

MEMO

To: Mayor Kranz and Members of the City Council
Pamela Antil, City Manager
From: Julia D. Novak, Executive Vice President
Date: February 8, 2023
Re: City Council Retreat Preparation

My colleagues, Dr. John Nalbandian and Julie Gieseke, and I look forward to being with you on February 13-14.

The purpose of this memo is to share the agenda and important logistics of the retreat, as well as allow some time for you to reflect on conversations we intend to engage in during our time together.

1-1 Meetings

The Mayor and Council will meet with Dr. Nalbandian and me on Monday morning the 13th at City Hall in the Rose Conference Room. The schedule is as follows:

8:00 a.m.	Deputy Mayor Joy Lyndes
9:00 a.m.	Council Member Kellie Shay Hinze
10:00 a.m.	Council Member Allison Blackwell
11:00 a.m.	Mayor Tony Kranz
12:00 noon	Council Member Bruce Ehlers

Retreat Logistics

Location: Encinitas Community and Senior Center
1140 Oakcrest Park Drive
Encinitas, CA 92024

When: Monday, February 13;
2:00 PM – 4:30 or 5:00 PM
Tuesday, February 14;
8:00 AM to 4:30 PM

Dr. John Nalbandian

John Nalbandian, Professor Emeritus, joined the faculty in the public administration program at the University of Kansas in the 1970s. U.S. News and World Report ranks the School of Public Affairs and Administration's local government emphasis as the best in the country. John was chair on two occasions. In addition to his administrative experience, John served on the Lawrence, Kansas, City Council for eight years including two terms as the Council's Mayor. John has also served as president of the Lawrence library board and the Willow Domestic Violence Center board, and currently serves on the Lawrence Parks and Recreation Advisory Board, Watkins Museum of History Board, and Friends of the Lied Performing Arts Center. He has received numerous awards for his teaching, research, and service including recognition in Kansas as both academic administrator of the year as well as elected official of the year.

Preparation

Several agenda items will benefit from preparation. Please spend a few minutes reviewing these prompts and preparing to participate in the retreat.

Good Governance

The Merriam-Webster dictionary defines governance as *“the act or process of governing or overseeing the control and direction of something (such as a country or an organization).”* In Encinitas, the Mayor and City Council are the governing body and collectively hold this responsibility.

Please spend some time thinking about what you need from the people you govern with in order to effectively govern. During the retreat, we will debrief some questions about governance where you will be able to lean on your individual and collective experience, as well as on the workshop Dr. Nalbandian will lead.

We will explore questions about effective governance.

- How do effective governing bodies approach their role?
- What’s important to remember when you are on the prevailing side of a decision – and when you are not?
- How can/does the Mayor contribute to the effectiveness of the governing body?
- How can/does the Staff contribute to the effectiveness of the governing body?
- How can/do individual members of the City Council contribute to the effectiveness of the governing body?
- Why did you choose to run for elected office – why do you serve?
- What do you hope this governing body will be known for?

Focus Areas and Priorities

Last year, the City identified the following Focus Areas. We will reflect on these as we work together to build a strategic framework for 2023 and beyond. As you review these goals, please consider their relevance in today’s context. Is anything missing? As you consider the Focus Areas, are there any specific policies, projects, or programs that you would like the Council to take on as a workplan initiative for the coming year? You can make notes in the table provided.

Focus Areas	Statement	Potential Initiatives or Workplan Item
Mobility & Resilience	Mobility & Resilience means prioritizing safer, more efficient infrastructure that connects the community through environmental health, adaptation & well-being, including stormwater, wastewater, and roads	
Engagement & Education	Engagement & Education means identifying the diverse ways to connect with and inform the community on City activities and a framework for dialogue and understanding. Help build an understanding of the City’s tools to engage.	
Housing & Equity	Housing & Equity means providing a diversity of housing, aiming to have a roof over everyone’s head, engaging underrepresented populations, and ensuring the provision of support services.	
Effective Resident Services	Effective Resident Services means services are provided timely, courteously, fairly, and predictably.	
Other?		

Norms

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - Positive and realistic
 - Candid and honest
 - Patient and self-aware
 - Engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of “if” and “and”
- Have fun!

Agenda

Day One: Monday, February 13; 2:00 PM – 5:00 PM

Setting the Stage

The facilitator will review the agenda and meeting norms and ask each attendee to introduce themselves and share their expectations for the retreat.

High-Performing Governance

Dr. Nalbandian will present a workshop that explains the “gap” that exists between political acceptability and administrative sustainability and explores how disruptive forces widen that gap. He will share insights about how the roles, relationships, and responsibilities of the executive and legislative functions are intended to work in the Council-Manager form of government to effectively bridge this gap.

Workshop Debrief

We will process the learning from Dr. Nalbandian’s workshop and identify concepts that are especially relevant in Encinitas.

Good Governance

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True Today – True in Ten Years

Each person will be asked to share their response to the following questions:

- What is something that is true about Encinitas today that you hope will **still** be true ten years from now?
- What is something that is not true about Encinitas today that you hope **will** be true ten years from now?

Parting Thoughts

As the day comes to a close, each participant will be asked to share a reflection on the day’s conversation.

Day Two: Tuesday, February 14; 8:00 AM to 4:30 PM

Check-in

We will debrief Day One and ensure expectations are properly aligned for Day Two.

The Ideal Member of the Governing Body

We will consider how different groups (the public, the staff, and your City Council colleagues) might describe an “ideal” member of the Governing Body.

Goals and Progress Report

The City Manager will provide an overview of prior year goals and share the progress that has been made.

Identify 2023-24 Key Areas of Focus

We will review the existing Focus Areas and consider making adjustments or changes as appropriate.

2023-24 Goals and Priorities

What priorities (programs, projects, or policy initiatives) are the Mayor and Council interested in pursuing and funding in the upcoming budget?

Parting Thoughts/Adjourn

As the day comes to a close, each participant will be asked to share a parting thought on how they feel about the work done during the retreat.