

Attachment “B”

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Tell Us!

We're interested in what you have to say -- whether it's about an issue currently on the City Council agenda, the information you've read on this website, or another topic of community concern.

To contact the City Manager,
email manager@smgov.net
Send comments and questions through
the GO System

1685 Main St., Rm. 209
Santa Monica, CA 90401
Phone: (310) 458-8301

Administration

What does the City Manager's Office do?

The City Manager's Office provides overall guidance to all City operating departments and is responsible for the administration of City programs to ensure the delivery of high quality services in an efficient and cost-effective manner. This includes oversight of major City-initiated projects, outreach to and involvement with community members on issues of local concern, direction of the annual budget process and coordination of City Council agendas.

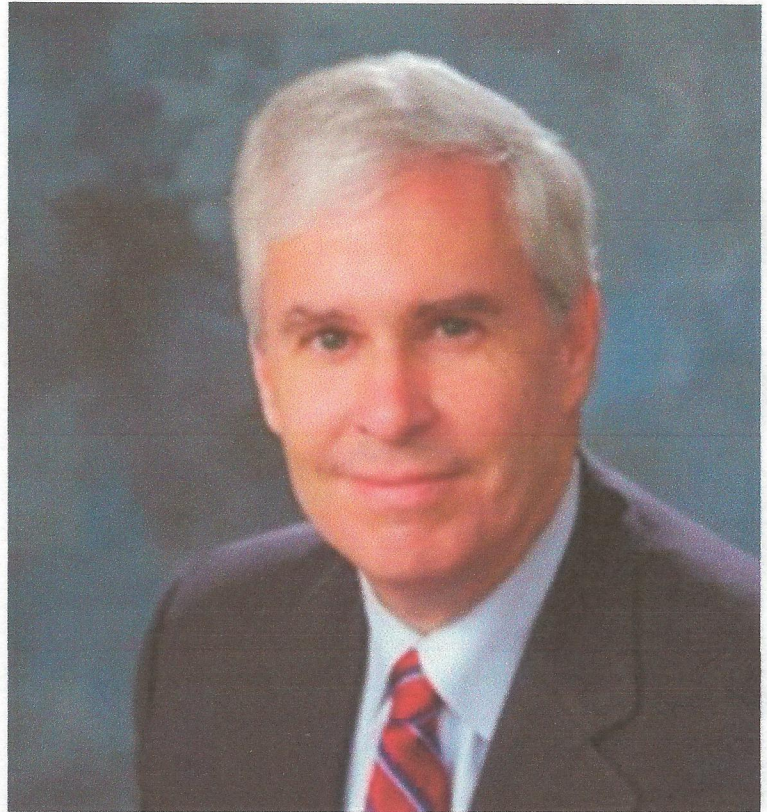
As the executive officer of the municipal government, the City Manager is responsible for the day-to-day administration of the City of Santa Monica, including implementation of City Council ordinances and policies, oversight of fourteen departments and primary responsibility for budget development. The City Manager's authority is derived from Article 7 of the Santa Monica City Charter. City management is guided by the Code of Ethics adopted by the International City/County Management Association. ←

Cal-ICMA Honors Two Members with Ethics Award

February 21, 2014

Rod Gould, city manager of Santa Monica, and Doug Willmore, city manager of Bell, were recipients of this year's Cal-ICMA Ethics Awards. [Read more.](#)

Both Rod Gould, city manager of Santa Monica, and Doug Willmore, city manager of Bell, were recognized during the recent Cal-ICMA board meeting at the City Managers' Department conference in Long Beach. Rod Gould, who is currently serving as one of ICMA's West Coast Regional Vice Presidents, was recognized for his work to establish a code of ethics for the staff and elected officials during his tenure with the city of Poway. Doug Willmore was acknowledged for his work to put the city of Bell back on an ethical track after the crisis in that community. Early in 2013, the Cal-ICMA board approved the [guidelines and criteria for this Cal-ICMA awards program.](#)



Santa Monica city manager, Rod Gould.

DEPARTMENTS

Ethics

The Retired City Manager's New Opportunities

Q. Shortly after the city manager retired, a company asked him whether he would like to do consulting work for them. The manager ran the idea by the city council, and the elected officials expressed no concerns. He said he would not make public presentations; neither would he attempt to influence staff decisions. What other ethical considerations should he consider?

A. Retired members of ICMA are subject to Tenets 1 and 3 of the ICMA Code of Ethics. They also need to be sure they look at any local ethics laws that might apply to them after they leave local government service. For example, some local governments have ethics ordinances that restrict former managers' employment with firms that have city contracts if the city manager had a role in negotiating or approving that contract. ICMA has received ethics complaints about members who went to work for firms that had recently received city contracts. The concern is that some former local government employees are in a position to profit personally from the terms that they negotiated.

Another consideration is the retired manager's relationship with the new city manager. Most retired managers who remain active in the community they once served are careful about their involvement with the city government, particularly in matters where their views on a policy matter differ from those of a new administration.

Billing the County for a Service Club's Cause

Q. The county government pays for the county manager's membership and monthly meeting expenses to participate in a popular service club. The networking opportunities with business leaders in the club are valued, so this practice has been in place for many years. Recently, the service club sent the county manager a letter that included two raffle tickets. The proceeds from the raffle ticket sales would benefit a well-regarded charity. How should the county manager handle this?

A. While it is a usual business practice for local governments to pay dues and meeting expenses for designated staff to participate in service clubs and other organizations, it would not be appropriate to use public funds for the raffle tickets. The county manager should write a personal check for any charities she wishes to support.

The Exit Interview Opportunity

Q. The assistant city manager is leaving his job after 10 years, primarily because of the new city manager's management style. Some members of the city council have asked the assistant city manager privately to explain why he is leaving. Although the new city manager has done nothing unethical, the assistant manager believes that his management style has harmed employee morale. Employees have told the assistant city manager that they no longer offer their candid advice to the city manager because the manager makes it clear he does not want to hear any opposing views. Does the assistant city manager have an obligation to speak frankly with elected officials who ask him about the city manager's performance?

A. There is no ethical obligation for the assistant city manager to offer his assessment of the city manager's effectiveness. In fact, there are good reasons to offer no assessment to the council without the knowledge of the

manager. If the assistant manager has suggestions for the manager, those should be shared privately with the city manager. The council has the responsibility to make its own determination about whether the manager's style is effective in that community.

—Elizabeth Kellar
Deputy Director
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Ethics advice is a popular service provided to ICMA members. The ICMA Executive Board members who serve on the Committee on Professional Conduct review the inquiries and advice published in PM magazine. ICMA members who have questions about their obligations under the ICMA Code of Ethics are encouraged to call Martha Perego at 202/962-3668 or Elizabeth Kellar at 202/962-3611.

Learn about the benefits of joining ICMA and receiving PM magazine as part of your benefits package. To subscribe to PM, call 202/289-ICMA (202/289-4262) or e-mail bookstoremanager@icma.org.

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Rod Gould joins Management Partners

MAY 26 2015

BY JULIE ZIMMERMAN

Rod Gould, whose award-winning career in local government included stints as city manager of Santa Monica, Poway, San Rafael and Monrovia, is joining Management Partners as vice president for management, based in the firm's West Coast office.

Gould will assist West Regional Vice President Andrew Belknap in a range of responsibilities, including the management of current projects, development of new projects, and recruitment and development of new associates. Management Partners assists hundreds of local governments across the U.S., including many in California, with projects that include performance management, strategic planning, organizational analysis and financial forecasting.

"Throughout my career in city management, I have been consistently impressed with the quality and utility of Management Partners' work," Gould said. "I'm eager to join such a committed and expert group of management consultants dedicated to excellence in local government, and I view it as another stage of service."

Gould most recently led Santa Monica through a successful recovery from the recession. Highlights of his five years in office include large-scale capital projects, advanced sustainability measures, a 20 percent reduction in the homeless population, improved infrastructure maintenance and preservation of the city's AAA bond rating.

"Rod brings an outstanding background of local government service to Management Partners," said Jerry Newfarmer, President and CEO of the firm. "He learned about the quality of the work that Management Partners can do for a client first-hand by being a consumer of our work, and we are thrilled that he is joining us to help other local governments."

Prior to his service in Santa Monica, Gould served as City Manager in Poway, San Rafael and Monrovia, and as Assistant City Manager in Walnut Creek, California. Before his career in public service, he was a Senior Management Consultant with Deloitte, Haskins and Sells in consulting. He has a BA from Yale University in economics and political science and an MPA from the Kennedy School at Harvard, as well as many professional awards from his time in local government.

Management Partners is a professional management consulting firm specializing in helping local government organizations improve

Services

- Operations Improvement
- Strategic Planning
- Service Sharing
- Financial Planning/Budgeting
- Organization Analysis
- Organization Development
- Performance Management
- Process Improvement
- Facilitation and Training
- Executive Recruitment
- Executive Coaching

"We have found your staff to be responsive to all of our requests and needs. Your final report and its recommendations provided valuable assistance during our recent budget process. I would encourage other Police Chiefs or agency leaders to utilize your services if they are facing budget cuts or considering restructuring within their organization. Your staff's background in city management and law enforcement provided a degree of credibility that is often not found within outside audit reports." - Captain Belinda Brewer, City of Anaheim, CA

performance. The firm's clients benefit from the expertise of professionals with extensive experience in all aspects of public management as well as knowledge of how the best jurisdictions in the country provide services. Management Partners was founded in 1994 and is headquartered in Cincinnati, Ohio, with offices in San Jose and Costa Mesa, California.

San Bernardino moves forward with bankruptcy plan

MAY 18 2015

BY JULIE ZIMMERMAN

City Council members in San Bernardino, one of only a few American cities to declare bankruptcy in recent years, approved a plan this week to resolve its fiscal problems. The plan was prepared with the help of Management Partners, and it comes ahead of a May 30 deadline to submit such a plan to U.S. Bankruptcy Court.

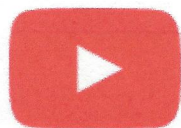
The plan has been covered extensively in local media, especially by the **San Bernardino Sun's Ryan Hagen. This story looks at the plan's details, this story explains a session to build support for the plan and this story explains the City Council vote** and what happens next.

The Atlantic's James Fallows has also written about San Bernardino, explaining the factors that contributed to its bankruptcy. **In this story**, written just before the City Council vote, Fallows explains why what's happening in San Bernardino matters even to people in cities not facing fiscal distress.

Overcoming obstacles to shared services

MAY 08 2015

BY JULIE ZIMMERMAN



At the Alliance for Innovation's recent Transforming Local