

City of Hampton, Virginia

**Governance Workshop
Mayor and Council**

November 2019

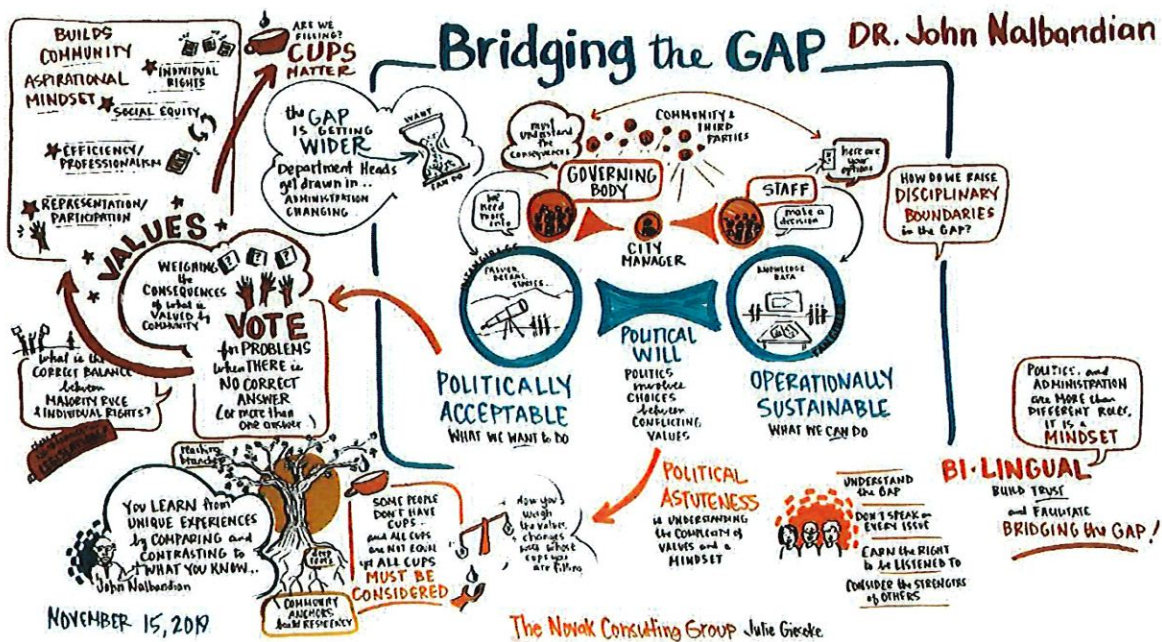


On November 15, 2019, the Hampton City Council was joined by City Manager Mary Bunting and the City’s Leadership Team in a workshop on High Performance Governance – Bridging the Gap Between Political Acceptability and Administrative Sustainability. Dr. John Nalbandian led the workshop. Julia Novak of The Novak Consulting Group facilitated the retreat and Julie Gieseke provided visual facilitation.

High Performance Governance – Bridging the Gap between Political Acceptability and Administrative Sustainability¹ A Workshop with Dr. John Nalbandian

John shared his approach to learning by pointing out that you cannot learn from “unique” experiences because, by definition, they are unique; they will not repeat. The only way we can learn from unique experiences is to treat them as if they are not unique, as if they are an example of something. Once we can categorize, we can compare and contrast, and that is a large part of how we learn. John’s work is designed to create categories, concepts, and ideas that can help you look at your experiences from a different perspective. Today, this workshop is unique, and your learning will be unique to you.

Key concepts from the workshop were captured on the visual map, below.



A gap exists and is growing between political acceptability and administrative sustainability:

- Political acceptability – what do we WANT to do, where is our political will
- Administrative sustainability – can we do it, not just once, but can we do it over time

For something of significance to get done, both the will and the resources are needed to accomplish it.

¹ The slides from Dr. Nalbandian’s workshop are included as an attachment to this report.

Sometimes the Council will want to do something, and there are no resources to accomplish it. Sometimes the staff will present things that they feel “need” to be done (infrastructure investment), and it is up to the Council to determine if there is the will to do it.

The Council-Manager form of government is designed to separate politics from administration and create a structure where administrative expertise and knowledge can be conveyed in a way that you can tell the Governing Body what they need to know without fear of political repercussions. The only way to do that is to establish a connection through the City Manager. The administrative apparatus is designed to freely bring knowledge to the elected officials without fear of retaliation.

The City Manager is in the middle of these two groups – the political gets channeled through the City Manager to the Administrative apparatus, and the Administrative knowledge gets channeled through the City Manager to the Governing Body. It is like an hourglass; today’s reality is that this is a bit outdated. The middle of the hourglass is getting wider, and more people are getting drawn into the gap. More than the City Manager and the City Manager’s Office are expected to help make the connection. The need for the connection exceeds the capacity of the City Manager and City Manager’s Office, and others have to help make the connection between what is Politically Acceptable and Administratively Sustainable. The question is – are you prepared to do that?

Here is how you prepare to do that. There are two paths to this “political astuteness.”

Department directors must no longer just look downward and across, but they must look downward, across, and up – and the trick is how to do this without becoming politically trapped, without losing the respect of employees who see you “doing” politics.

- The first thing is to understand that politics involves choices among conflicting values and that no value profile is best. These are democratic values that are guaranteed to conflict. When we use the term politics, it is a way of conducting business when the analytics won’t take you to the decision because we don’t know – and no matter how much we do know, there is just no technically correct answer.
- The second path is to understand that politics and administration involve more than different behaviors; they are different ways of thinking. So even though we may use the same words to talk to each other, we are using them with different meanings. So you must be bilingual. Department directors must be able to convey the reason. Department directors can’t just say, “That’s just politics.” If you do, it conveys that you don’t understand what just happened here.

The hourglass is getting wider because the nature of politics and administration has changed. They are changing dramatically, and at the same time, the changes conflict, and it makes it harder to connect the two arenas. The conflict is about identity; politics in our country is about who you are – it’s about who were we, who are we, who will we become? The mantra, “Make America Great Again” is about identity. That’s how we market campaigns. The most powerful stories are about identity. The single most important variable in determining the power of a story is the readiness of the audience to handle it.

With regard to identity, we seek PLUs – people like us. It becomes Us and Them – a simplified way of thinking about our politics and our environment. John shared a favorite quote, “**Nostalgia for the misremembered past is no way to run a country.**” A scholar wrote a book about the 1950’s “Ozzie and Harriet” lifestyle and the title was “The Way We Never Were.”

In the administrative world, information is exploding. The iPhone was introduced just over a decade ago. The iPhone has changed the way we think about time. We used to do business with mail. The world is changing rapidly. For most of us, we cannot understand it. A database of three million entries – how do you understand this? In Seoul, South Korea, they have created an Owl Bus that runs from midnight to 5 AM. In a city of this size, there are a number of people coming and going from work during this time of day. They wanted to create bus stops for these people. They looked at where taxis were picking up and dropping off, and they analyzed three million phone calls – where were they made – then they created eight bus routes to serve the needs of the people. This could not have happened ten years ago. Mercedes Benz has created a monument to honor the ignition key. The world is changing rapidly and contrasts sharply with the “way we never were,” and so, the hourglass gets wider. So it changes the nature of what is politically acceptable and administratively sustainable.

If the Governing Body is “playing” in the Administrative realm, then who is “playing” in the political arena? If your focus is on what is happening within the organization, then you have abdicated – or given up – an opportunity that you have to really make a difference – and that difference is, “What is it that we collectively want to do?”

There is not just one line from the Council to the Staff through the City Manager. Every initiative has a line that has different widths. There is something we want to do, but can we do it? What trade-offs must be made? Sometimes, there is a “need” coming from the staff, but there is no political will. The City Manager may say, “The timing is not right.” When you say this, you are saying, “I know we need to, but there isn’t the will to do it.” Sometimes, there is political will, but there isn’t the organizational capacity to carry it out. Managing the “lines” is complex. The lines can, in fact, originate from the community and third parties.

The Manager’s time is being spread; she needs allies. For department heads, your ability to run your department effectively is a threshold requirement. The value added is whether you are seen as an ally of the City Manager in working the gap.

Why We Vote

John shared a story about six-year-old Maria, who came home from school and said they did arithmetic that day. She answered the questions $2+2=4$ and $2+3=5$, but another student, Larry, answered the questions $2+2=5$ and $2+3=4$. The teacher had the students vote on the correct answer.

What is wrong with voting on $2+2$? There is an objective “right” answer; there is a correct answer. We do not vote on problems for which there are correct answers. We seek people who have the knowledge necessary to come up with the correct answer.

If we try to implement a decision on $2+2=5$, the Engineer will build a bridge that I don’t want to cross. If the stormwater engineer doesn’t believe water flows by gravity, you are in trouble. This is where technical knowledge is critical. If voting is not appropriate on problems for which there are correct answers, then when is voting appropriate? When there are *no correct answers*. This is when we vote or when there may be more than one correct answer.

When the Governing Body votes, they are actually weighing the consequences of the choices. The Council decides what consequences are important to the future of the community.

Public Service Values

There are four values that are fundamental to democracy:

- Representation/Participation – the concept that the Governing Body represents the people. This is built into our understanding of democratic governance, and the Governing Body represents “the people.”
- Efficiency/Professionalism – this is the notion of respecting the value of professional long-term planning and knowledge of efficiency – the greatest good for the greatest number over the long haul.
- Social Equity/Equity and Inclusion – this is the notion that there are neighborhoods and people who have been underserved and are deserving of special attention.
- Individual Rights – these are either property rights or civil rights

All four values are critical to the notion of democracy. If you fail to acknowledge, respond, and implement any single one of these values, over time, it will come back to haunt you. It doesn't matter which one it is. These values are at play in every decision that the Governing Body makes. Even within certain values we can have conflict.

Observations about the values:

- Do you believe in majority rule? We do, but for some reason, we are reluctant to enthusiastically respond yes.
- Do you believe in Individual Rights? Yes
- Who do individual rights protect you from? **The majority rule**

We believe in majority rule, and we believe in individual rights, so what is the correct balance? There are certain inalienable rights – which we make exceptions to – such as free speech unless it is inciteful. There is **no correct balance** between these two – that is what legislation is for. For example, the Americans With Disabilities Act is legislation that balances these concepts with vague language at the federal level. Then there is an Administrative Agency that writes regulations and rules to implement this vague legislative directive. The law is then litigated – we go to court to see if the administrative rules are consistent with the intent of the legislation – and it goes on until the law matures. Then we litigate “facts,” not the intent of the law itself.

Each value is important to building community engagement and trust in elected officials, and you risk alienating people if you ignore any value over time.

Community – do you ever hear this term referred to at the state or federal level? No. Community is reserved to the local level because when you start importing our political methods and approaches from what we see at the state or federal level, we are missing the concept: **This is a community**. You do not build community with **us** and **them**. You don't build community by focusing on **People Like Us**. You build community by building investment so that people feel like they are part of something. When people feel that they are part of something, you go from a compliance mindset to an aspirational mindset. This is what we want – the aspirational mindset. The only way we can do that is by looking at the city as a **community**.

The Metaphor of the Cups

When you use the term community to describe where you live, it communicates the existence of model citizens. Model citizens give their time, their talent, their treasure. They contribute; they volunteer in a variety of settings. When you are an elected official, you meet these people, and it gives you great pride in the community you serve.

A model citizen is a person who realizes that the quality of life depends more on what they can do by themselves in an isolated sense. It is the acknowledgment of the phrase, "It takes a village to raise a child."

If we gathered model citizens and asked them why they do what they do, they would give a variety of responses, but there is one that is critical: they say they want to give something back. The idea of giving back implies that you received something and are repaying the debt.

What did these people receive from their life in this community that led them to believe that they want to give something back? Certainly things like a good job and health care, but what about an education for their children, public safety, well-maintained infrastructure, parks and recreation, trails and programs, a public library that gathers people for events, clean water, sanitary sewer systems, stormwater systems that keep streets from flooding. All the things that public servants do contribute to the quality of a person's life.

Every person is walking around with a cup – the cup contains the quality of their life. When the cup is full and starts to overflow, that is the point they start giving back. Your job as public servants is to fill people's cups.

Observations

- The number of people who want to give back is a performance measure – it is a measure of vitality, resilience, and the very fabric of a community
- The more cups that are filled, the more we can think of citizens working from a mental picture that can focus on aspirations. If a person's cup is not filled, can you engage them in community aspirations? No, the most you can expect in that situation is compliance.
- No two cups are the same size. Some have a cup the size of a thimble, and it takes a little bit, and they are in, ready to give back. Other people are walking around with a vat, and no matter how much goes in, they are not ready.
- If community building is a goal, then cups matter. This leads to the political approach of negotiation and compromise. You will spill cups, but you cannot do this without careful thought.
- The idea of us and them is a concept unrelated to community building.
- If the Council is faced with a tough decision and they will spill some cups – and they aren't ready to do that – they will delay that. The way they do that is to ask staff for more information.
 - Sometimes we know the Council has all the information they need but can't make a decision – remember the cups.
- In a community without a genuine commitment to social justice, there are some people who may not even have a cup.

Values and Cups

- The cups represent the reality of conflicts within and between values.
- The concept of social equity reminds us that some people don't even have cups.
- It gives us a human face for understanding the values.

- For those who don't have cups, that drives some of our violent crime. For people who have never had a cup, they don't foresee an opportunity. Until we can provide hope, identify the cup, and start putting the value in that cup, we will continue on that spiral.
- All cups are not equal.
 - Some are marginalized – people who want to give back have felt that they have “received” something; others are just here, not having the same experience.
 - When making decisions, are all cups weighed equally? The stark reality is that **they are not.**
 - This may make us want to emphasize the importance of equity.
 - When working with neighborhoods that have empty cups, you can't also say that the neighborhoods with full cups don't have needs to address.
- Individual Council members have constituencies – you have the City as a whole, but you probably have individualized constituencies as well. You always have to weigh your obligation to the people who voted for you – your constituency – with “the greater good.” This is your challenge. The way you individually order the value also has something to do with whose cups you think are most important to you, whose cups you are going to respond to.

John shared an experience that, as a Council member, if he spilled the cup of the Chamber, some content would be lost, but they would not leave the game. It might have a personal consequence, but it would not have a long-term consequence. There are some people/groups that if you say “no” to them, they will go home and not come back (symbolically). The relationship between the values and the cups is complicated because the values are not equal in our minds. If they were all equal to everyone, it would not matter whom you voted for.

We must be careful to avoid using the same standard for evaluating the work for a Council to evaluate an administrative task force. An administrative task force or a committee doesn't necessarily deal with cups or conflicting values. Council members are dealing with both which is why it is so challenging – individually and collectively.

Filling cups is not only the role of government. We rely on many community partners – the schools, nonprofits. When we look at the role of local government, we look at it as a provider providing services, but beyond that, also as an enabler. When you fund a nonprofit and the nonprofit does the business, it has the effect of influencing people's cups.

In every community, there are organizations and entities that are anchor institutions. These are organizations that have deeply embedded roots in the community. They are looked to for stability, even if it is not tangible. You recognize them as organizational pillars of the community. These roots anchor the resilience, but they are more than roots; they have horizontal branches that reach out to connect, and in some cases, they connect with other anchor institutions.

As they reach out, are they reaching out to reinforce common interests, or are they reaching out to increasingly diverse communities? The Art Center and the Library do joint programs – great. Have they reached out to the 9th Street Baptist Church? Have they reached out to anchors of diverse communities? This is where the enabling function is critical. Are they enabling inclusion? It's not just the provision of service; it is enabling community by reaching out with your branches and using your credibility to reach out to the diversity to strengthen the community. This ultimately enables community resilience.

Community resilience is **not** fixed – it can grow, or it can decline. There are issues that communities face that exceed their political capacity to deal with them.

Constituent Services – yes, you have to do it. Sometimes there is a Council member who is “the people’s Council member.” They hear things on the street – they share their stories. Others don’t seem approachable, but that doesn’t hurt upon reelection, so it doesn’t require constituent services.

Babcock Place Case Study

The group worked through a three-stage case study in small groups and identified how values were demonstrated at each stage.

We work the gap by asking ourselves, “How do we expand the disciplinary boundaries with which we look at the problem?”

The Mindsets

Elected officials wear political lenses, staff wears administrative lenses, and this is how each sees the world.

“Politics is the authoritative expression of values.”

Politics is a game (not fun and games). It is a game meaning it is an activity that has rules – rules that are not written. Hard to learn them, but there are rules of the game.

- Let go of issues – after it’s decided, let it go; don’t keep reminding your colleagues.
- You don’t have to speak on every issue. Residents get a sense of who you are in a short period of time; if you don’t have something new to add to the conversation, don’t say it. Just say, “I agree with Council member X.” Why repeat what Council member X says?
- Realize that respect is the key to your influence as a Council member.
- Respect depends upon you using your talents in ways that other Council members value.

The working conditions of Council are challenging. Staff has a job description, a supervisor, and a performance appraisal. Does the Council have a job description? (No.) Supervisor? (No.) Performance Appraisal – (No.); only an election. There is vagueness inherent to being an elected official. There is *Robert’s Rules of Order*, which was designed to replace hierarchy in complex environments.

Given this ambiguity, people will naturally rely on the strengths they have built up over the years that have brought them success. If you are a data person and got on Council, you are going to ask for data. If you are an action person and you are on Council, you are going to ask for action. If you are a data person on Council with an action person...see the conflict? You have talents that will bring you success in your mind, but *your effectiveness depends on whether your colleagues value your strengths.*

Everyone has a right to speak – no one has a right to be listened to. You have to earn respect for people to listen to you. A high form of respect is for a Council member to ask another member of the Governing Body what they think.

At the Council business meeting, you need to talk to the other Council members. The public will draw conclusions by observing you. If you want to get something done, you must remember your colleagues are your most important constituency.

We don't talk about administration as "the game of administration." Administration is not a game. It is problem-solving. That is why when you ask Staff what the most important thing is that you need from the Council, they will answer, 'Direction.' Staff cannot deploy their problem-solving skills and talents unless you know what you are supposed to be working on. Staff needs direction while the Council is dealing with cups and values – they can't give direction until they are ready to determine which consequences will prevail.

On the administrative side, we have experts engaging in problem-solving with a trustee mindset. If Council sees the individual as a customer, your job is customer service representative; if you see the resident as an owner of the community, then you are a trustee. So the way the Council thinks about this will influence their actions and how they weigh the value – and, of course, Council is involved in both.

On the political side, they will find it very easy to fall into the administrative realm. What knowledge, skills, and abilities (KSAs) are required to run for office? The answer is **none**. So how can it be that you are expected to understand the complexity of issues if no KSAs are required to hold the office? Is there something wrong with this scenario? The reality is that you are **not** expected to understand the issue the way staff can understand it. You are expected to understand and weigh the consequences of the choices that are presented to you. That is what you are elected to do. The KSAs required are limited to you needing to understand the consequences.

What do you know vs. what do you hear?

- "Know" invites Data, Plans, and Reports
- "Hear" is about Passion, Dreams, and Stories
 - Passion enlivens the process. Dreams capture aspirations. Stories convey the values.
- When we contrast politics and administration, this will play itself out in some way.

Pulling community resources together to think about problems differently is really important.

Currency

- Administrative currency is knowledge and accomplishments
- Political currency is power, loyalty, and trust

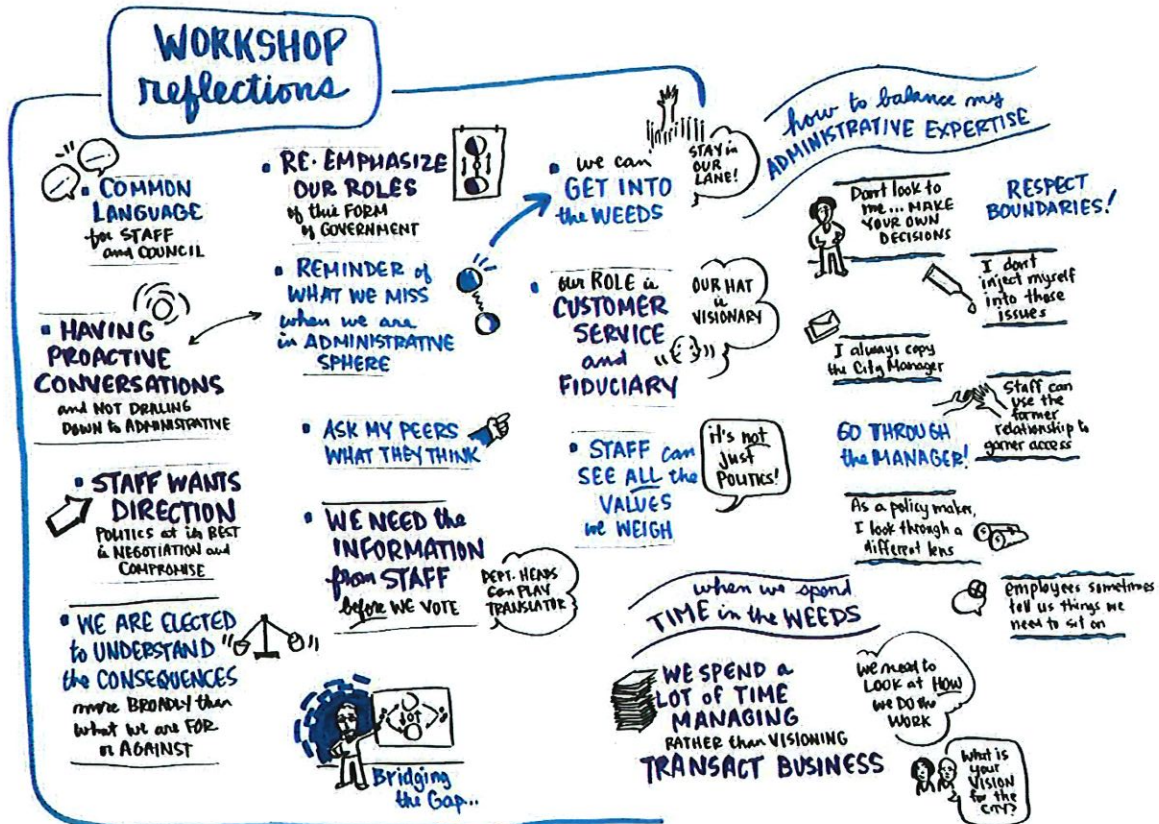
In this context, being bilingual is about working in both domains.

Workshop Debrief – Elected Officials

After the workshop, the Department Directors were excused, and the Mayor, Council, City Manager, City Attorney, and City Clerk stayed.

Reflections on the Workshop

The group was asked to consider what was important to them about the morning's workshop. Their responses are captured in the visual map below.

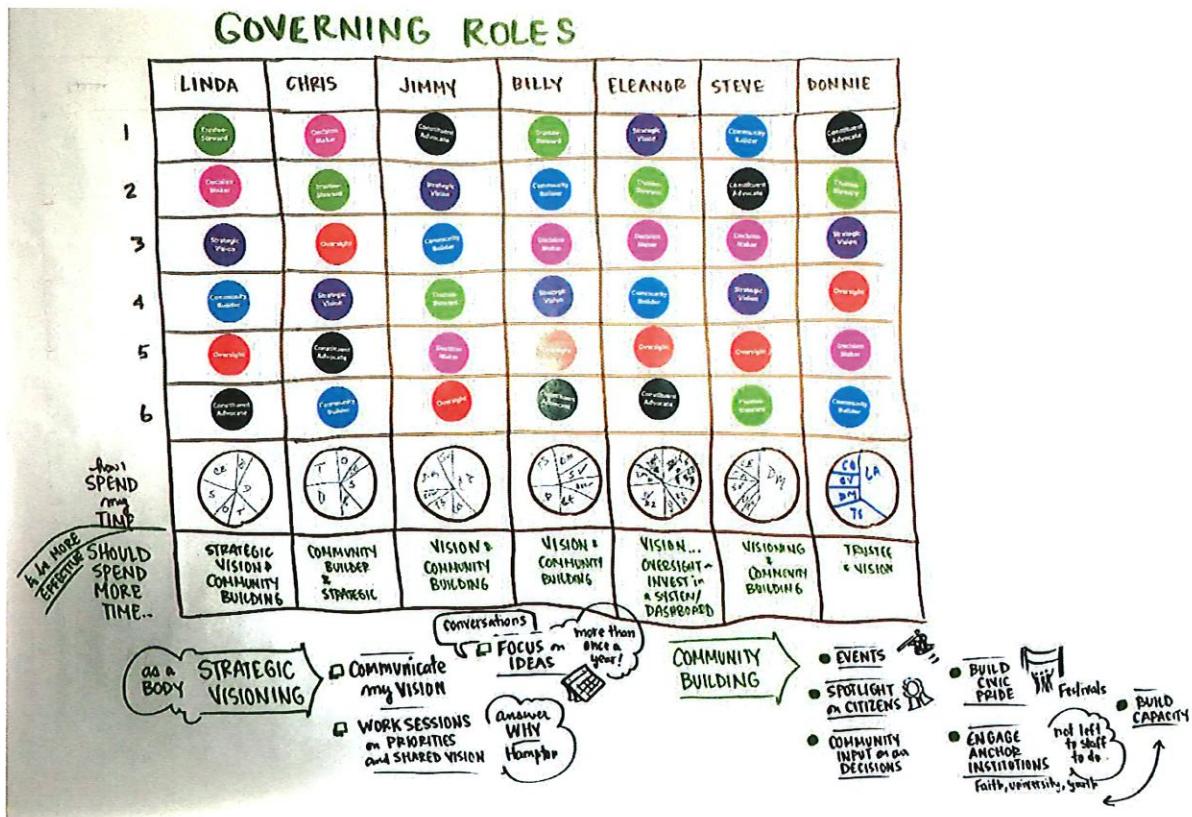


Council Roles and Effectiveness

In 2016, Julia Novak and Dr. John Nalbandian identified six roles that Council members perform as part of their responsibilities as elected officials. These roles are described in the following table.

Governance Roles	Role Description
Strategic, Vision – Big Picture Thinker	<ul style="list-style-type: none"> • Focus here is on decisions that can have a significant impact on the city. Can be long-term or short-term • Often the focus is on the future and what might make a significant difference • Seeing possible connections and relationships • Thinks beyond present data and constraints
Trustee – Steward	<ul style="list-style-type: none"> • While listening and respecting constituent views, the trustee feels responsible to the city as a whole and to future residents. • The trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the greater good.
Representative – Constituent Advocate	<ul style="list-style-type: none"> • In this role, the Council member acts as a “customer service representative.” • The Council member is a conduit between citizens and city services. • Often, citizens see this Council member as most responsive to their individual concerns.
Community Builder, bringing people together	<ul style="list-style-type: none"> • In the community builder role, the Council member focuses on relationships and consensus building • The community builder fosters relationships and is able to work through differences. • Community is not just a casual word to the Council member who gravitates to this role
Decision-Maker	<ul style="list-style-type: none"> • The decision-maker sees his/her role much like a judge • Information is presented, and the decision-maker votes it up or down • This is not an easy role, but often it is a fairly passive role in contrast to that of the community builder
Oversight	<ul style="list-style-type: none"> • In this role, the Council member retains a measure of distance from the staff. • The focus is on accountability of staff to the Council.

Each person was asked to rank the Governance roles and share which roles they naturally gravitated toward. They also shared how they personally divided their time between the six roles. The Council then had a discussion about what roles they would emphasize as a body if they wished to increase the effectiveness of the body. The two roles identified by the Council were Strategic Vision and Community Building. Then they identified the activities in which they would engage when serving in these roles. This conversation is captured in the visual map, below.

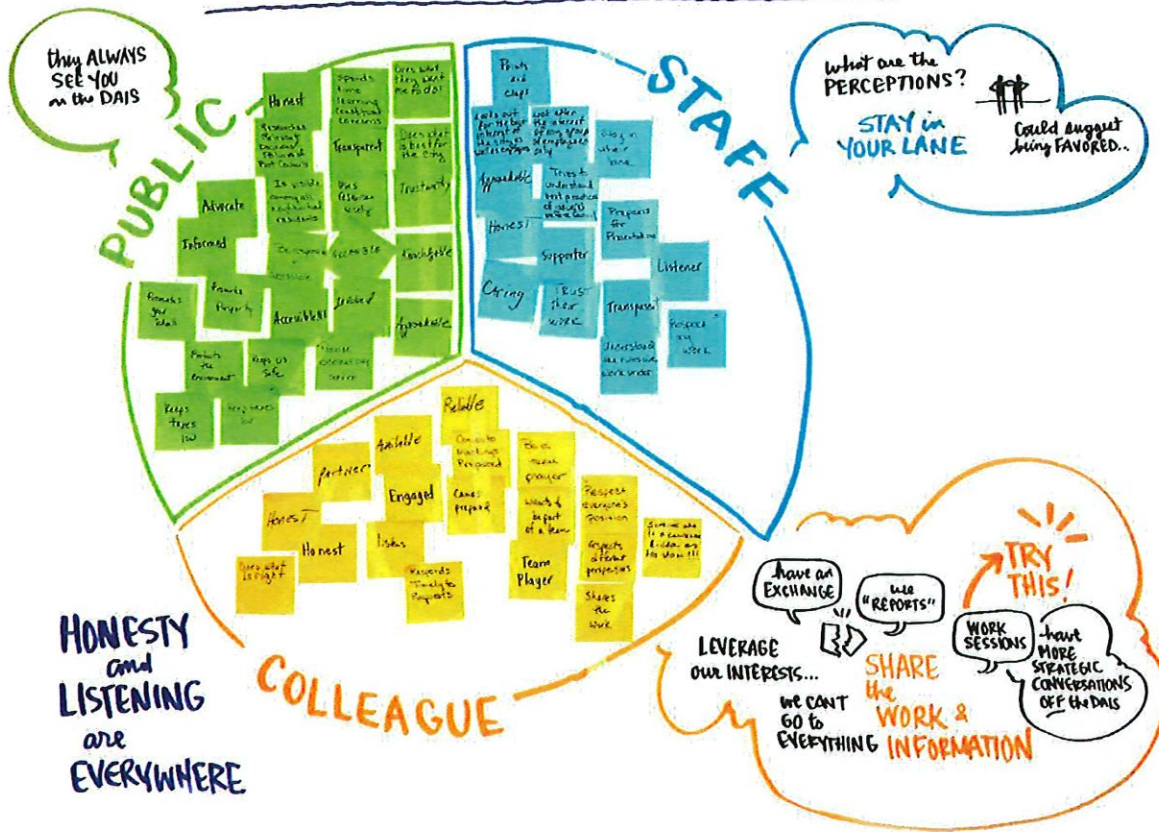


The Ideal Member of the Governing Body

The Mayor and Council were asked to consider how other groups of people might define the ideal member of the Governing Body. They considered this question from the perspective of the public, the staff, and their colleagues on the Council. Their responses are captured in the visual map, below.

Public	Staff	Council Colleagues
<ul style="list-style-type: none"> • Honest • Spends time learning constituent concerns • Does what they want me to do • Researches relevant decisions/policies of past councils • Transparent • Does what is best for the City • Advocate • Is visible among all neighborhood residents • Uses resources wisely • Trustworthy • Informed • Be responsible and accessible • Accessible (x2) • Knowledgeable • Promotes good schools • Promotes prosperity • Involved • Approachable • Protects the environment • Keeps us safe • Provide excellent City service • Keeps taxes low (x2) 	<ul style="list-style-type: none"> • Points and claps • Looks out for the best interest of the City as well as employees • Look after the interest of my group of employees only • Stay in their lane • Approachable • Tries to understand best practices of issues before Council • Honest • Supporter • Prepares for presentations • Caring • Trust their work • Transparent • Listener • Understand the rules we work under • Respect my work 	<ul style="list-style-type: none"> • Reliable • Available • Comes to meetings prepared • Comes prepared • Be a team player • Wants to be part of a team • Team player • Partner • Engaged • Respect everyone’s position • Respects different perspectives • Shares the work • Someone who is a consensus builder and has vision • Honest (x2) • Does what is right • Listens • Responds timely to requests

the IDEAL MEMBER



The group reflected on some of the frustrations they have and agreed that they would be well-served by using the first meeting of the month as their business meeting and reserve the second meeting for more in-depth discussions in work sessions away from the Council dais. The City Manager will implement this in January 2020 and work to map out the work session topics for the year.

Council – Staff Expectations



What does the Council expect/need from the staff to be effective?	What is the staff willing to give the Council?
<ul style="list-style-type: none"> • Good information that's been verified • Provide analysis in advance of meeting to give us time to analyze • Complete presentations with all the information • Options that help make decision-making more effective • Provide what expected outcome should be! • Intelligent info which reopens the larger issues • Complete, accurate, timely information • Information that is concise and correct • Timely response to inquiry • Dedication and commitment to the organization • Familiarize yourselves with what others are doing • Think outside of the box • The best and most current thinking/data on an issue • Resolve problems • Honest opinions are what I just want to hear • Should be fully prepared • Anticipate other questions and have answers • Track results 	<ul style="list-style-type: none"> • Provide subject matter reports • The best options/recommendations based on collective expertise • Respect for their decisions and their right to make the decisions • Complete reports, pros/cons, staff recommendations • Clear, unbiased, and accurate guidance • As much detail as they write in reports • Accurate information from well-researched resources • Informed recommendations • All appropriate options and recommendations • Quality information including options • Best recommendations and the options to consider on a particular topic • Options • Respect opinions even when they are not what most want • 110% even when Council does not use staff recommendation • More options • Work on including values in the presentations or briefs

What does the Council expect/need from the staff to be effective?	What is the staff willing to give the Council?
<ul style="list-style-type: none"> • We can find a solution • Give us all the info; don't lead us to your profound alternative • A sense of urgency with citizen concerns • Responsive to citizens and business needs • Understand the bigger picture that Council sees • Understanding of my role as a Council member 	<ul style="list-style-type: none"> • An honest assessment of options including pros/cons • Implementation of Council goals and objectives • Implementing decisions • Commitment to act as promptly and accurately as possible • I can advance the agenda of Council • My commitment to your decisions even if it's not what I think is the best course of action • Performance in my position • Support their policy direction when decision has been made • Full support of your decision(s) • Acceptance that their role is different than ours • Staff needs to understand the hourglass model and that the further you get to the middle the more the value gets locked into the decisions and recommendations • I can give respect • Remain openminded if there is a disagreement on an issue • Respect your collective vision • Staff needs to respect Council's decisions • Respect for their authority • Stay in my lane and not be decision-maker • Our respect for their position • I can support the vision and position • My best work • Creative ideas • Enthusiasm • Support • Information • Facts and honest opinions • The best information that I have on a given subject • Staff needs to view Council as a partner and respect what they bring to the process • Opportunity to dialogue • My time and honest dialogue • That I will work to meet my department mission • 110%

What does the Council expect/need from the staff to be effective?	What is the staff willing to give the Council?
	<ul style="list-style-type: none"> • Staff needs to understand that their opinion does not automatically mean it is what should be done • Trust and confidence in their decision • I can give clear and concise answers to questions • Help staff understand • Accurate responses to your decisions • Willing to give reliable, factual information upon request • Willing to share issues within my department • Support for their community outreach efforts • The full support of my department • Better recognize policy shifts • That I have a personal investment in the issues related to all things Hampton • Political cover • Not to judge! • The seat they are in and decisions they have to make for all citizens • Helping to explain what and why to the public • Report of activities, outcomes, impact for the City • Be a part of the story • Creatively discussing City assets that have the ability to positively impact Hampton • Better meet their needs • My best effort to attract and retain the best nominee to deliver services to our citizens • Direction for strategic goals based on citizens • More feedback so they have a pulse on the challenges being faced in the trenches • Information regarding department activities • Listen and understand in a deeper way • Advocate for your collective, strategic priorities • I can articulate what is needed • Time, attention, explanation of what department is doing and why • Looking further ahead • Staff needs to recognize that Council are the ones that are most directly accountable to the people we serve.

What does the staff expect/need from the Council?	What is the Council willing to give the staff?
<ul style="list-style-type: none"> • Timely guidance and direction prior to decision • Clear guidance and direction • Clearer direction • Clear direction • Be more decisive • Provide direction that is clear in support of specific perspectives on issues • Clear direction up front on the desired outcome or less expectation • Clear direction on goals and priorities • Staff need clear guidance from the Council • Clear expectations to include which efforts are most important • Prioritization of objectives • A clear picture of their expectations of staff • Present their expectations to staff • Council should clearly and concisely explain the issue • Recognize that they give incomplete direction sometimes • Focus on the most important work, not details of the “how” • That a decision has been made and is not negotiable • Clear direction and stick with it • Consistency in direction • Clearly articulated expectations and questions • Realistic expectations • Continue to work with staff to be better bilingual speakers • Understanding that we will have growing pains • Give us the goal, not the “how you think we should get there” • Don’t get involved with management issues • To stay at policy level • Stay in lane (i.e. refer issues to Council, department head) – don’t engage with lower level employees directly about their concerns, performance, department, etc. – instead have a process • Provide or communicate in advance • The willingness to work together on strategic planning 	<ul style="list-style-type: none"> • More specific direction • A clear vision of expectations of Council • Provide timely direction • The best direction on the info I receive • Honest feedback • An honest work expectation! • An honest answer to their questions and concerns • Assurance that they will be treated as equally as possible • My understanding with their concerns • My full support and honest opinion • Assurance that I have their backs • Understanding of how my vision fits with their work • Space to do their job right • Trust they will be responsive to citizens’ needs • My support when citizens complain • Provide appropriate resources and opportunities • Job well done; kudos; thanks, I appreciate you • Needed resources within fiscal constraints to do their best work • Missing: understand resource constraints; prioritize; patience as we change how we do things

What does the staff expect/need from the Council?	What is the Council willing to give the staff?
<ul style="list-style-type: none"> • The ability to consider the long-term impact of their decisions • To not get involved in diversity or personal issues • Remain focused on strategic priorities • True goal defined; what do you want to achieve? • Use 311 system; understand how direct requests disrupt and steal time • Visit departments and talk to staff • Be visible to staff • The willingness to ask questions about programs and services • Be willing to listen to and consider alternate options • Understanding the role of the department, our successes, and its value to the community • Willingness to understand some wants are not doable • Appreciation of limited resources/capacity • Patience that some things take time • Some issues are more complex than they appear • Understanding of limitations • More realistic expectations of what staff can do; i.e., volume and time • Realistic expectations given resource limitations • Participate in covering department goals by supporting our efforts • View big picture and not conclude that it's representative of everything • Recognize that sometimes they are the delay and it is not staff • Realistic timeframes for results • Ask questions in advance when you can • Share their great job moments • Reinforce the value of the staff's work • Make clear that you support and appreciate staff even when don't accept responsibility • Recognition of what really requires our attention • I have all I need from Council and more 	

What does the staff expect/need from the Council?	What is the Council willing to give the staff?
<ul style="list-style-type: none"> • Trust that we are doing our best for them to be successful • Trust in staff expertise • Trust in our abilities • Don't automatically think staff is the problem • Trust and confidence in the recommendations presented • Trust and support • Trust in staff's professional expertise • View staff as a way to help them do what is best for the City • More direct dialogue • Provide additional opportunities at open discussion to support the incorporation of the four core values • Sharing their broad vision • Included in the conversation when setting goals • Strategic expectations • A clear vision for the City • Be a public champion for the vision • Focus on big picture issues and be attentive to other roles • What is the "why"? • Equal/equitable representation and support to all City services to understand some dynamics of the departments' interest • Support for equity and fairness of assessments • Continued commitment to strategic acquisitions • Refocus on the role of the governing body and the ability to defer citizen questions to staff as appropriate • Ideas that may improve our chances for success and managing decisions to do what is suggested • Support for funding on infrastructure needs • The permission to stop doing less effective things to try new things • Adding duties means letting other things go • Understand when they have new ideas/projects that sometimes something has to be reallocated to support them and something may not get done 	

What does the Council expect/need from their Council colleagues in order to be effective?	What are Council members willing to give their colleagues?
<ul style="list-style-type: none"> • Timely responses to requests • Respond to requests • Come prepared for meetings • Opportunities to get to know one another better • Ability to share ideas • A collegial environment • Expectations for what we want to achieve and when • Share your vision for the City and citizens • Stop apologizing; say what you mean and mean what you say • Don't need a debate every time you don't agree with my position • Respect the various opinions and thought processes • Respect why I vote the way I do • Good communication and active listening • Communication and transparency • To continue to be honest with me • Indication of true feelings on issues • To give me all the information if they need me to support a motion • I need the other Council members to share information • Empathy of issues that do not affect you personally • Let me know if I'm not right • Give input to help us make the best decisions 	<ul style="list-style-type: none"> • Active listening and consideration of different opinions • Accessibility and responsiveness • Respectfulness even when there is disagreement • Understanding of your positions • Collaboration on issues I may not be passionate about • My true and honest opinion on issues • I will give my best opinion • I will give my undivided attention on Council days • Keep discussing important matters • Support in accomplishing their objectives on behalf of our citizens • Share my expertise • Host something fun • Share my vision • Share my passion

...EXPECTATIONS...

what do you NEED from the MAYOR?



MAYOR NEEDS:

- KNOW WHAT they WANT to ACCOMPLISH
- COME PREPARED to MEETINGS / KNOW WHAT QUESTIONS to ASK
- TIMELY RESPONSES

what are you WILLING to GIVE the MAYOR?



What does the Council expect/need from the Mayor in order to be effective?	What is the Council willing to give the Mayor?
<ul style="list-style-type: none"> • All the information on items he needs my support on • Well-run meetings that allow everyone’s input • Respect of his position as Mayor • To not cut me off when I indicate that I have a good point to make! • To be respected and time to share opinion without being cut off • To not make decisions regarding delay or extension of a meeting without consulting Council • Less presentation time will give us more time for discussion in closed session • Leadership – put out your plan and bring us with you • Agenda time for “roll-up our sleeves” work sessions • Extend the same courtesy others are afforded 	<ul style="list-style-type: none"> • Honest feedback and support • My honest feedback and opinion • My support when he needs it! • My full support and respect • Respect his role as Mayor • Assist with representing the Council when needed • Participation in regional meetings • All the events he wishes to attend!

Contribution to Effectiveness

Council and Staff were asked to consider questions about how they contribute to the effectiveness of the Governing Body.

Name	How do I contribute to the effectiveness of the Governing Body?	What could I do differently to help the Governing Body be more effective?
Jimmy Gray – Vice Mayor	<ul style="list-style-type: none"> Free to give my time to Council work because I am retired. Many regional relationships and enjoy serving in this capacity. 	<ul style="list-style-type: none"> Commit to talking to my colleagues one-on-one more often on matters of importance to the City.
Billy Hobbs	<ul style="list-style-type: none"> Prepare for meetings Make a positive comment Share concerns Represent the Council in a positive way 	<ul style="list-style-type: none"> Attend more events Speak up when we are off track
Eleanor Brown	<ul style="list-style-type: none"> Deal making Promote efficient, outcome-orienting work Drive long-term thinking Awareness of environmental matters Communicate with constituents and bring that understanding to Council 	<ul style="list-style-type: none"> Talk to each other more Attend more meetings Be more efficient in tracking the flow of work in what I am working on Learn about best practices in other cities
Steven Brown	<ul style="list-style-type: none"> Expertise in community issues Experience from boards and commissions Strategic planning expertise Collaborate with Council colleagues and community partners Build consensus 	<ul style="list-style-type: none"> Prioritizing projects Advocate for better collaboration between Council and community partners Represent the City when the Mayor and Vice Mayor cannot Be a better ambassador for why we choose Hampton
Donnie Tuck – Mayor	<ul style="list-style-type: none"> Supportive of council and staff 	<ul style="list-style-type: none"> Communicate better with each person
Katherine Glass – Clerk of Council	<ul style="list-style-type: none"> Ensure I get information to Council as quickly as possible Help make meetings run smoothly Make their contribution to the community as easy as possible with assistance in scheduling, etc. Be a resource for information and assistance Be a voice in the community on how we work together Be a cheerleader for Hampton 	<ul style="list-style-type: none"> Develop my staff so they can assume more responsibility when I am not here and create capacity Ensure consistency of communication of legislative and other information Share what I hear in the community Stay abreast of new technology and other improvements

Name	How do I contribute to the effectiveness of the Governing Body?	What could I do differently to help the Governing Body be more effective?
Cheran Cordell Ivery – City Attorney	<ul style="list-style-type: none"> • Provide timely and accurate legal guidance 	<ul style="list-style-type: none"> • Stay in my lane • Continue to grow and develop my skills and the skills of staff in the legal office to further the Council's objectives and vision
Linda Curtis	<ul style="list-style-type: none"> • Knowledge of the City • Legal training • Cheerleader for city initiatives 	<ul style="list-style-type: none"> • Take a deeper dive on some issues • Always try to have an open mind
Mary Bunting – City Manager	<ul style="list-style-type: none"> • Thorough advanced briefing • Accessibility • Treat each equally and share info equally • Be sure staff understands Council's needs • Translate Council's needs and wishes to staff 	<ul style="list-style-type: none"> • Structure work sessions • Suggest opportunities for community building • Better coach staff for presentations • Minimize staff interaction in closed sessions • Ensure staff stays in their lane
Chris Snead	<ul style="list-style-type: none"> • Continue to be prepared and participate in meetings • Continue to have a dialogue with the manager on issues • Continue to serve in regional capacity in organizations • Continue to respond to requests in a timely manner • Continue to set the vision for the City 	<ul style="list-style-type: none"> • Respond quicker to the Mayor's emails • Have more one-on-one conversations with my peers about their passions and my passions • Don't be so quick to be judgmental

Parting Thoughts

Each person was asked to share a reflection on the work they did during the day and their hopes moving forward:

Steve – The day has been good; drilled down as Council members on expectations we have as a body; good to be with Department Heads this morning; encouraged – we have a lot of work to do in our City.

Eleanor – Very excited; very good day; agree we have a lot of work to do; have been frustrated feeling like we weren't doing enough, and we are together in that – feel like we are united. This is a good Council, and we have a chance to make some effective changes for our community. Appreciate this time together.

Billy – Different than I thought it was going to be, but I feel like we needed it for a lot of reasons. We don't spend much time getting to know each other better. I enjoy working with this group. We are different – we are all good in our chosen fields, and it is good for us to be more together. We need a bowling party!

Jimmy – Time well spent. We got some things out on the table that needed to be talked about. Good to be together, not just doing business. Healthy for our Council to do this. Going forward, I hope we will be honest and hold each other accountable – help us get out of the weeds. Enjoyed this.

Chris – Enjoyed this; not what I expected either. I liked the exercise we did with the department heads (Babcock Place case study); helped see the issues from different perspectives. Liked the candidness we have – don't get mad when something is said. Feel comfortable being candid here and invite your candor with me, as well. This has brought us closer together – well worth our time.

Mary – Think the Council gave some helpful guidance today that I hope will make you feel like there is more good that comes from today – doing work sessions, not repeating briefings, shorter presentations in open session, etc. Clear guidance to share with the staff. Glad you were willing to do this with them today. Thanks for the direction. We have a terrific staff!

Linda – Been a great day! It's so much easier to have this conversation in this setting – imagine how amazing we could be if we could do this more frequently.

Cheran – You are an incredible group of people; you are self-aware. Hope you feel the support from Mary, Katherine, and myself – we know you want to give your best to the citizens.

Katherine – This has been one of the easiest groups to work with. In part of the relationships we have or have developed as we got to know each other. You are not terribly difficult to support. We get what we need to hopefully serve you well.

Mayor – Everything has been said, but first, thank you. It takes outside individuals sometimes to help the candor among the individuals who are involved. I'm thankful that we had an opportunity to share why we chose to run for this office and serve the public. It was helpful to be reminded of who the ultimate person is we do this work for – our citizens. It was positive that we recognize that we need to have each other's backs; 98% of the time, we do! There are some areas of need that we can be responsive to. It was important to understand that at times, the lines are muddy – we need to be sure we stay in our lanes. Overall, we can move forward with a different sense of resolve because we have been able to be honest and share things that have perhaps been on our chest for a while. It can be painful to go through the process, but it helps to go through the process and be better afterward.

Dr. Nalbandian closed the workshop with a story. He was at the library in Lawrence, Kansas, and the librarian said, "You were the Mayor, right? Do you remember the flood in 1994 and, you came to our homes to see the damage?" He said, "Yes, I do," and the woman started to cry, reflecting how touched she was by the personal care demonstrated by that visit. John pointed out that stories like that convey the importance of public service. The City Council is working in the present **and** is part of a legacy. Your impact will be felt for years; you are the ones who are living democracy; you are the ones living public service.

Go forth boldly with caution. 😊

Attachment A – Governance Presentation