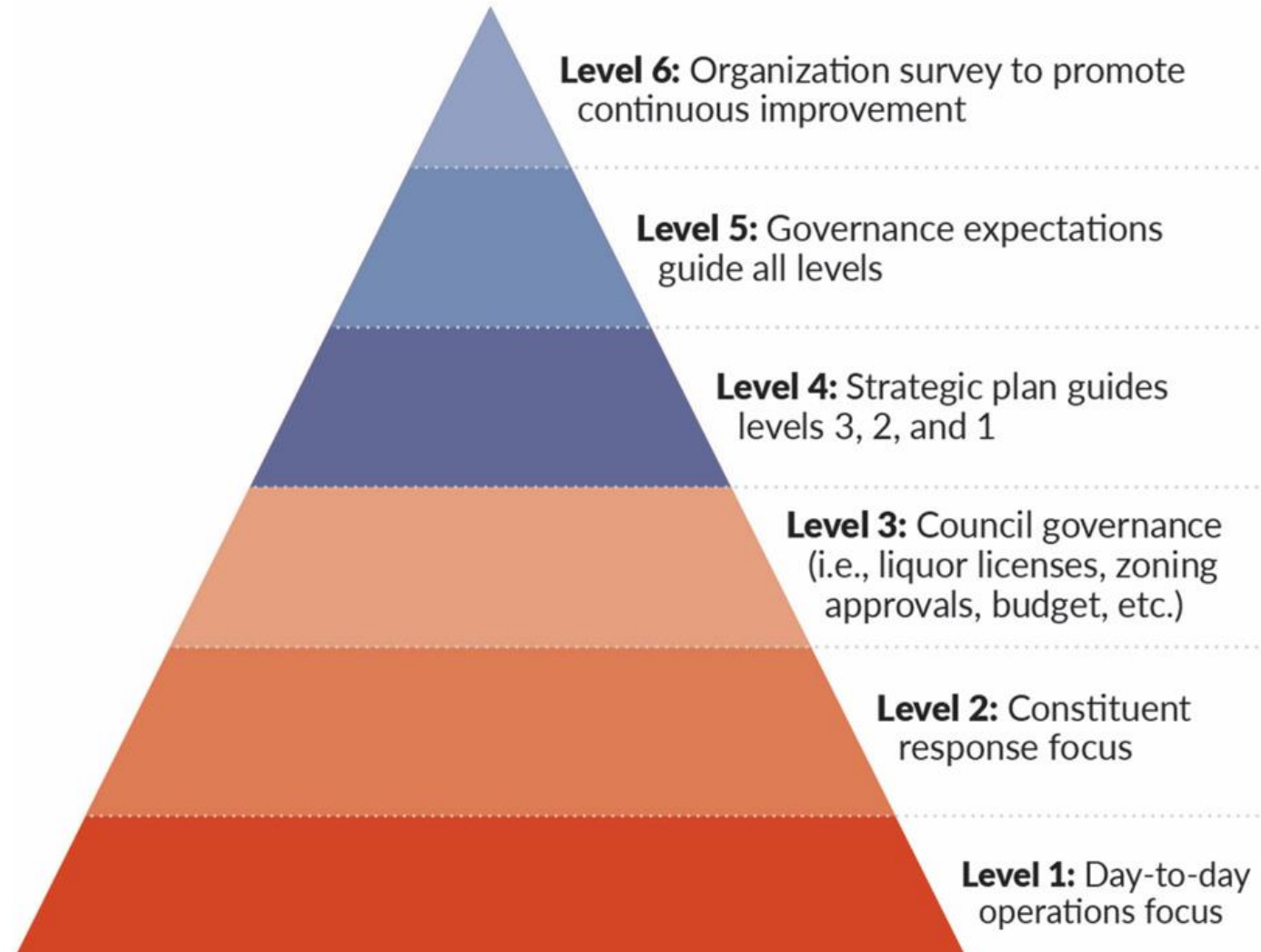
Levels of Governance

Level 6: Organization survey to promote continuous improvement

Level 5: Governance expectations guide all levels

Level 4: Strategic plan guides levels 3, 2, and 1

Level 3: Council governance (i.e., liquor licenses, zoning approvals, budget, etc.)

Level 2: Constituent response focus

Level 1: Day-to-day operations focus

Levels of Governance: Case Study

Level 1: The local government experiences difficulty issuing timely building permits

Level 2: Constituents complain to Council about building permit delays

Level 3: The Council holds numerous work sessions to improve the building permit process

Level 4: A new strategic plan includes a project to example best practices for streamlining the building permit process.

Level 5: New expectations are developed for the manager, mayor, and council to promote continuous operational improvements

Level 6: An organizational survey shows that the building department does not seek input from its customers on how to improve its operations

Levels of Governance

Level 6: Organization survey to promote continuous improvement

Level 5: Governance expectations guide all levels

Level 4: Strategic plan guides levels 3, 2, and 1

Level 3: Council governance (i.e., liquor licenses, zoning approvals, budget, etc.)

Level 2: Constituent response focus

Level 1: Day-to-day operations focus

Setting the Expectations

- Developing expectations *is* the playbook

- With three new City Council members and a new City Manager it is a good time to begin to talk about how to work together most effectively.

- Shared expectations provide the clarity needed for teamwork. The expectations set guidelines designed to clarify roles, responsibilities, and the most productive ways to work together.

- This exercise is designed to begin the conversation. This work will continue as City Council and the City Manager get to know each other better and work more with each other. Expectations can be refined and added to over time.

Setting the Expectations: Example

The Expectations of the Organization	The Performance Expectations of the City Manager	Governance Expectations	Expectations Among the Governing Board	Expectations for Customer Service and Civic Engagement
• Strive to be an "open book" organization for its employees. • Executive Management team is committed to developing, retaining and empowering employees. • Continuously improve technology for internal and external services. • Support the Governance Relations System Model. • Continuously improve internal processes and procedures. • Be good stewards of the public's money and trust. • Focus on developing a learning organization. • Innovation • Transparency	• Assist the City Council with their policy-making role. • Any written information provided to one City Council Member will be provided to all members. • Plan ahead, anticipate needs and recognize potential problems. Ensuring attention to detail to avoid error or things "slipping through the cracks". • Implement City Council's policy regarding expenditures through the use of standard financial management procedures. • Budget recommendations will provide rationale and alternatives for Council consideration. • Respect the decisions of the City Council. • Practice "collaborative leadership". • Foster teamwork and high performing high performing organizational characteristics.	• Recognize citizens as our customers. • Agenda material. • Communicate effectively. • Proactive Management Style. • Effective Leadership. • No Operational Surprises.	• Value members' opinions. • Do your homework. • No surprises at meeting for staff. • Disagree with the vote, but do not undermine the will of the Council. • Practice civility. • No public criticism of staff at meetings. • No operational interference. • Focus on outcomes, not positions. • Respect Role of Staff	• Timely responses. • Civic engagement. • Educate citizens on services. • Accurate information.

Setting the Expectations:
Draft Expectations from Alexandria City Council

The Expectations of the Organization	The Performance Expectations of the City Manager	Governance Expectations	Expectations Among the Governing Board	Expectations for Customer Service and Civic Engagement
• To be filled in with responses from Council members prior to January 8th and discussed during the work session	• To be filled in with responses from Council members prior to January 8th and discussed during the work session	• To be filled in with responses from Council members prior to January 8th and discussed during the work session	• To be filled in with responses from Council members prior to January 8th and discussed during the work session	• To be filled in with responses from Council members prior to January 8th and discussed during the work session

Using the lens of the expectations set,

What are the results we are trying to achieve?

2021 Work Program Topics

Council Priority Worksession (from 2021)	Sub-Topics (from 2021)
COVID and Economic Recovery	* Governance for Comprehensive Recovery Plan * Tourism/Commercial/Business Community * Policies/Initiatives related to eviction, healthcare, food security * Outreach Strategies (Note - this may belong in the Communications topic)
Infrastructure Resiliency	* New finance models and tax code flexibility * Sewer, housing, and green infrastructure
West End	* Parking, Traffic, Transit Corridor * Business Attraction, Growth, and Placemaking * Homeownership opportunities * Engagement and Relationship Building
Environment and Environmental Justice	* EAP * Energy and Environmental Task Force
Social Justice and Equity	* Law Enforcement and Accountability Note: Social justice and equity lens should be applied to all topics listed
Education	* After School Program (physical and financial resources and program) *Quality and access to early childcare * Co-location opportunties
Workforce Development	*Expand workforce capacity/service *Collective Bargaining
Housing	*Reprioritization of Housing Master Plan
Communications	* Internal Communication (structure of information from staff and regarding change of resources) * External Communication (comprehensive communications model/policy, including social media, outreach to diversity of neighborhoods, cultural sensitivity, and language)

2022 Work Program Topics
(To be filled in)

1. XX
2. XX
3. XX
4. XX
5. XX
6. XX
7. XX
8. XX
9. XX
10. XX

For each topic,

What is the result we are trying to achieve?
What is the policy question?

Where are we and where do we want to be?

2022 Work Program Topics
(to be filled in during meeting)

Topic	Desired Results	Policy Question
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8		
9.		
10.		

Next Steps

- Use the information from today's discussion to establish calendar year 2022 work plan

- Expect one of these topics/policy questions for discussion each month

- Feedback