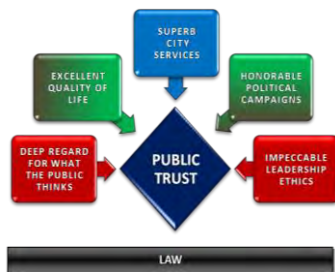


City of Santa Clara, CA

The City's *Code of Ethics & Values*, *Behavioral Standards* documents, and *Good Government Decision-Making* (at right) describe the core practices and key behaviors of trustworthy leaders. They ask everyone involved in City government to:

- become a role model for the City's eight core values
- act *at our best* and only in the *best interests* of all who live or work in the City
- carefully consider the impact of all actions on public trust.



Public trust rests on the *public's* perception that their leaders:

1. Listen carefully
2. Practice impeccable ethics
3. Campaign honorably
4. Provide superb services
5. Foster best *quality of life*.

Good Government Decision-Making Process

Trustworthy leaders follow the law and make decisions after:

- Carefully considering the facts and staff recommendations
- Listening carefully to the interests of all stakeholders
- Developing a number of good options for action
- Choosing the option which best meets these standards:
 - Positive consequences outweigh negative ones
 - An individual's rights are protected and advanced
 - Everyone is treated with dignity and respect
 - The action is fair, just, and equitable
 - The action is best for the community as a whole
 - The action best advances the City's Core Values
- **Test 1:** If I do this, who wins? Who loses? Why? Why is this the right thing to do? Would a different action contribute more to good government and public trust?
- **Test 2:** Explain your reasoning to someone harmed by it.

Trustworthy leaders take action and learn from each decision.

AS A REPRESENTATIVE OF SANTA CLARA, I WILL BE:

IMPECCABLE ETHICS	ETHICAL: I am trustworthy, acting with the utmost integrity and moral courage.▪ I am truthful, do what I say I will do, and am dependable ▪ I make impartial decisions, free of bribes, unlawful gifts, narrow political interests, and financial and other personal interests that impair my independence of judgment or action. ▪ I am fair, distributing benefits and burdens according to consistent and equitable criteria.▪ I extend equal opportunities and due process to all parties in matters under consideration. If I engage in unilateral meetings and discussions, I do so without making voting decisions. ▪ I show respect for persons, confidences, and information designated as "confidential." ▪ I use my title(s) only when conducting official City business, for information purposes, or as an indication of background and expertise, carefully considering whether I am exceeding or appearing to exceed my authority.▪
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ASK THESE TWO QUESTIONS BEFORE YOU MAKE YOUR FINAL DECISION: 1. HOW WILL MY ACTION BUILD PUBLIC TRUST? 2. WHY IS THIS THE RIGHT THING TO DO?				2: VALUES
PROVIDE SUPERB CITIZEN SERVICES.	PROFESSIONAL I apply my knowledge and expertise to my assigned activities and to the interpersonal relationships that are part of my job in a consistent, confident, competent, and productive manner.▪ I approach my job and work-related relationships with a positive attitude.▪ I keep my professional knowledge and skills current and growing.	SERVICE-ORIENTED I provide friendly, receptive, courteous service to everyone.▪ I am attuned to, and care about, the needs and issues of citizens, public officials, and city workers.▪ In my interactions with constituents, I am interested, engaged, and responsive.▪	ORGANIZED I act in an efficient manner, making decisions and recommendations based upon research and facts, taking into consideration short and long term goals.▪ I follow through in a responsible way, keeping others informed, and responding in a timely fashion.▪ I am respectful of established City processes and guidelines.▪	FISCALLY RESPONSIBLE I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the City, especially its financial stability.▪ I demonstrate concern for the proper use of City assets (e.g., personnel, time, property, equipment, funds) and follow established procedures.▪ I make good financial decisions that seek to preserve programs and services for City residents.
BUILD TRUST AND MUTUAL RESPECT.	COLLABORATIVE: I act in a cooperative manner with groups and other individuals, working together in a spirit of tolerance and understanding.▪ I work towards consensus- building and gain value from diverse opinions.▪ I accomplish the goals and responsibilities of my individual position, while respecting my role as a member of a team.▪ I consider the broader regional and State-wide implications of the City’s decisions and issues.		COMMUNICATIVE: I convey the City’s care for and commitment to its citizens.▪ I communicate in various ways that I am approachable, open-minded and willing to participate in dialog.▪ I engage in effective two-way communication, by listening carefully, asking questions, and determining an appropriate response which adds value to conversations.	
BEAT OUR BEST	PROGRESSIVE: I exhibit a proactive, innovative approach to setting goals and conducting the City’s business.▪ I display a style that maintains consistent standards, but is also sensitive to the need for compromise, “thinking outside the box,” and improving existing paradigms when necessary.▪ I promote intelligent and thoughtful innovation in order to forward the City’s policy agenda and City services.			
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