

Optimal governance organizational chart: Who Does What

CITIZENS:

Vote
Bear witness to the business of council
Hold Council accountable
Pay for the services they want and need through fees, charges, and taxes

↓ Council is the linkage between services and citizens. Council reflects what citizens want and need now and into the future ↑

ELECTED OFFICIALS: Political Body

Formalized Direction Setter:
(not problem solver or policy advisor but policy setter)
Council makes decisions and then gets out of the way
How: Policies, Bylaws, Resolutions and Strategic Priorities
Council represents the citizens on what services they need, want and are willing to pay for.
Council sets nontechnical service levels and provides staff the resources is to deliver.
Council's job: to think strategically not tactically
Budget process:
Do we want to increase services, decrease services, or maintain services?
What resources are required to provide that level of service?
What should we be spending on the assets that provide that level of service?

MAYOR: Relationship Builder

- spokesperson
- facilitator of debate
- team lead

Complexities:

Unrealistic public expectations and unwillingness to pay for service levels, disruptive elected officials

WHAT
AND
WHY

**WHO
AND
HOW**

**CAO:
Apolitical Body**

Fearless advice
Loyal implementation

Council's One Employee

CAO's Job:

- Advise Council
- Translate Council's direction
 - Manage risk
- Meet legislative requirements
 - Morale and culture

STAFF: Expert Advice

Staff's job:

- Provide information on needs, risks, costs
- Facts and data/options and consequences
 - Operationalize Council's direction
 - Manage risk
 - Meet legislative requirements
 - Deliver services

Report back to Council: Here is how we are achieving your goals and objectives!!!

Complexities:

Vulnerable to election
cycles, union issues,
statutory requirements,
Council demands, and
staff needs

Complexities,

Legislative changes,
infrastructure deficit,
cost containment,
capacity, staff retention