

September 2019

RIVERSIDE CHARTER REVIEW COMMITTEE

Presented by the Office of the Mayor

OVERVIEW

Riverside 2020

What Is a Charter?

Riverside's Organizational Structure

Does Our Structure Serve Us Well?

Recommendations

Charter Review
September 2019

BOTTOM LINE UP FRONT

LEADERSHIP BALANCE VISION



RIVERSIDE 2020

RAPID GROWTH AND CHANGE

Growing: population, downtown footprint, housing options, transportation infrastructure

Leads to demand for growing:
transparency, service, accountability

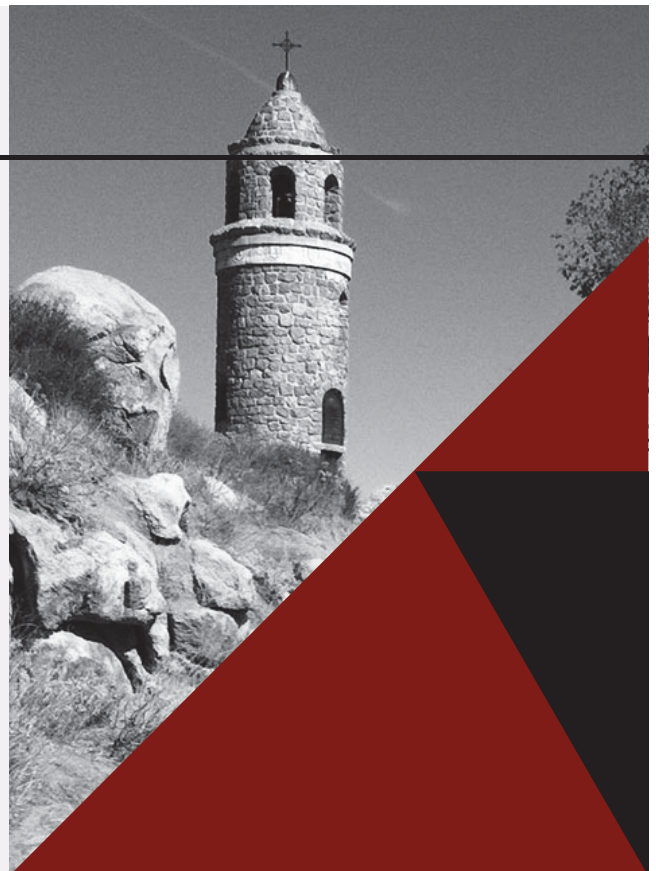
RIVERSIDE 2020: WHAT IS IMPORTANT TO US?

- ECONOMIC DEVELOPMENT
- RESPONSIBLE GROWTH MANAGEMENT
- TRANSPARENCY
- HOMELESS SOLUTIONS
- EFFICIENT GOVERNMENT
- PUBLIC SAFETY
- INCLUSIVITY
- FINANCIAL RESPONSIBILITY
- INFRASTRUCTURE
- CHECKS AND BALANCES

WHAT IS A CHARTER?

Local authority to govern flows directly from the California Constitution

A city charter DEFINES and LIMITS how the city will use that authority

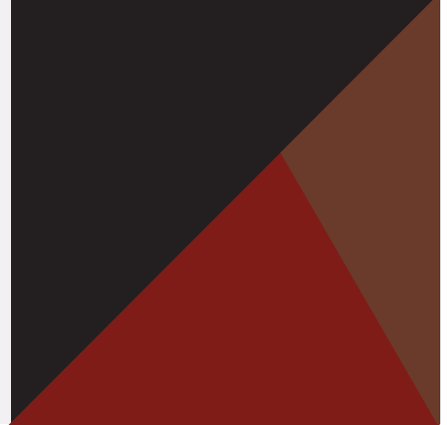


WHAT DOES A CHARTER DO?

Establishes organizational structure

Defines roles

Establishes balances of power



ASSESSMENT OF OUR CHARTER

HAS SERVED
US WELL, BUT
ROOM FOR
IMPROVEMENT

“I am sure there are improvements that should and can be made as there have been in medicine, engineering and other professions throughout the United States. I still love a Model A Ford but I welcome the opportunity to ride in an air conditioned car, and those Model A’s are still running.”
-Mayor Ab Brown to 1985 Charter Review Committee

ASSESSMENT OF OUR CHARTER

POORLY ORGANIZED

STRUCTURAL INCONSISTENCIES

Ex: Mayor Pro Tempore is listed in same section as Mayor's Duties, but City Manager Pro Tempore is listed separately from City Manager's Duties

LIKE ITEMS ARE DIVIDED IN SECTIONS

Ex: Separation of Mayor's powers between 405 and 413; Sections 201 and 411 both address public access

CONFLICTS BETWEEN SECTIONS

Ex: Sections 413 and 419 regarding who can sign contracts via resolution

ASSESSMENT OF OUR CHARTER

GAPS TO BE FILLED

DUTIES OF MAYOR

Ex: Mayor is to present Mayor's programs, objectives and priorities but no other mention of Mayoral authority to implement programs, objectives and priorities

Ex: Mayor shall advise the City Council on all matters of policy and public relations but no mention of Mayoral relationship to City Manager

DEFINITIONS

Ex: pg. 9 "formal action", pg. 7, 16 "moral turpitude", pg. 25 "shall act", "officer"

ASSESSMENT OF OUR CHARTER

SOMETIMES
ORDINANCES
MORE
APPROPRIATE

PUBLICATION OF ORDINANCES

Ex: Section 414 specifies how/where publication of ordinances should be carried out and creates a mandate that has potential to become unnecessary

UNREALISTIC BOARD AND COMMISSION CLAUSES

Ex: Section 805 mandates removal of commissioners in certain circumstances and leaves little to no discretion to Mayor or Council

STATE LAWS AND ORDINANCES ALREADY IN PLACE

Ex: Section 201 reads like a proclamation and restates the Brown Act and Public Records Act, Sunshine Ordinance and state law make this section moot



RIVERSIDE'S ORGANIZATIONAL STRUCTURE

Constituent Expectation

Our Working Reality

Other Settings

CURRENT STRUCTURE: AS PERCIEVED BY CONSTITUENTS

Constituents



Shared Vision

Council

- Proactively create policy
- Delegate ward specific concerns to staff for resolution
- Collective decision-making body

Mayor

- Sets citywide vision based on Council policy
- Represents collective constituent concerns
- Presides over meetings

City Manager

- Drives action and manages staff based on Council policy
- Ensures budget matches Council and Mayoral vision



CURRENT DYSFUNCTIONAL STRUCTURE: OUR WORKING REALITY

Constituents



Shared Vision

Council

- Policy as reaction to constituent concerns
- Tend to focus on ward specific projects/concerns
- Decision-making in voting blocs

Mayor

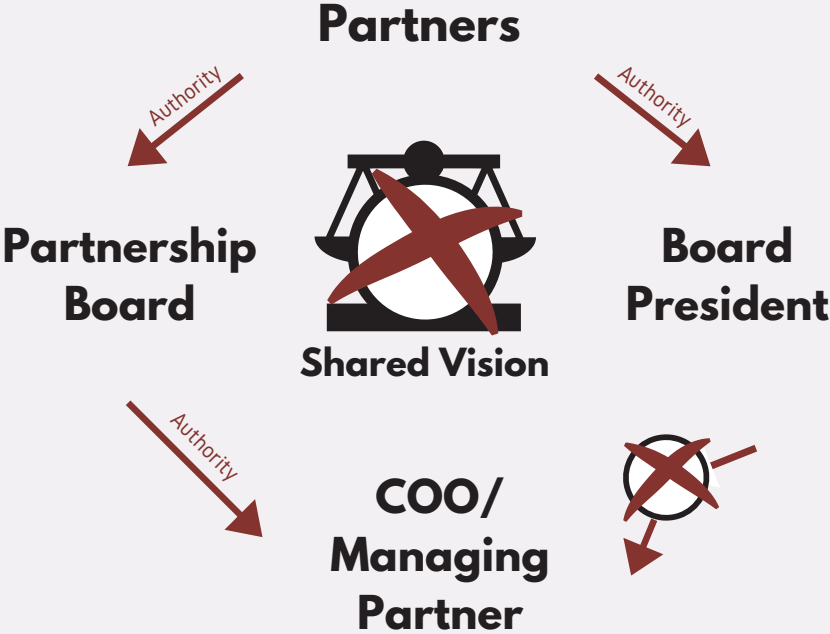
- Citywide vision in isolation
- Receives citywide constituent concerns with no control over staff response or outcomes

City Manager

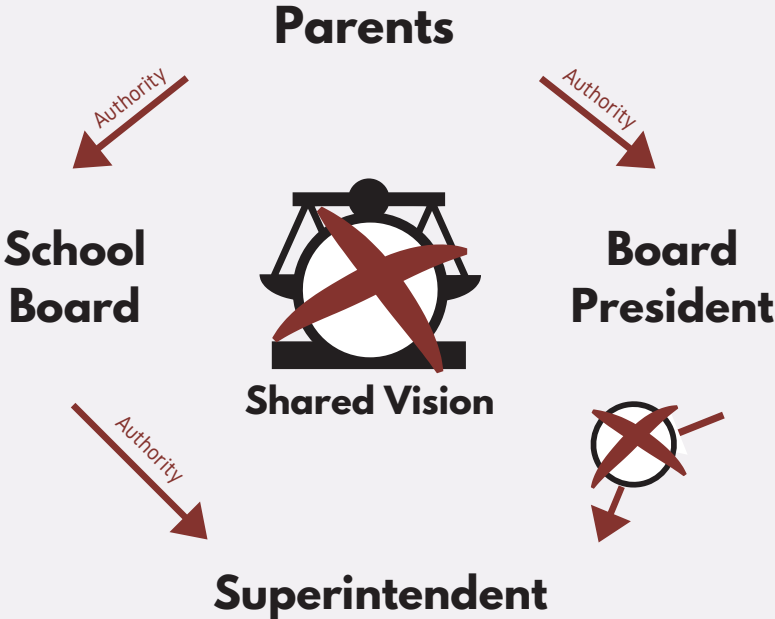
- Drives action and manages staff based on competing Council direction
- Budget based on department need

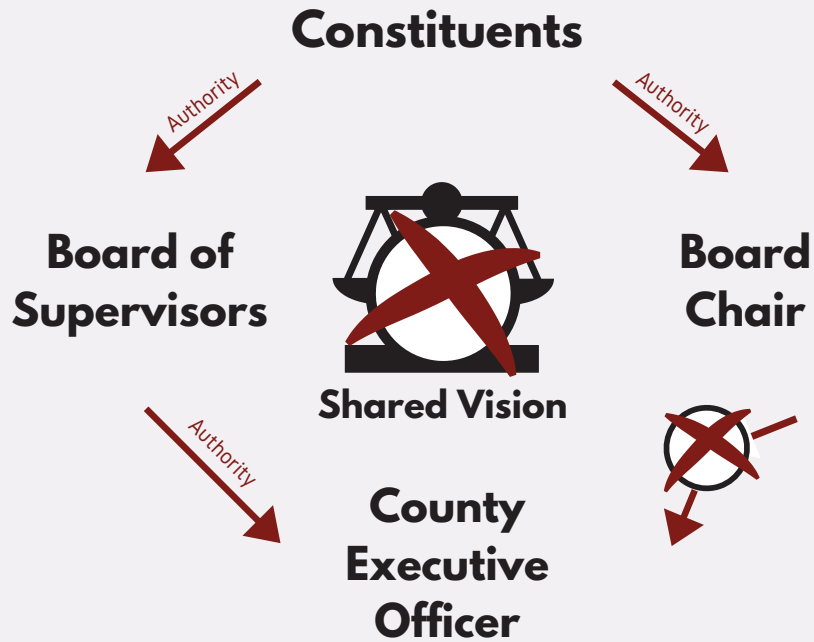


**CURRENT
DYSFUNCTIONAL
STRUCTURE:
APPLIED IN A LAW
FIRM SETTING**



**CURRENT
DYSFUNCTIONAL
STRUCTURE:
APPLIED IN AN
EDUCATIONAL
SETTING**





**CURRENT
DYSFUNCTIONAL
STRUCTURE:
APPLIED IN COUNTY
GOVERNMENT
SETTING**



**DOES OUR
STRUCTURE
SERVE US
WELL?**

An Organizational
Development Lens

Shared Purpose

Clear Vision

Effective Communication

Goal Alignment

Clear Roles

Clear Accountability

OD BEST PRACTICES

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DOES OUR STRUCTURE SERVE US WELL? CORE QUESTIONS

- **WHEN DO WE MOVE TO A STRONG MAYOR SYSTEM?**
- **WHAT STRUCTURES CREATE THE MOST DYSFUNCTION?**
- **WHAT STRUCTURE PROVIDES THE MOST ACCOUNTABILITY?**
- **HOW DOES THE STRUCTURE CREATE CHECKS AND BALANCES?**
- **WHAT IS THE MOST EFFECTIVE STRUCTURE?**
- **DO WE HAVE THE RIGHT ROLES?**

DOES OUR STRUCTURE SERVE US WELL?

RECENT CHARTER GAPS

- **MAYOR'S VETO AUTHORITY**
- **CITY ATTORNEY REPRESENTATION**
- **APPOINT OR ELECT COUNCIL OR MAYOR VACANCY?**
- **WHAT CONSTITUTES AN OFFICER?**
- **NUMBER OF SIGNATURES/WHO SIGNS TO EXECUTE CONTRACT**
- **BOARD AND COMMISSION BACKGROUND CHECK**

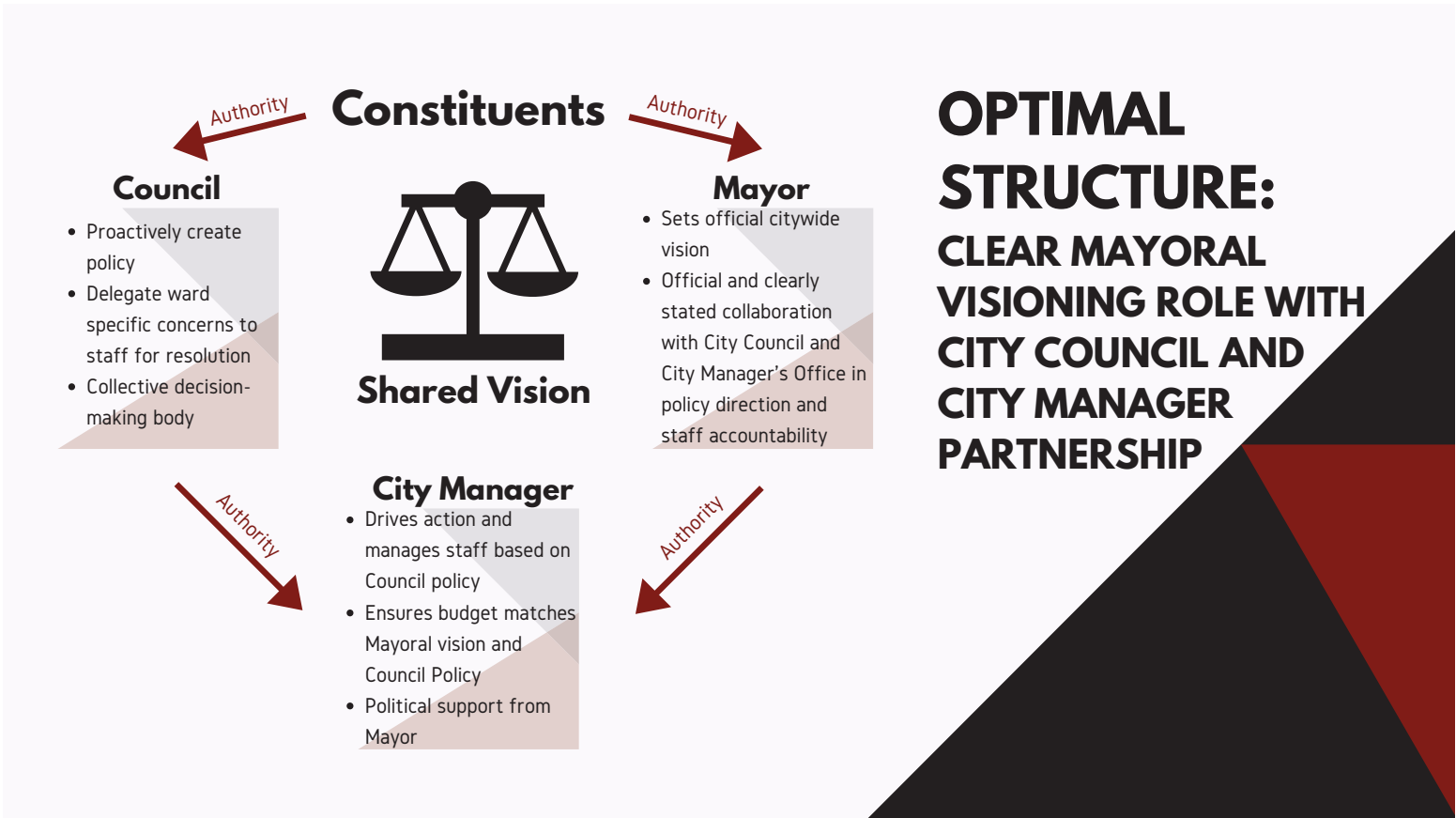
DOES OUR STRUCTURE SERVE US WELL?

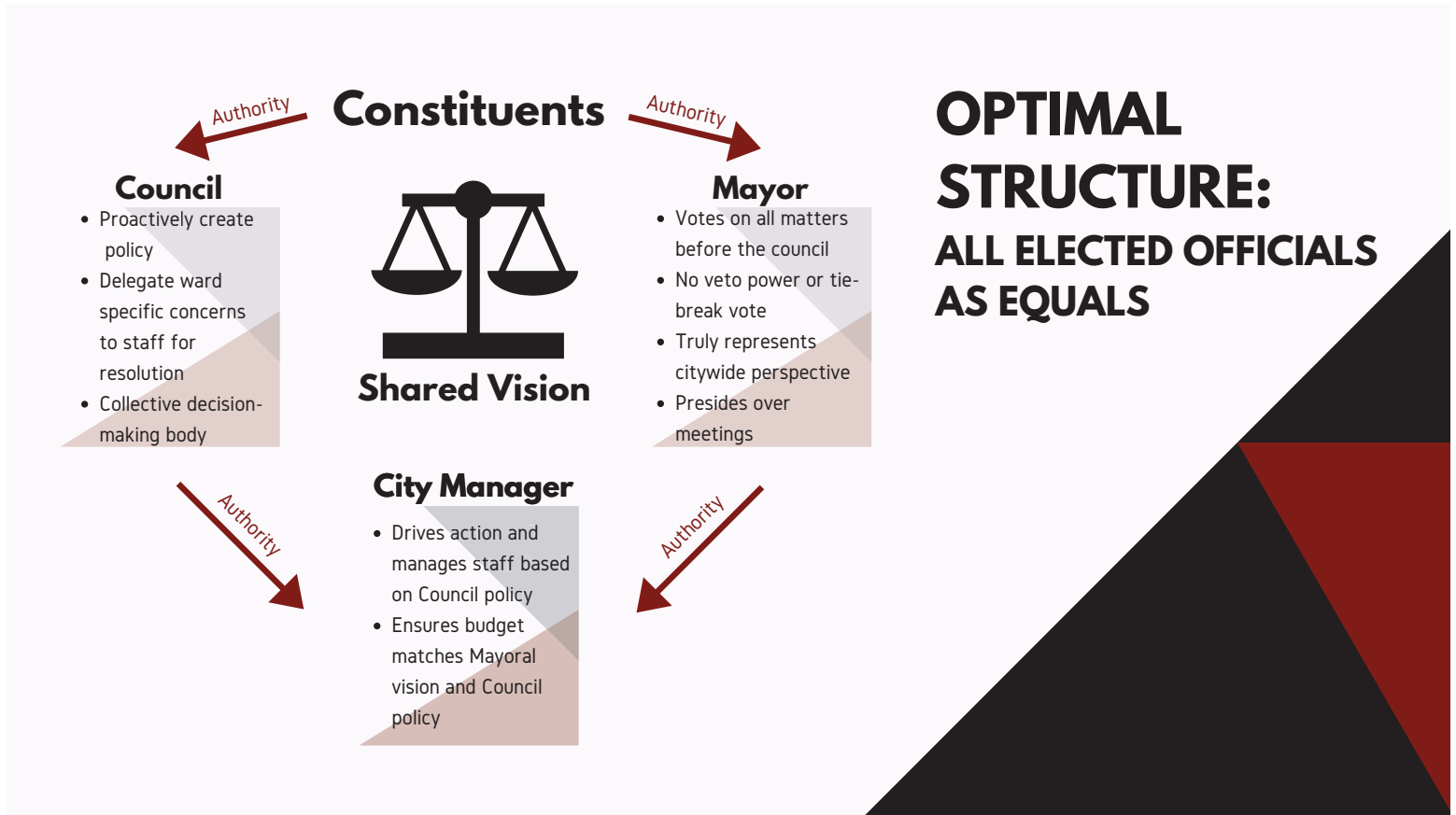
BACK TO WHAT IS IMPORTANT TO US

- **ECONOMIC DEVELOPMENT**
- **RESPONSIBLE GROWTH MANAGEMENT**
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- **INFRASTRUCTURE**
- **CHECKS AND BALANCES**



RECOMMENDATIONS





SUPPLEMENTAL DOCUMENTS WITH KEY TAKEAWAYS

- **CITY GOVERNMENT TYPE COMPARISON**
There is no pattern or best practice for type of city government structure.
- **CHARTER AMENDMENTS**
Changes to Mayoral role since 1953 have aimed to strengthen, not weaken, the position.
- **DOES A CITY NEED A MAYOR?**
The role of the Mayor as a political and visionary leader is important in any structure.

- **2018 ICMA TYPES OF GOVERNMENT SURVEY**
There is no pattern or best practice for type of city government structure.
- **WHY IS HOMELESSNESS GOING DOWN IN HOUSTON?**
A comparison of the response to homelessness in Houston and Dallas finds that the strong mayor system gives Houston an advantage addressing the crisis.