



MANAGER, COUNCIL, AND STAFF RELATIONSHIPS

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PRESENTERS:

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CRITICAL COMPONENTS

There are three important elements to establish and maintain good relations between the City Council, City Manager, and City Staff:

1. Communicating Effectively
2. Developing Relationships
3. Setting Expectations

Inherent in all of these is **TRUST**.

1. COMMUNICATION

“You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.”

- *Lee Iacocca*

CITY COUNCIL

COMMUNICATING WITH CITY MANAGEMENT

- Communicate your major concerns clearly
- Make the City Manager aware of your individual communication needs/style
- Keep the City Manager informed when you communicate with the media
- Know that your Manager strives to provide clear, concise and correct information

COMMUNICATING WITH STAFF

- Develop a procedure for communicating with (senior) staff
- Praise staff for a job well done
- Keep the City Manager informed of communications with staff
- Work to build trust with staff

CITY MANAGER

COMMUNICATING WITH CITY COUNCIL

- Communicate major issues clearly and effectively
- Determine individual communication needs of each member
- Keep Council informed when you communicate with the media and the public
- Ensure that Council is in the loop when there is an emergency
- Build trust
- No surprises

COMMUNICATING WITH STAFF

- Praise staff for a job well done, deflect credit to staff
- Correct problems quickly
- Keep staff informed of major issues that will affect them
- Clearly communicate expectations and assignments
- Communicate & demonstrate organizational values

STAFF

COMMUNICATING WITH CITY COUNCIL

- Should be done through the City Manager's Office
- Keep your City Manager informed of City-related communications with Council members
- Be respectful
- Don't "wing it"

COMMUNICATING WITH CITY MANAGEMENT

- Clearly communicate issues, needs and recommendations
- Provide pertinent details
- Communicate in a timely manner so corrective action can be taken

BE A MASTER COMMUNICATOR

- Always seek to build TRUST when communicating
- Be an active listener
- Use the right communication tool for the situation
- Be clear and concise
- Speak to your audience
- Be respectful

2 . DEVELOPING RELATIONSHIPS

“The most important single ingredient in the formula of success is knowing how to get along with people.”

— *Theodore Roosevelt*

CITY COUNCIL

RELATIONSHIPS WITH THE CITY MANAGER

- Get to know your City Manager:
 - What is her or his background?
 - What does he or she hope to accomplish?
- Participate in meetings
- Invite the City Manager to tour your district/zone/City and to participate in neighborhood or Town Hall meetings
- Share your goals and concerns
- Build the partnership

RELATIONSHIPS WITH STAFF

- Make sure you know who key staff members are and what they do
- Use the expertise and experience of the City Staff
- Know that the staff is working in the best interests of your City

CITY MANAGER

RELATIONSHIPS WITH CITY COUNCIL

- Know your City Council members:
 - Why did they run for office?
 - What do they hope to accomplish?
 - Who do they listen to?
- Schedule introductory and ongoing meetings with each individual Council member
- Tour districts/zones with individual members
- Support Council's efforts to develop relationships with citizens
- Quickly develop a strategic plan, with City Council, for the organization

RELATIONSHIPS WITH STAFF

- Introduce yourself to all staff members
- Ensure that important messages are delivered to ALL staff members
- Engage in staff meetings and activities and listen to what staff members have to offer
- Build **TRUST** with staff

STAFF (SENIOR MANAGEMENT)

RELATIONSHIPS WITH CITY COUNCIL

- Know who your City Council members are
- Understand your department's role in implementing the Council's strategic plan
- Attend City Council meetings when appropriate
- Support the City Council's efforts
- Inform the City Manager's office when a City Councilmember contacts you regarding City business

RELATIONSHIPS WITH THE CITY MANAGER

- Introduce yourself to the City Manager
- Participate in meetings
- Ask questions and provide feedback
- Build trust in the relationship

EVERYONE

- **Work to build team TRUST**
- Be willing to listen
- Be willing to accept different ideas and/or different ways of doing things
- Use the expertise of the people on your team—don't assume you have all the answers
- Give credit where it is due
- Have each other's backs

3 . SET EXPECTATIONS

“High achievement always takes place in the framework of high expectation.”

- Charles F. Kettering

CITY MANAGER

SETTING EXPECTATIONS FOR CITY COUNCIL

- Understand City Council members' goals for their individual districts
- Understand the goals of the entire Council for the organization
- Ensure that Council understands the staff's commitment to their organizational goals
- Demonstrate that you respect and appreciate Council's role

SETTING EXPECTATIONS FOR STAFF

- Develop a strategic plan that reflects Council's direction, the organization's needs and invite staff feedback
- Make sure staff understands the need to be responsive to citizen complaints
- Remember that staff is owed direction, resources, and accountability
- TRUST your staff to do their jobs well, and ensure that they can TRUST in your support

CITY COUNCIL

SETTING EXPECTATIONS FOR CITY MANAGER

- Understand the goals of the entire Council for the organization
- Communicate your goals for your district
- Set performance goals
- Support the City Manager as she or he carries out Council's directions

SETTING EXPECTATIONS FOR STAFF

- Make sure key staff members understand your priorities
- Take time to understand the roles of department heads
- Ensure staff has the resources to accomplish tasks
- Avoid the temptation to micromanage

STAFF (SENIOR MANAGEMENT)

SETTING EXPECTATIONS FOR CITY COUNCIL

- Understand the goals of the entire Council for the organization
- Ensure that Council members know that you are committed to the organization's vision
- Understand City Council's goals and your role in implementation

SETTING EXPECTATIONS FOR CITY MANAGEMENT

- Ask for clarification if you don't understand something
- Participate in developing the City's Strategic Plan
- Provide your professional recommendations
- Communicate with your staff

QUESTIONS?

