



**City of Milpitas
City Council Second Workshop
Held October 4, 2019**

October 2019

**Management
Partners**



Table of Contents

Workshop Report	1
Workshop Overview	1
Welcome and Opening Comments	3
Council Behavior Commitments and Code of Conduct	4
Accountability and Enhanced Council Effectiveness	5
Wrap Up and Next Steps	6
Attachment A – Milpitas Code of Conduct and Other Council Expectations	7
<i>Code of Conduct</i>	7
<i>Other Council Expectations</i>	7
Attachment B – Workshop Evaluation	8

Workshop Report

The City of Milpitas held a City Council workshop on Friday, October 4, 2019 from 10:00 a.m. – 2:00 p.m. The workshop was held at the Crowne Plaza located at 777 Bellew Drive. The workshop provided an opportunity for the City Council to discuss how to improve their effectiveness. When the City Council met in its first workshop on August 30, 2019, members agreed to schedule a subsequent session to discuss and establish “rules of the road” and define behavior commitments for enhanced Council effectiveness. This report contains a summary of the results of the workshop.

Rod Gould, Senior Partner and Christine Butterfield, Senior Manager with Management Partners facilitated the workshop.



Workshop Overview

Objectives

- Establish a clear set of behavior commitments and rules of conduct to improve governance practices and performance.
- Clarify roles and enhance trust.

Agenda Outline

- Welcome and call to order by the Vice Mayor
- Public comments
- Agenda review

- Discuss and develop Council behavioral commitments and code of conduct
- Develop a process of accountability
- Agreements and commitments for enhanced Council effectiveness
- Wrap up and next steps

Participants

City Council

*(*Mayor Rich Tran was absent due to an unforeseen professional conflict.)*

***Mayor
Rich Tran**



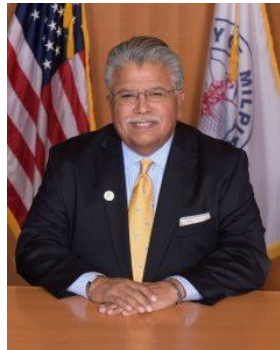
**Vice Mayor
Karina Dominguez**



**Council Member
Carmen Montano**



**Council Member
Bob Nuñez**



**Council Member
Anthony Phan**



Executive Management Staff

- Interim City Manager Steve McHarris
- City Attorney Chris Diaz

Workshop Ground Rules

At the start of the workshop, Rod reviewed several ground rules to help the group have a successful workshop.

- Seek consensus
- Listen to understand
- Participate
- Stay focused
- Assume good intent
- Speak up if we need course correction

Bike Rack

Rod explained that items that were brought up but would not receive immediate attention would be added to a “bike rack.”

Workshop Preparation

In preparation for the workshop, the facilitators conducted a conference call with executive staff and discussed the workshop approach. Based on the information shared in the meeting, Management Partners prepared an agenda and distributed several materials for the Council to review in advance of the workshop. These materials included:

1. Examples of city council norms (shared in the first workshop), and
2. An October 2019 draft of an article written by Rod Gould and entitled “*Beyond Ethics: Establishing a Code of Conduct*” (planned for publication in an upcoming issue of *Western Cities* magazine.)

Welcome and Opening Comments

The workshop began with opening comments from the Vice Mayor. She welcomed Council members, staff, and the public and invited public comments at the start of the session. She then turned the meeting over to the facilitators.

Councilmembers briefly discussed their approach to the workshop given the Mayor’s absence. The group agreed to proceed with the workshop and asked Management Partners to schedule a briefing for the Mayor at a later date to review the results of the workshop to ensure Mayor Tran understood what transpired at this second workshop and be prepared to discuss and approve the code of conduct at an upcoming Council meeting.

Council Behavior Commitments and Code of Conduct

The Council began the workshop by individually reviewing the workshop materials, including the “*Beyond Ethics: Establishing a Code of Conduct*” article and examples of city council norms.

Next, the Council divided into two groups to discuss and develop a list of seven to ten behavioral commitments. Each group considered the following questions:

- What stood out to you in the workshop materials?
- Which examples would improve our efforts to collaborate and govern?
- Are there other behaviors and conduct that are not listed, but should be included?

Council reconvened to share the results of the small group discussions. The information is listed below.

Carmen Montano and Anthony Phan	Karina Dominguez and Bob Nuñez
<ul style="list-style-type: none">• Transparency and disclosure• Avoid surprises• Respect• Courtesy (eye contact, body language)• Refrain from using “you” statements and instead use “I” statements	<ul style="list-style-type: none">• Respect for proper roles of elected officials• Prepare in advance and make sure minutes of all meetings are available online• Work together as a team to (model) encourage civility in our city• Keep up daily communication with city staff and city manager• Praise in public and criticize in private

Following the discussion, Christine asked Council if they would like to clarify or include additional behaviors to the Milpitas City Council code of conduct that would improve the group’s effectiveness.

The Councilmembers discussed the behaviors that they believed should be included in the Milpitas code of conduct. Their ideas and recommendations are listed below.

- Show respect to one another
 - Tone of our voices
 - Body language (refrain from eye rolling, looking at electronic devices, etc.)
 - Social media comments
- Share key information with all Councilmembers prior to meeting and key decision points
 - Share new information with the public
 - Share a legislative calendar with the Council

- Disclose conflicts of interest and affiliations prior to Council decisions (Council and staff)
- Be aware of and separate campaigning from governing
- Provide and distribute presentation materials in advance of Council meetings
- Provide committee minutes and recommendations prior to Council deliberations
- Develop an onboarding process and train new Council members about their role in governing and the code of conduct
- Model civility while remaining authentic
- Verbally review (repeat) Council motions prior to decisions
- Conduct periodic workshops to review Council effectiveness
- Review the charges and work plans (in a standard format) for all advisory boards and commissions
- Review the Council liaison role to the City's commissions
- Establish clear communication protocols between Council and staff
- Identify and respect the line between policy and administration
- Council will speak with one voice after making policy on issues

As discussed at the start of the workshop, the Council agreed to include the draft code of conduct at an upcoming Council meeting for approval and implementation.

Management Partners has prepared a draft of the Milpitas Council Code of Conduct and it is included as Attachment A.

Accountability and Enhanced Council Effectiveness

Rod Gould invited each Councilmember to share how each would operationalize the code of conduct. The summary is listed below.

- Review the norms during every closed session and include them on the Council agenda;
- Be kind (praise in public and criticize in private);
- Have the courage to apologize; and
- Hold one another accountable.



Wrap Up and Next Steps

To conclude the workshop, Rod reminded each participant that Management Partners would prepare a report summarizing the behavioral commitments and rules of conduct and distributed the Management Partners' evaluation form. The summary is included in Attachment B.

The Mayor will be briefed on the outcomes of the workshop, and the draft Code of Conduct will be brought back to the Council either in study session for more discussion or for adoption at a regularly scheduled Council meeting.

Attachment A – Milpitas Code of Conduct and Other Council Expectations

Code of Conduct

- Be respectful and courteous (words, tone and body language).
- Model civility.
- Avoid surprises.
- Praise publicly and criticize privately.
- Focus on the issue, not the person.
- Refrain from using electronic devices while on the Council dais.
- Share information with all Councilmembers in advance of Council meetings.
- Disclose conflicts of interest and affiliations related to agenda items.
- Separate governing from campaigning.
- The Council speaks with one voice after making policy on issues.
- Respect the line between policy and administration.
- Council will hold one another accountable to comply with this Code of Conduct.

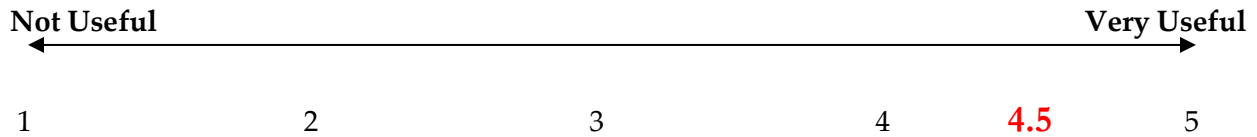
Other Council Expectations

- Distribute presentation materials in advance of Council meetings.
- Provide committee minutes and committee recommendations in agenda items.
- Develop an onboarding process and train new Councilmembers about their role in governing and the code of conduct.
- Verbally review (repeat) Council motions prior to decisions.
- Meet periodically in workshops to review Council effectiveness.
- Review the charges and work plans (in a standard format) for all advisory boards and commissions at a future Council meeting (including the liaison's role).
- Establish and document the communication protocols between Council and staff.

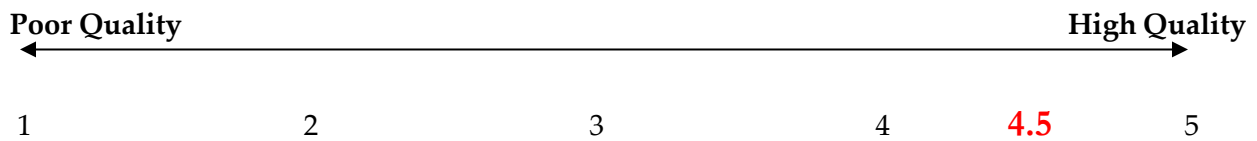
Attachment B – Workshop Evaluation

At the end of the workshop participants were asked to complete a workshop evaluation form. The following responses are a compilation of answers from all of the workshop participants.

Overall *usefulness* of the day:



Overall *quality* of the workshop:



The best thing about the day was...

- It was great!
- Lunch
- Rough norms/goals were established

Thing(s) which could have been better...

- Mayor's presence
- Missing one councilmember

OTHER COMMENTS:

- Meeting feels redundant, not the moderator's fault though. Topics should be more defined next time. Anecdotes from other cities would also be helpful.