

SECTION 1

LEADERSHIP DURING TURBULENT TIMES

A "Driving Guide" for Local Leaders: Observations from the "Road"

Local governmental leaders are responsible for "driving their community to the future". Every generation of governmental leaders' comments that their challenges during the "trip" are greater than the prior generations. In reality, the challenges today are just different. Successful leaders focus on the future by understanding and acting on today's REALITIES and anticipating and preparing for tomorrow's OPPORTUNITIES. These leaders focus on "driving their community to the future" by looking through the windshield and not by focusing only on the rearview mirror.

LEADERSHIP is working with the residents, businesses and employees to define the "destination", to develop the "road map", to identify "key milestones", to establish an "itinerary", to define the "vehicle" and to find the "right fuel".

Destination = a valued based description of the preferred future

Road Map = a five-year plan with outcome-based goals

Key Milestones = indicators of achievement/success

Itinerary = one-year action plans with specific deliverables

Vehicle = the service responsibilities of governments

Right Fuel = having the "right" people sharing common core values

REALITIES FOR CITIES IN 2017

1. POLITICS OVER GOVERNANCE – personal agendas and getting re-elected over collaborating to produce results that add value to the community.
2. ANTI-GOVERNMENT/ANTI TAX – small vocal group, which is against government, always negative and never satisfied by any decision or action.
3. SHIFT FROM A "REPUBLIC" TO "DIRECT DEMOCRACY" – turning responsibility for governing and managing over to the public through inappropriate community engagement, everyone is or can become an expert.
4. OVER EXPOSURE/"FLASHING" THROUGH FULL TRANSPARENCY – making "sausage" in public even as research is being done, show everyone everything now and show everyone else through social media
5. INSTANT NEWS SHARED WITH THE WORLD – social media is the No. 1 news sources for people today, give it to me quick and short without verification or in-depth debate/discussion then share with the world.

OPPORTUNITIES FOR 2017

1. PLAYING "MONEYBALL" FOR GOVERNMENTS – capture the "important and critical" outcome-based data and using the data to make recommendations and decisions.
2. EXPANDING RESOURCES THROUGH PARTNERSHIPS – reality that governments have limited/static/shrinking resource base and can expand resources through non-traditional public-public and public-private resources.
3. WINNING AS A TEAM – governmental units working as a team to achieve common goals, knowing and playing your role and sacrificing to team/community success.
4. CAPTURING TRENDS – times are a changing with emerging life styles and leisure activities, looking for and understanding societal trends, evaluating emerging trends and preparing your community to response and take action.
5. TAKING RESPONSIBILITY FOR YOUR COMMUNITY'S FUTURE – every decision, non-decision, indecision and re-decision creates the community's future, leaders can intentionally and strategically make decisions or they can decide by reacting to each moment and in the end wondering "how did we end up here".
6. CREATING POSITIVE COMMUNITY MOMENTUM – taking time with the community to celebrate major successes and their value to residents and businesses, creating true memories that will help during the tough times and encourage others to contribute and participate.

Leaders' Dilemma

by Lyle J. Sumek

DILEMMA: How did we end up HERE?

Leaders create HERE by their decisions, indecisions or non-decisions.

Leaders are responsible for defining HERE, the vehicle to take you to HERE and the route to get to HERE.

Leaders have a choice: to intentionally create HERE or to react to each situation that then defines HERE.

Leaders intentionally shape HERE through a Strategic Plan, which defines HERE as a value-based future vision, defines the vehicle to take you to HERE as the government's mission and services and the route/map to HERE as a plan for five years with milestones.

Leaders take the trip/journey to HERE through a Strategic Process, which is using the Strategic Plan to guide daily decisions and actions.

Leaders demonstrate the courage to confront the true realities facing them, and to have candid discussions of options and differences as they define HERE.

Leaders use their judgment and make difficult decisions to implement the Strategic Plan by setting the direction and policies, by defining expectations, by raising the revenues, by allocating resources to build the road to HERE.

Leaders exercise their influence to mobilize community support even in light of personal agendas and strong opposition to HERE because it is the right HERE for the community.

Leaders encounter the unforeseen during the trip to HERE – unanticipated events happen, unintended consequences occur, environments change, opportunities emerge.

Leaders evaluate the unforeseen and make adjustments to get to HERE learning from setbacks and remaining nimble and resilient.

Leaders end up HERE: either a great trip with successful outcomes or ask: how did we get HERE.

REALITY: Leaders did it themselves and are responsible for HERE.

GREAT CITIES = G – R – E – A – T Teams

by Lyle J. Sumek

Cities are comprised of many teams – teams that govern, teams that manage and teams that provide service.

GREAT CITIES require G-R-E-A-T TEAMS.

Goals: GREAT TEAMS have Goals that define a unifying purpose which brings people together, explains "winning" – criteria for measuring success, focuses resources needed for successes and establishes a common rallying "emotional cause".

Roles: GREAT TEAMS establish Roles through a game plan, which defines individual responsibilities, outlines their individual contributions to the achievement of the goal, and establishes operating protocols to guide the interactions of team members.

Execute: GREAT TEAMS Execute by playing the game which is: preparing for the game, making decisions, taking actions, evaluating the results, modifying the game plan, making adjustments, and celebrating milestones and final success.

Attitude: GREAT TEAMS have an Attitude among team members which impacts how the game is played: personal relations based upon honesty and mutual respect, cooperation with others, willingness to sacrifice for team success and resolving differences through negotiations.

Trust: GREAT TEAMS have Trust among team members which has been earned based upon individual words and deeds, individual follow through and actions that deliver on personal commitments and promises, and individuals acting in an ethical manner.

**BOTTOM-LINE: G-R-E-A-T Teams
are necessary for Cities to be successful**

Governance vs. Politics: A Simple View

By Lyle J. Sumek

Governance is serving the community;
Politics is getting elected or re-elected.

Governance is being guided by vision, goals and value to the community;
Politics is being guided by ideology, a cause or philosophical principle.

Governance is shaping the community's future for the long term;
Politics is responding to the moment and current "crisis".

Governance is taking responsibility;
Politics is making promises.

Governance is exercising an ability to influence others;
Politics is the use of power.

Governance is finding pragmatic solutions to problems through collaboration;
Politics is starting with solutions in mind.

Governance is being data driven;
Politics is playing to people's emotions.

Governance is negotiating by trading off to find a workable compromise;
Politics is demanding and advocacy to win.

Governance is educating and mobilizing support;
Politics is rallying supporters and creating zealots.

Governance is creating community benefits and value;
Politics is taking personal credit and receiving personal recognition.

TODAY'S CRISIS: Politics trumping Governance

EFFECTIVE GOVERNANCE IS WORK, BUT BORING

Twenty Rules for Success

by Lyle J. Sumek

Effective Governance

is developing and maintaining relationship based upon mutual trust and respect,
not developing conditional relationships or relationships based upon convenience.

Effective Governance

is respecting personal responsibilities and their institutional role,
not taking over the responsibilities of others nor telling others how to do their job.

Effective Governance

is working together and collaborating,
not thinking about "I" over "We".

Effective Governance

is a willingness to sacrifice to the greater good,
not focusing on personal gains or protection.

Effective Governance

is communicating in an open and timely manner,
not providing partial information or surprising with last minute information.

Effective Governance

is addressing today's issues with the future in mind,
not reacting to the moment with easy solutions or quick answers.

Effective Governance

is unbiased analysis reports,
not starting with the outcome in mind.

Effective Governance

is speaking to the issue,
not grandstanding or personal attacks.

Effective Governance

is having an open, candid conversation and discussion,
not avoiding real and sensitive topics.

Effective Governance
is listening to understand,
not prejudging based on the individual or jumping to conclusions.

Effective Governance
is negotiating with others,
not demanding or withdrawing.

Effective Governance
is recognizing that it takes a majority to decide,
not one or vocal minority.

Effective Governance
is making a timely closure,
not recycling or delaying to gain advantage.

Effective Governance
is providing clear direction and decision,
not leaving the room with different interpretations.

Effective Governance
is deciding based upon what you believe is "right" for the community,
not deciding for personal or political gains.

Effective Governance
is consistency of process and direction over time,
not making changes reacting to the current moment.

Effective Governance
is supporting and representing the decision to others,
not acting in a manner to undercut the decision.

Effective Governance
is learning from setbacks and failures,
not finding fault or someone to blame.

Effective Governance
is being nimble and willing to change when circumstance change,
not being rigid or denying.

Effective Governance
is maintaining your sense of humor and perspective,
not taking yourself too serious.

BOTTOM-LINE:

Effective Governance is work and pays off for the community, but is viewed by others as boring

"CRAZY" World 2017

Myths, Realities, Impacts

by Lyle J. Sumek, PhD.

1. ONE INCIDENT FROM THE WORLD STAGE

REALITY: Every City is one incident from becoming national and international news. When the incident occurs, it is shared immediately through social and national television with vivid pictures, which in some situations are staged to sensationalize the incident. The accuracy may vary from event to event. However, the people involved are real and the impacts are real – it's my family, my friends, my business, but OUR community

IMPACT: One incident can put every local community on the national and world stage. Local governments need to invest in the planning, the responding and the recovery from an incident including a "corporate communications" plan from traditional media to social media; from a tactical response to a community safety event – an act of violence, water/wastewater crisis, an act of terrorism or a natural disaster; and an after the incident wrap up and recovery action plan. These incidents may come when the community least expects and impacts everyone in the community. No one will ever forget; many incidents will live forever.

2. PEOPLE ARE MEAN: SPIRITED AND ACTIONS

REALITY: We are living in an increasingly violent, less tolerant and less civil world. Everyday another act of violence is experienced and seen worldwide. There are increased number of threats against persons and businesses. Leaders at all levels are acting mean – acting without respect or civility; are attacking and labeling the person, their opponents and their supporters; using intentional politically "incorrect" statements which people repeat; and are re-writing history for their political advantage. An individual's word and actions define them as a person.

IMPACT: We have loss our sense of "grace" – winning with grace and losing with grace. Political campaigns and candidates are focusing on the negative and personal attacks, including intentionally presenting misinformation and misrepresenting of facts. Things are said without accountability of impacts or consequences. After the election, some want everything to be forgotten, but the hurt feelings run deep. Many "attackers" will state: "you do not have a thick skin." The trust may never be re-established.

3. INSTANT: NOW MEANS NOW!

REALITY: People want information now – become frustrated when the communication is not instant or the response is not instant. We live in real time. Amazon Prime is now 12 hours delivery in many metro areas. People cannot set down their cell phone for a minute without having withdrawal. Response times have gone from 72 hours to 48 hours to 24 hours to immediate – and that may be not quick enough.

IMPACT: Residents desire an immediate response – 1 minute, 5 minutes, within an hour. They want to use social media/pictures to report a citizen service request or complaint. They expect the elected officials and local governments to have up-to-date and instant information on a project or a community event – current or upcoming; or a process for handling the instant request.

4. 24/7: LOSS OF PERSONAL TIME

REALITY: Everyone is "on" 24/7 – your whole life and every daily activity can be recorded, recorded and edited to create a "new event". Everywhere we go there are cameras – surveillance cameras, cell phone cameras, etc. Every action, interaction, comment or behavior/gesture can and may be recorded and displayed to the world with editorial comments. There is no personal time, family time or holiday.

IMPACT: Local government official has a full time plus job. City officials, their families, their business and their community activities are on display. Whether it is at the grocery store, having dinner with friends, at religious institutions or just walking down the street, the local elected official is always an elected official representing the governmental institution.

5. NEGATIVE 20% – GOVERNMENT CANNOT BE TRUSTED

REALITY: There is growing sentiment against governments at all levels. The negative, anti-government 5-20% are against government from taxes to the mission of government. They have no vision of the community's future; have no solutions other than their slogans and rhetoric, and no decision or action will ever satisfy them. The truth is: They really "hate" government – see no meaningful role or no reason for existing.

IMPACT: The negative 5-20% are running for elected office and getting elected, attacking government and elected/appointed officials personally, spreading rumors and misinformation, and sharing their message on social media. There is no compromise or collaboration – reality: they "hate" government officials. Elected officials have to be careful not to empower these individuals while standing up for the vision, goals mission, and actions.

6. TRANSPARENCY - "KILLING THE PIG"

REALITY: Today, people want information on everything, and are "wanting" transparency and openness. If I was eating a "brat", some individuals would want to know how the pig was killed, and more – type of mud or living environment, type of meals – what it ate, etc. The information

request is not linked to any outcomes or actions. Some individuals desire that transparency only occur when the information supports their position or agenda. They feel that they have a right to know all.

IMPACT: State laws require local government transparency through open record requests and open meetings requiring deliberation in the "sunshine". Local government must respond to and provide information to the residents, businesses and stakeholders. However, there are the questions – before the economic development "deal" has been drafted and during negotiations, before draft report is prepared, the data before it is analyzed or before elected officials have discussed an issue. It may be premature to share all information.

7. PLAYING TO PEOPLE'S FEARS

REALITY: The political campaigns are focusing more on the fears of people – a) their lack of personal safety; b) cultural differences that divide the community; c) "those people" which could be renters, individuals with different life styles; d) the economic future – their family and future generations are going to be worse off in the future; e) and, the feeling of being ignored and left behind.

IMPACT: People are looking for hope and realistic sense of optimism. They are looking for a vision of a better future; goals that will inspire the community and the residents, and a sense of direction and action. They will become meaningfully engaged if they have an opportunity to shape the community's policies and actions for the future.

8. SELF INTEREST, SELF PROMOTION, PERSONAL PROMINENCE

REALITY: Many political and community leaders are focusing on their own personal agendas. They cannot pass up any opportunity to grandstand, to claim success for an achievement or accomplishment that benefits the community, for a "photo" or a social media posting that highlights them – making them more visible; or promoting their personal agenda. Personal prominence is the center of attention rather than the community.

IMPACT: Many communities have lost "what is best for the community as a whole." The district or personal agenda is the focus – prime importance. Local governments need to celebrate more, to create positive memories for partners and stakeholders and to demonstrate the value added to the community and residents' lives. These celebrations focus on what did WE achieve as a community and not who gets the credit.

9. DIALOG WITHOUT DECISIONS OR ACTIONS

REALITY: Many governments have spent hours of dialog without decision or action. People see paralysis in government and by governmental leaders from Congress to state legislatures and to local government. Nothing is getting done is the perception and in many cases the reality. As a result, there has been a growing distrust of government at all levels. The electorate response is to throw out incumbent and blame all government officials.

IMPACT: Local governments need to make decisions, take timely actions and produce visible results for the community. For local leaders, it begins with community outcomes – a vision for the future; it is setting realistic outcome-based goals that address community issues and concerns, and focus governments resources; it is establishing a one-year action plan with a

detailed work program; and it means making timely decisions, evaluating the results and making adjustments – being nimble and resilient.

10 . PERSONAL INFORMATION VULNERABILITY

REALITY: The world knows us, and all about us. Local governments have personal information about each resident, and every business. This information is subject everyday to a cyber attack – local or international. Local governments have had their information systems "shut down" and have paid ransoms to unlock and release the information. These attacks have shut down corporations and governments worldwide. The reality is that these cyber attacks cannot be prevented and local governments need to have a response plan.

IMPACT: Many local governments need to invest in information technology upgrade or in cyber security. Every email from a local government provides an avenue for someone to access the "public information" which is private – crime reports, criminal information, HIPPA information, financial information including credit cards or bank accounts, etc.