

SECTION 2

LEADERSHIP DURING INCREASINGLY TURBULENT TIMES

GOVERNANCE: FRAMEWORK FOR EFFECTIVENESS

GOVERNANCE REALITY

1. You are “The City” - you are now “Them.”
2. Legal frameworks (state law, city charter/codes) define operating parameters for the City’s governance process and the Mayor and City Commission.
3. There is No choice who are your team members - the electorate identify them.
4. Commission members may be elected At Large or by Ward/District, and all are responsible for the City.
5. Mayor and City Commission are the Employer of the City Manager - the Chief Executive Officer.
6. Mayor and Commission members are 24/7 to the community- hard for the community to separate you as an individual and you as a City representative.
7. Every decisions that is made by the Mayor and City Commission create the community’s future.
8. Mayor and Commission member behaviors and comments set the tone of governance for the City and define civility in City governance.
9. On controversial issues, the best decisions require collaboration among the Mayor and Commission members to arrive at a compromise - everyone has a feeling of a “win”.
10. A vote of “4” decides.
11. Mayor and Commission members are the leaders of the City government - a community institution.

BOTTOM LINE: Mayor and City Commission are the “Board of Directors” for the City – a major corporation.

GOVERNANCE EFFECTIVENESS QUESTIONS

MAYOR AND CITY COMMISSION EFFECTIVENESS

1. Do we make policy decisions focusing on WHAT?
2. Do we make decisions based upon what is Best for the Community as a whole?
3. Are the Mayor and City Commission policy deliberations based upon open communications, negotiations to resolve difference and collaborative problem solving?
4. Do we made decisions that are guided by our Vision, Goals and Mission?
5. Do we made decisions that balance data driven staff recommendations and input from the community?
6. Do our decisions delegate responsibility and authority to the City Manager?
7. Do our decisions provide clear direction - our desired outcomes and performance expectation?
8. Are our decisions consistently supported by Mayor and City Commission action as a governing body and as an individual?
9. Do we take time to evaluate our decisions during implementation and make adjustments based upon databased feedback?

GOVERNANCE EFFECTIVENESS QUESTIONS

INDIVIDUAL EFFECTIVENESS

1. Do I behave in a respectful manner and act with integrity?
2. Do I act in an ethical manner - above question?
3. Do I work with Mayor-City Commission-City Manager team as a whole?
4. Do I know and use our Vision, Goals, Mission and Policies to guide my actions?
5. Do I negotiate with others to work through differences, and to find a common ground, compromise or consensus?
6. When I make a decision/cast my vote, do I balance the data presented, recommendations from City staff and what I think is best for our City and Community?
7. Do I represent and support the City Institution - responsibilities, policies and decision?
8. When I listen to a resident/business about a problem or concern, do I avoid making commitments or agreements before checking with the City management or staff?
9. Do I listen with an open mind to understand before drawing a conclusion?
10. Do my actions and comments support the adopted Policies and Decisions?
11. Do I bring forward problems with policies and decision implementation to the City Manager and the Mayor and City Commission?
12. Do I avoid directing City staff on an individual basis?

POLICY LEADERSHIP: AVOIDING THE IMPLEMENTATION GAP

POLICY DEVELOPMENT - Responsibility of Mayor and City Commission

- 1. Define the issue(s)**
- 2. Define the desired outcomes for the community**
- 3. Seek and listen to input from the community**
- 4. Review existing City plans, policies and practices**
- 5. Receive a complete, data-based report with options [City Manager's responsibility]**
- 6. Deliberate to resolve issues and develop specific policy framework**
- 7. Determine performance expectations**
- 8. Decide policy guided by Vision and outcome-based Goals**
- 9. Provide a clear direction to City Manager**
- 10. Provide the resources for implementation**
- 11. Receive reports on the effectiveness and community outcomes [City Manager responsibility]**
- 12. Support consistently the policy until policy changes**
- 13. Provide feedback to the City Manager: observations, feedback and problems/concerns**
- 14. Decide to modify policy [when the policy is not working - achieving the desired community outcomes]**

POLICY IMPLEMENTATION – Responsibility of City Manager

- 1. Create an energized organizational culture based on best practice, innovation and creativity**
- 2. Link policy implementation to City plans and other policies**
- 3. Define the implementation process, responsibilities and parameters/guidelines**
- 4. Delegate to departments for follow through**
- 5. Encourage interdepartmental collaboration and teamwork**
- 6. Monitor performance and implementation by departments**
- 7. Evaluate community outcomes: policy outcomes vs. actual experiences**
- 8. Provide data-based update reports to Mayor-City Commission**
- 9. Provide revised policy options/alternatives when needed**
- 10. Celebrate City achievements and recognize performance**

POLICY PITFALLS

- 1. Starting with solutions in mind**
- 2. Over analysis**
- 3. Lack of meaningful options and alternatives**
- 4. Little/excessive community input**
- 5. Vague directions which are open to multiple interpretations**
- 6. Mixed and inconsistent messages from Mayor and City Commission during implementation**
- 7. Making individuals “happy” at the expense of community benefits**
- 8. Ineffective negotiations and deliberations**
- 9. Reluctance to have an open discussion of the issue**
- 10. City staff directing the Mayor-City Commission**
- 11. Personal agenda/discussion dominate over community benefits and value**
- 12. Continuously modifying policies especially individual exceptions**

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

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

COMMUNITY LEADERS AND COMMUNITY STEWARDS... DYING BREEDS

When elected, Community Leader/Community Stewards focus on creating a better community - a legacy of a better life for current and future residents.

The Community Leader...

- 1. Once elected, move to providing leadership for the community**
- 2. Is respected in the community, other elected officials and City professional staff**
- 3. Respects others - all**
- 4. Respects the laws, legal framework, City policies and City processes**
- 5. Acts for the best interests of the community**
- 6. Has “political” roots in the community - working relationships with power brokers, community organizations and other community institutions**
- 7. Values an ongoing strategic planning process**
- 8. Has a vision for the community’s future**
- 9. Collaborates with Commission and City Manager to plan for the future and resolve issues/problems**
- 10. Strive for everyone to have a sense of a “win” - they got something**

- 11. Is a positive representative for the City and community**
- 12. Is a strong advocate for the City and community**
- 13. Communicates with all Commission Members**
- 14. Steps forward to facilitate the resolution conflicts - among Commission, Commission and City Manager**
- 15. Facilitate effective Commission meetings**
- 16. Defines performance standards and holds other accountable**
- 17. Works with and develops a special relationship with the City Manager**
- 18. Works to align the Mayor and City Commission as the governing body with the professional organization**
- 19. Instill confidence in City government with others**
- 20. Is recognized as the leader of the Commission**

The Community Steward...

- 1. Once elected, move in governing for community benefit**
- 2. Recognize the Mayor and Commission as a “Board of Directors” and not a Legislature**
- 3. Views the community as the primary “customer”, not each individual**
- 4. Balance personal agendas with community agenda**
- 5. Value the establishment of an on-going strategic planning process**
- 6. Are able to look to the longer term...beyond today**
- 7. Are respectful of their colleagues, residents and City staff**
- 8. Seek guidance from the City Manager**
- 9. Define performance expectations**
- 10. Support and defend City staff**
- 11. Provide feedback and advice in private**
- 12. Seek to engage the entire community**
- 13. Are strong advocates for a few specific issues**
- 14. Have limited presence in the community**
- 15. Defer to others for broader “community leadership”**
- 16. Are uncomfortable dealing the “Politicians” or “bullies” with personal agendas**
- 17. Define outcomes**
- 18. Seek compromises that best serve the community**

- 19. Solve problems and resolve issue working with and through staff**
- 20. Support the decisions of Mayor and City Commission - support the majority action**
- 21. Are “quiet” voice for reason and the community**

POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS

Politician - a person who:

- holds public office who is more concerned about winning favor or retaining power than about maintaining principles
- is skilled in political government
- seeks to gain power within an organization in ways to further their personal or political interests
- acts in a manipulative and devious way for personal or political gain
- has no interest in setting common goals
- uses personal power to dominate public development
- makes promises
- thinks about the election
- tells you what you want to hear
- start with solutions in mind
- frequently uses social media to promote self
- promotes the interests of campaign contributors
- attacks others to make self look good
- thinks about self interests in the constituents' service

Statesperson - a person who:

- is experienced in the art of government or government affairs
- exhibits great wisdom and ability in directing the affairs of government or in dealing with important public issues
- is an experienced, respected political leader
- believes in setting goals for the future
- shares their wisdom on public policy issues
- shapes public policy by working with others
- stands by his/her ideas and principles and does everything in his power to do what he believes is right for the people and community
- `thinks about the future and next generation
- builds bridges with different points of view
- distinguishes between party politics and community service
- tells what is true even if it is unpopular or unpleasant
- is an advocate for the community
- thinks about the community
- Let's the best interests of the community guide his/her decisions

POLITICS IS A “GOOD FIGHT”: LESSONS FOR STATESMEN

Politics is a “Good Fight” grounded in the following “Rules of Engagement”:

- **Respect your opponent.**
- **Act with honesty and integrity.**
- **Focus on the issues, never make it personal.**
- **Be guided by your core principles and beliefs.**
- **Argue your position and desired outcome on the issue.**
- **Reach out to your opponents.**
- **Look for areas of compromise.**
- **When compromise is not possible, decide and move on.**
- **Recognize that in every “victory” there are seeds of failure.**
- **Be willing to take a difficult position.**
- **Maintain your sense of humor.**
- **Avoid destroying the personal relationship.**
- **Do what you think is right for the community.**
- **Put the community above self.**

WHEN POLITICIANS “FIGHT”: BASIC RULES FOR MANAGERS

- 1. Respect others*
- 2. Stay neutral and be nice*
- 3. Remember: the politician’s perspective: “if not with us, you must be with them”*
- 4. Be patient, persistent and sincerely believe that you will make a difference*
- 5. Be prepared - know and understand each politician- their operating styles and personalities*
- 6. Establish a personal rapport with each politician - find a personal area for building working relations*
- 7. Define the “core” areas of conflict*
- 8. Frame the critical policy questions that need focus and direction*
- 9. Provide data-based reports with options*
- 10. Present your “best” professional recommendations and opinions*
- 11. Help statesmen to focus on the “big picture” and the desired outcomes for the community*
- 12. Suggest options for consideration - a potential compromise*
- 13. Help each politician to understand the other politician’s information and point of view*

- 14. *Be an advocate for factual information***
- 15. *Summarize key points***
- 16. *If directions are unclear, restate and test closure with the statesmen***
- 17. *Present a positive attitude with the staff - avoid negative or cynical comments***
- 18. *Serve the community and others above self***

WHEN POLITICIANS WIN... THE COMMUNITY LOSES

- 1. More politicians get elected**
- 2. City responds to personal agendas**
- 3. Community stewards are lost and confused**
- 4. Minority rule through intimidation and manipulation – loss of majority rule**
- 5. Strategic planning is stopped – no longer guided by Vision, Goals or performance accountability**
- 6. Momentum on major projects is stopped**
- 7. Agendas are reactive**
- 8. Crises become common place**
- 9. Decisions focus on short term**
- 10. City staff attention is on survival and minimizing damage**
- 11. City Managers leave or retire or become Politicians themselves**
- 12. Other professionals leaving**

LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

► COMMUNITY FORCES

C/1 – POLITICAL PARTY INVOLVEMENT IN NON-PARTISAN ELECTIONS

- a. Increasing Pressure/Involvement from Political Parties**
- b. Partisan Funding with Expectations**
- c. Party Leaders Visibly Supporting Candidates**
- d. Formal/Informal Political Group Advising Mayor and Commission members**
- e. Increasing Costs for Running for Office – Campaigns**
- f. Making Community Issues Political**
- g. Changing Approach to Tradition Campaigning – Rise of Social Media**

C/2 – ANTI-GOVERNMENT 5%

- a. Personal Attacks and Accusations**
- b. Opposition to Public-Private Partnership**
- c. False Financial Information**
- d. Charges of “Illegal” Actions and Activities**
- e. Call for Transparency**
- f. Pressure for “Resident Engagement”**
- g. Distrust Government, including Elected and Appointed Officials**
- h. Never Will Be “Satisfied”**
- i. Reality: Never Will Support Government**

► **COMMUNITY FORCES**

C/3 – PEOPLE ARE “MEAN”

- a. **Abusive Language from Residents**
- b. **Personal Attacks and Accusation, including Family Members**
- c. **Intimidating Behavior Getting Results**
- d. **Violent Actions toward Public Leaders and Employees**
- e. **Balancing Workplace Security and Great Customer Service**
- f. **Individuals Avoiding Responsibility**
- g. **“Nasty” Social Media Personal Attacks**
- h. **Use of Reference to Support from Elected Officials**

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

- a. **Some People “Lie”**
- b. **Making Up “Facts” to Support Point of View**
- c. **City’s Reluctance to Respond or Correct**
- d. **Misinformation Stands, Spreads and Expansion**
- e. **Impacts on Social Media**
- f. **Funding for Strategic/Tactical Communications**
- g. **Use of “Public Comment” at Commission Meetings**
- h. **Questioning City Professional**
- i. **Denial and Rejection of Science and Data**

C/5 – DECISIONS TO MAKE PEOPLE “HAPPY”

- a. **Loss of Data Driven Decision Making**
- b. **Residents Start with Methods/Solutions and Not Outcomes**
- c. **Rejecting City Staff Expertise and Report**
- d. **Resident Happiness Does Not Solve the Problem**
- e. **Everyone is an Expert on Municipal Government**
- f. **Waivers of City Policies and Processes.**

► **GOVERNMENTAL FORCES**

G1 – INCREASING COSTS OF GOVERNMENT

- a. **Cost of Employee Salaries and Benefits**
- b. **Retirement Costs**
- c. **Cost of Equipment**
- d. **Cost of Supplies and Materials**
- e. **Increasing Cost of Borrowing with Higher Interest Rates**
- f. **Higher Bids on Contracts**
- g. **Funding for Response to Regulatory Mandates and Decrees**
- h. **Taking over Responsibility of Other Governments - Highway Maintenance**

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

- a. **Pressures to Reduce Tax Rate - No Tax Environment**
- b. **Decreasing Outside. Funding Sources**
- c. **Revenue Restrictions by State Government**
- d. **Restriction on Increasing Tax Rates**
- e. **Limited Additional Capacity within the City Organization**
- f. **Decreasing Outside Funding Sources**
- g. **Growing Service Demands**

G/3 – MAJOR COMMUNITY INCIDENT

- a. **Increasing Number and Severity of Natural Disaster/Weather Events**
- b. **Shooting Events**
- c. **Concern for School Safety and Security**
- d. **National Media Coverage**
- e. **Potential Misinformation**
- f. **Individuals Seeing Political Opportunities**
- g. **Preparation for, Response to and Lengthy Recovery**
- h. **Could Happen Anywhere**

► **GOVERNMENTAL FORCES**

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

- a. **Deferred City Facilities and Infrastructure**
- b. **Competition for Contractors**
- c. **Private Developments Looking for Cities to Increase Contributions**
- d. **Higher Bids on Projects**
- e. **Impacts of Tariffs**
- f. **Private Contractors at Capacity**

G/5 – DIFFICULTY IN FINDING THE NEXT GENERATION OF PUBLIC EMPLOYEES AND MANAGERS

- a. **Upcoming Retirements: Managers and Employees**
- b. **Less Interest in and Commitment to Public Service**
- c. **Retaining Quality Employees**
- d. **Expectations of Millennial Workforce**
- e. **Fewer Applications for City Jobs**
- f. **Lack of Educational Programs on Civics and Local Government**

G/6 – CITY MISSION CREEP

- a. **Residents Turning to the City to Address Community Problems**
- b. **Support for Schools - Facilities, Infrastructure and Educational Programs**
- c. **Support for Arts, Culture and Educational Programs**
- d. **Solving Residents Problems - Make “Happy”**
- e. **Support for Community Events and Festivals**
- f. **Support for Community Organizations and Institutions**
- g. **Responding to Mental Health Issues Plus Demands for Services and Programs**

► **GOVERNMENTAL FORCES**

G/7 – STATE LEGISLATURES

- a. Reducing Revenue Options**
- b. Restricting Powers of Home Rule**
- c. Adding Service Responsibilities**
- d. Adding Regulations**
- e. Directing City Public Policies**
- f. Limited Effectiveness of Lobbying - Local Delegation Voting Against the Interests of Cities**
- g. Governance Restrictions**
- h. Restricted Ability to Regulate**

► **SOCIETAL FORCES**

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

- a. **More Shopping Online**
- b. **Collections of Sales Tax by Online Retailers**
- c. **State and Federal Government Regulations**
- d. **Closing and Redesign of Retail Store**
- e. **Decline in “Major Malls”**
- f. **Retailers Closing Stores or Declaring Bankruptcy**
- g. **Abundance of Land Zoned for Retail**
- h. **Flat or Declining Sales Tax Revenues for Cities**

ST/2 – EMERGING MOBILITY OPTIONS

- a. **Desire for Trails**
- b. **Car Subscription: Now Available**
- c. **Autonomous Vehicles: Pilot Programs**
- d. **Accommodating Electric Vehicle” Parking Preference, Charging Stations**
- e. **Uber/Lyft: Strong Demand, Degree of City Regulations**
- f. **Deteriorating Highways, Bridges and Sidewalks**
- g. **Public Transportation Funding and Use by Choice**

ST/3 – CHANGING HOUSING PATTERNS

- a. **Short Term Rental Impacting Neighborhoods**
- b. **Decreasing Homeownership 64%**
- c. **Limited Rental Housing with High Prices**
- d. **Lack of Workforce/Affordable Housing**
- e. **Resistance to “MF”- Multi-family**
- f. **Deteriorating Older Housing Stock**
- g. **Baby Boomer Grandparents Moving Near Grandchildren - Looking for No Maintenance, Dense Housing Options**
- h. **Mixed Use Developments with Housing Options**

► **SOCIETAL FORCES**

ST/4 – COMMUNITY MENTAL HEALTH

- a. **Increasing Homelessness**
- b. **Lack of Mental Health Services**
- c. **Individuals with Mental Issues Clogging the Criminal Justice System**
- d. **Defining the Role of Government**
- e. **Services and Funding**
- f. **Working with Community Partners**

ST/5 – LEISURE AND RECREATION

- a. **Rise of “Professional” Amateur Youth Sports**
- b. **New Emerging “Sports” - Pickle Ball, Lacrosse**
- c. **Strong Demand for Specialty Parks/Park Venues - Dog Parks, Splash Pads, Skate Parks, etc.**
- d. **Active, Healthy Lifestyles with Emphasis on Personal Wellness**
- e. **Demands for Large/Massive Tournament Sports Facilities**
- f. **Strong Interest/Support for Community Events**
- g. **Conflicts among Seniors with Different Expectations - Super Senior [80+] and Baby Boomers**
- h. **Defining “Aquatic” Facilities**
- i. **Re-purposing Current Parks**

**BOTTOM LINE:
LEADERS PROVIDE HOPE FOR A BETTER FUTURE FOR THE
COMMUNITY
AND THE RESIDENTS DURING INCREASING TURBULENT
TIME!!!**