

SECTION 1

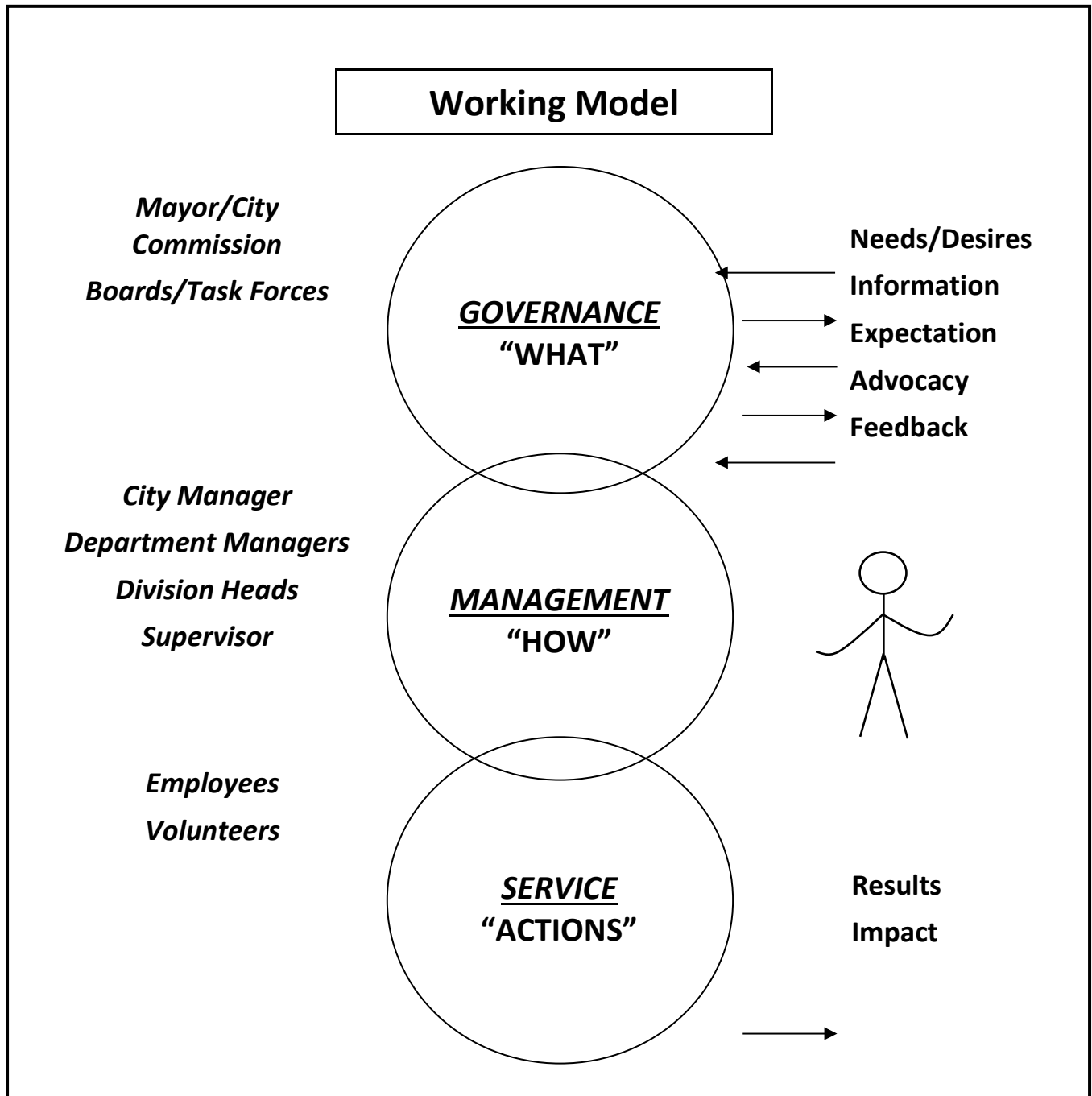
FORT PIERCE AS A TEAM

Commission – Manager Form of City Government

BASIC PREMISES

- * Power in the Commission: Board of Directors**
- * Professional Management and Service Delivery**
- * City Manager as the Chief Executive Officer**
- * Focus on Community as a Whole**
- * Commission Responsible for Policy**
- * Minimize Personal Political Influence**
- * Citizens Involved in Governance**
- * Nonpartisan**
- * Competency and Merit**

Commission – Manager Model



The City

GOVERNANCE means . . .

- Listening to the citizens
- Anticipating and focusing issues
- Determining vision and values
- Decision making on direction and resources
- Setting the “tone” for the city
- Monitoring staff performance
- Educating the citizenry
- Mobilizing support in the community

MANAGEMENT means . . .

- Analyzing issues
- Developing professional recommendation
- Decision making on programs and resources
- Setting the “tone” for the organization
- Developing programs and systems
- Determine implementation plans and strategies
- Educating and developing employees
- Evaluating and adjusting performance

SERVICE DELIVERY means . . .

- Developing operational plans and tactics
- Organizing the work unit
- Implementing decisions and programs
- Responding to citizen problems
- Maintaining equipment and facilities
- Providing quality services and products
- Developing work unit and employees
- Evaluating services and citizen impact

Board of Directors Responsibilities

OVERVIEW

1. Determine Your Core Businesses
2. Define Goals for 5 Years
3. Develop Strategies
4. Establish Annual Agenda – “To Do” List
5. Make Policy Decisions
6. Listen to Community – the Stakeholders
7. Be an Advocate
8. Delegate to City Staff
9. Monitor Performance and Results
10. Set the “Corporate” Tone

11. Hire/Fire Chief Executive Officer

Responsibility 1

**Determine Our Businesses –
The Responsibility of City Government**

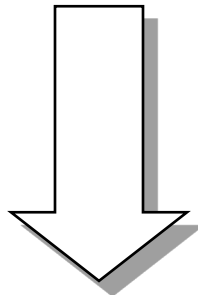
Community Needs

Basic Services/Products

Service Levels

Services that Enhance Quality of Life

Resources to Support Services



**CORE BUSINESSES THAT
HAVE VALUE FOR
STAKEHOLDERS**

Responsibility 2

**Define Goals for 5 Years –
Our City’s Destination**

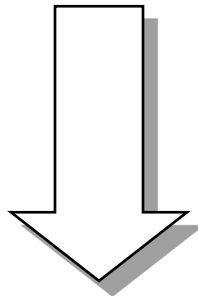
Desire for Your City’s Future

Community Uniqueness

Community Assets: Worth Preserving

Characteristics of Our Community – Today, in the Future

Dreams, Visions, Hopes



**OUTCOME BASED GOALS
THAT CAN GUIDE DECISIONS
AND ACTIONS**

Responsibility 3

**Develop Strategies –
Strategic Investments and Action**

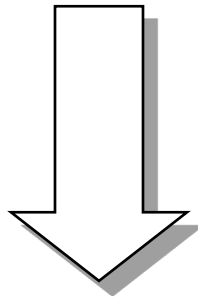
Analysis of Gaps

Forces Shaping the Future – Ability to Influence

Legal Framework and Regulations

Opportunities Today and On the Horizon

Critical Needs – Short-Term



**STRATEGY FOR ACHIEVING
GOALS THAT OUTLINES ACTIONS,
INVESTMENT AND TIMELINE**

Responsibility 4

**Establish Annual Agenda –
“To Do” List of Targeted Actions**

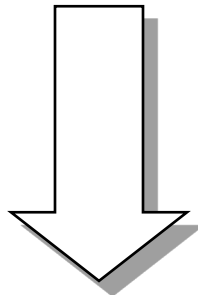
In Progress

Policy Voids and Needs

Major Projects

New Programs

Resources



**AGENDA OF TARGETS FOR
COMMISSION ACTION THAT IS AN
ANNUAL “TO DO” LIST**

Responsibility 5

**Make Policy Decision –
Direction on Key Issues**

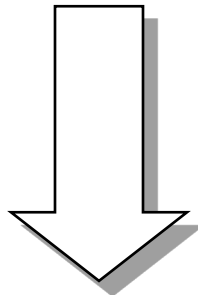
Specific Outcomes and Performance Expectations

Policy Statement/Position

City's Role and Responsibility

Framework for Action

Resources



**DECISIONS PROVIDING CLEAR
DIRECTION TO CITY STAFF
AND COMMUNITY**

Responsibility 6

**Listen to Community –
Messages from Stakeholders**

Beyond the Vocal 20% . . .

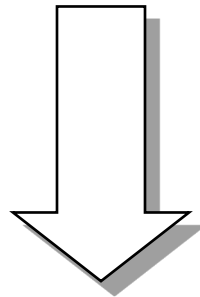
Desires for the Future

Needs: Short-Term and Long-Term

Concerns

Expectations

Partnering and Involvement



**MESSAGE FOCUSING ON MAJOR
THEMES THAT RELATE TO CITY'S
RESPONSIBILITIES**

Responsibility 7

**Be an Advocate –
Education and Support of Stakeholders**

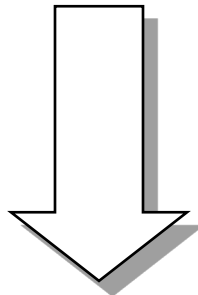
Understanding City Government – “Civics 101”

Responsibilities of Citizenship

Representation of City: Policies and Corporate Body

Cheerleading and Inspiration

Celebration



**REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND
COMMUNITY STAKEHOLDERS**

Responsibility 8

**Delegate to City Staff –
Clear Directions and Parameters**

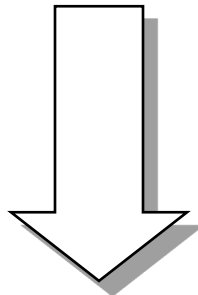
Closure on Issue

Directions

Parameters: Guidelines and Resource

Expectations: Outcomes and Process

Criteria for Measuring Success or Completion



**DELEGATING BY SETTING
DIRECTION AND INSPIRING OTHERS
TO FOLLOW THROUGH**

Responsibility 9

**Monitor Performance and Results –
Clear Feedback to Staff**

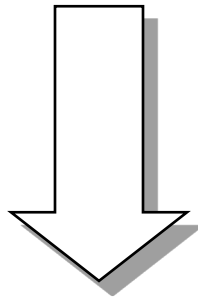
Progress Reports

Adjustments: Direction

Refinement: Actions

Problem Solving

Accountability for Results and Impact



**PERFORMANCE MONITORING THAT
ADJUSTS THE COURSE OF ACTIONS
TO “BEST” ACHIEVE OUR GOALS**

Responsibility 10

**Set the “Corporate Tone” –
Guiding Values and Principles**

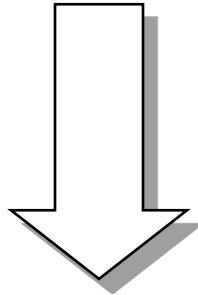
Behavior at Commission Table

Comments in the Community

Treatment of City Staff

Respect for Stakeholders

Impact of Process – “How” Things Are Done



**CORPORATE TONE REFLECTS VALUES THAT
GUIDE MANAGERS AND EMPLOYEE
ACTIONS ON A DAILY BASIS**

Responsibility 11

Hire Chief Executive Officer – Manager

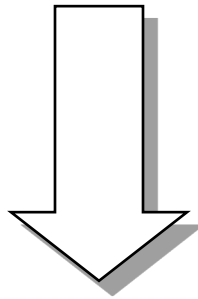
Responsibilities

Selection

Supervision

Feedback

Performance Standards and Evaluation



**CITY MANAGER (CEO) THAT “FITS”
OUR COMMUNITY, OUR CITY AND
CAN HELP US ACHIEVE OUR GOALS**

Effective Teams Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————> Decide
- Act —————> Impact
- Evaluate —————> Adjust

Attitude

“Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

Winning Teams

LOSER

Conflict – Turmoil
No Hope for Future
Internal Fighting
Personal

COMPETITIVE

Okay
Short Term
Compete, but Do Not Win

SUSTAINING

WINNER

Achieve a Goal
Claim Success
A Leader
Game Plan
Guided by Achievement

CHAMPION

Refocus Direction and Goals
Share Successes
Many Leaders
Strategy
Guided by Outcomes

Winners Versus True Champions *Comparison*

Winners	Champions
Keep the Focus	Refine Goals
Share Responsibility as Leaders	Look For and Develop Leaders
Use a Game Plan	Prepare for New Challenges
Build Teams	Develop Teams
Listen to Citizens	Reach Out to Citizens
Have Agendas	Take on a New Project
Celebrate Successes	Market Success

Today many cities can be characterized as “Winners.” Few cities can be characterized as “True Champions.” This true model provides insights distinguishing “Winners” from “Champions” and laying a foundation for championship action. The message to Mayors and Commission is to look at: Are we a winning team? What do we need to do to become a champion team? The responsibility is yours as city leaders.

The Champion

Now let's turn to the "True Champion."

The "champion" not only wins for the season, it also wins over time. Champions do not rest on their laurels but accept their victory as a foundation for building a better future. The champion sees a winning season as an opportunity to work harder for our next season in order to sustain excellence over time. "True Champions" have the following seven characteristics.

1. Refine Goals

Champions take the goals from their winning season and refine them for the future. It means evaluating their benchmarks of success and refocusing on new opportunities for the future. For city government, Mayors and Commissions define more specific goals that have more focus of purpose. The benchmarks are monitored to evaluate the impact of the actions in achieving the defined goals. With an eye on the horizon, opportunities are anticipated. Champions are always looking at ways of refining their goals.

2. Look for and Develop Future Leaders

Champions are always looking for fellow champions in their community. These are individuals who have the potential for effective contribution and leadership within the city. On championship teams the leaders look for future leaders. They identify these individuals and encourage them to participate in the process. They serve as a coach and mentor, expanding their knowledge and developing specific skills of leadership. Champions do not see future leaders as a threat, but partners in expanding the city's resources and accomplishments. Champions are always looking for future champions.

3. Prepared for Next Challenge

Championship teams refine the process and continue to have an eye on the horizon. They avoid worrying that 'what ifs' may happen. They focus on what they have an ability to control or influence. Champions continue to give. They spend less time worrying about their setbacks and more on improving the process for the future. In cities it means that Mayors and City Commissions look to their process – how they govern the city; how they relate to the city staff. Champions believe that if the processes are in place, the next challenge can quickly become an opportunity.

4. Develop Teams

Champions continue to learn and to grow. Champions see the importance of taking time for meaningful evaluation. They seek feedback on their performance and listen to others' perspectives. They recognize that championship teams who are not developing, die. When that happens, the team gets in a defensive posture focusing on surviving as a team rather than developing for the future. On championship teams, individuals grow and provide new contributions to the team based upon their own personal growth. A "champion" recognizes that individual growth will enhance team effectiveness for the future and continue pursuit of learning.

In cities, Mayors and City Commissions look to developing their team and the city team that they lead. Champions avoid stereotyping individuals on their contributions to the team effort.

5. Reach Out to Citizens

Champions recognize the need to continually go back to their roots – what has made them successful. Champions keep going back to the basics. They avoid the sense of arrogance and complacency by reaching out to their fans. For Mayor and Commission it means reaching out to the community. They can identify a new group to go visit – a new part of the community to talk to, to look at, to get out of their cars and to walk and to look. Communities are dynamic and championship communities recognize the dynamic nature and respond accordingly. Champions recognize that you may not agree with the other person's perspective, but for them the perspective is real. A champion builds new fans who can be partners in future success. Therefore, if we are going to continue to be champions we must have an ability to address their perceptions. Champions reach out beyond the political supporter and 'safe' group to their emerging communities.

6. Search for a New Project

Champions always need a new project. New projects bring on a sense of opportunity and a sense of excitement. It is an opportunity to recharge the batteries and renew the team spirit. A new project is one that provides a new challenge for the championship team as a whole and the individual members of the team. In cities, it is a challenge for Mayors and City Commissions to find a visible project that can have a timely impact on the community. On a championship team, everyone supports the new project. A word of caution: the new project should not take away from the completion of the old agenda.

7. Market Successes

Championship teams share their successes with their fans. They recognize that "fans" are partners in the success. Championship cities share their successes with their partners who have helped them to achieve their goals, with the interest groups that support the city government, and the citizens to whom there is a sense of stewardship. Mayors and City Commissions have been entrusted with significant responsibilities with public resources. The marketing of the success and letting citizens and partners know of the accomplishments will lead stakeholders to feel that they have gotten their money's worth and that the effort of the city was worthwhile. In today's world, the media coverage of government is predominately 'negative.' The failure of government, the imperfection of politicians. Even champions lose games, but they do not let

them detract from future success. The importance for marketing is paramount to successful championship cities. Marketing is sharing the good news, helping individuals understand the direction and accomplishments, and mobilizing the support for the team. Success builds a momentum for future “championships.”

Champions continually work to be champions. They do not rest on their laurels, but seek ways of enhancing their performance. Champions get better over time.

Pitfalls for Winners

Arrogance – Feeling that We are Better than Others

Attitude of Complacency

Assuming Goals and Focus

Taking Relationships for Granted

On Top of Big Issues

Worrying about the Crisis

Wrap Up Mentality

Personal Prominence

Pitfalls for Winners

Sowing the Seeds of Failure

After a team wins the Super Bowl, the World Series, the NBA Championship, there is always the potential to get wrapped up in the “winning season”. The winning season then provides significant challenges for leaders who want to be champions.

The pitfalls for “winners” are:

- **Arrogance – A Feeling that We Are Better than Others**

In applying the concept of arrogance to cities, it means that Mayors and City Commission lose their feeling for the true, total community. The focus becomes special interest groups that have shared in the success and who have a comfortable relationship with Commission. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Commission gets a feeling that “we know what is best” and begins to view citizen input through a “tinted lens.” Sometimes they retrench into their political shells. The assumption is the citizens will recognize our winning efforts for the community.

- **Attitude on Complacency**

The feeling “we are fine, we are now here” challenges winners. However, as you take the words “now here,” it can easily become “no where.” In cities, complacency occurs when the Commission assumes the winning efforts will continue with minimal effort. Less time is spent on issues; less time is spent on process – how we govern our cities. It is assumed that certain issues will be handled in a quick and timely manner. Commission members become impatient and minimize critical feedback. Commissions worry more about getting out of the meeting in a quick and deliberate manner, rather than whether the issue has been thoroughly discussed and analyzed.

- **Assuming Goals and Focus**

Winners have goals. Winners accomplish goals. Winners get distracted from their goals. They may see no need for a goal-setting workshop and cancel it. The challenge for Mayors and City Commissions is to continually review and refine their goals from year to year. This becomes the focus of their energies – focusing on what is more important for the community. As events occur and times change, there is always a need in the city to refine the goals and redirect energies. This keeps the focus on the future rather than becoming consumed with today.

- **Taking Relationships for Granted**

Winners succeed because of the willingness to work together to get and sustain major votes. The working together is based upon the development of positive work relationships over time. It is an understanding and appreciation of individual contributions. It is an understanding of what roles each member plays. It is an understanding of how others will behave and react in different situations. However, as in any relationship, we assume that it will continue with minimal work on our parts. In marriages, this assumption many times leads to divorce. With Mayors and Commissions, it leads to a break down in the governance process and the election at the polls. Focusing on petty irritants in the relationship challenges winners. Teamwork gradually begins to disappear. As a result, over time, winners can find a relationship on a dysfunctional slide, which results in increased interpersonal conflict and tension.

- **On Top of Big Issues**

Winner's success comes from getting on top of big issues. In cities, winning Mayors and City Commissions have defined future goals and developed an action plan to accomplish those goals. For winners the feeling of success on big issues leads to a feeling of freedom to pursue individual agendas. With Mayors and City Commissions the big issues have been addressed, so what is on the next agenda? The next agenda becomes filled with individual action items, most of which are not of major significance. As the individual items begin to consume more and more staff time, the city staff can become confused and question the true direction for the city and the individual motivations of Commission Members. The city begins to lose its focus with resources being diverted to these individual agendas and issues.

- **Worrying about the Crisis**

After a winning season, winners begin to worry can we repeat. If the tension builds and concerns about winning become predominant, the goal is winning rather than addressing the issues and being successful. We lose the focus on what brought us the success of winning. We wonder what the next issue on the horizon is that will become our crisis, the next major political challenge for us as city leaders. Like with any team, when any individual players become tense the performance deteriorates. Winners find themselves losing the game and losing on issues. You start to look for crises and, in many cases, begin to generate the crisis. For Mayors and Commissions it is an easy issue that can be handled quickly that becomes a major crisis because of over-analysis and over-concern.

- **Wrap Up Mentality**

Winners become challenged by the mentality that all we need to do is sustain our effort for the next season. For cities, it means all we need to do is to complete our projects and wrap up our reports. The wrap up mentality shortens the horizons from focusing on the future to focusing on today. The focus of the goals becomes lost as we wrap up the issues. Life becomes boring because of no future challenges. We get impatient in our desire to wrap up issues in a timely manner. As a result, little problems can become major impediments to future success.

- **Personal Prominence**

With the success of being a winner, individuals gain prominence. Winners let the prominence, at times, go to their heads and forget the team effort that was needed to produce that winning season. Individuals get a glorified sense of their own importance. For Mayors and Commissions it is the media focusing on individual contributions and accomplishments, rather than successes of the city. We forget that there is no “I” in “Team.” Our focus is on ourselves individually, rather than our city's future. For some Mayors and Commissions, personal prominence is perceived as being important for future political success. Individuals begin to claim credit for the policy or action and are less likely to share credit with the team.

- **Getting Away from the Game Plan**

Winners feel they have got a successful game plan. The game plan worked for the last season. We need to communicate less and spend less time talking with each other. We need to spend less time with the process because the process is embraced. There is no need to fine-tune our game plan. There is no need to understand each other. I already know where they are coming from. In cities, Mayors and Commissions take less time in work sessions and in their formal meetings. There is less discussion of individual ideas and perspective on issues. There is less discussion of future horizons. There is growing impatience with drawn out processes and at times with each other. Individuals may self-censor their comments, figuring that others are not interested or think they have heard that once before.

These are the pitfalls that challenge winners and the response to these challenges distinguishes “Winners” from “True Champions.”

12 Points of an Effective Mayor and City Commission

1. Focus on and Use Vision, Goals and Priority

- Define the city's preferred future
- Establish outcome-based goals
- Think about value to the community
- Use to allocate resources, to develop plans and policies, to invest in the future

2. Make Timely and Courageous Decisions

- Use vision, goals and priorities to use decisions
- Seek and use input from community and city staff
- Evaluate options through committees and work sessions
- Decide on what is "best for the city"

3. Provide Clear Direction and Expectations

- Obtain clear closure
- Define outcomes, measures of success and time frames
- Delegate assignments to Boards and Commissions, and to city staff
- Make sure to summarize and test closure to make sure that everyone has the same understanding

4. Negotiate

- Know your own bottom line
- Look for common ground and areas of agreement first
- Use work session and committees to negotiate
- Win with grace, lose with grace

5. Treat Others with Respect

- Be courteous, polite and trustworthy – avoid personal attacks
- Deliver on your commitments
- Act within your defined roles
- Value the contributions of others

6. Have Open Communications

- Communicate using direct, open messages
- Keep everyone informed and avoid surprises or hidden agendas
- Listen and understand before judging
- Use simple and focused messages that people can remember

7. Monitor Performance

- Obtain regular progress updates/status reports
- Meet quarterly to review and refine direction
- Evaluate the outcome and actions, and make modifications
- Take responsibility for the actions and be accountable for the results.

8. Have a Community Presence

- Be accessible to the citizens and community
- Go into the community beyond your political supporters
- Take time to develop effective working relationships with community partners
- Be a positive advocate for the city

9. Act as a Board of Directors

- Know your community – view it as the “market place”
- Focus on providing policy direction
- Delegate clear responsibility to the city Manager as the C.E.O.
- Avoid micromanaging and the daily operations

10. Think Strategically

- Institutionalize the goal setting process
- Identify key partners who can bring resources to the table
- Define alternative routes and steps to destination – the vision
- Keep the “big” picture in mind

11. Align the City Organization

- Appoint individuals to Boards and Commissions who share your passion for the city and the vision for the future
- Define the core values to guide “how the city should operate and be managed”
- Employ the “right” city Manager for your city
- Hold other accountable for their behaviors, actions and the results

12. Share Success and Celebrate

- Communicate “Our City Success” in terms that the average citizen will understand
- Use celebrations that create a positive memory – value that the city has added to people’s lives
- Recognize others who have contributed to the city’s success
- Remember people want to be associated with “winners”

Governance

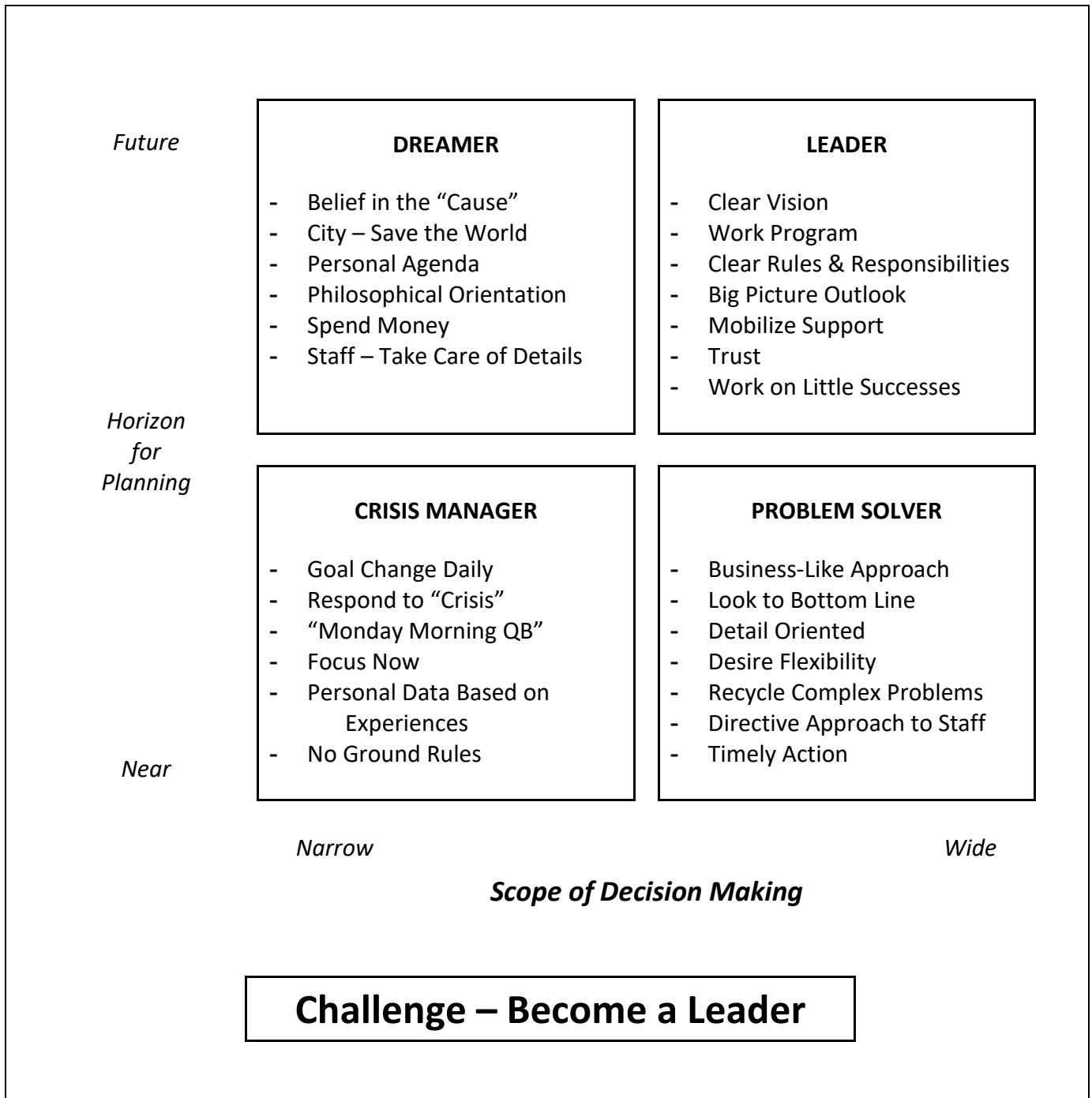
The Responsibility of Mayor and Commission

The Mayor and City Commission Govern by . . .

- **Listening to Citizens: Dreams, Ideas, Concerns**
- **Informing Citizens: City Government, Goals, Policies, Programs**
- **Mobilizing Supportive Partners for Cooperative Efforts**
- **Developing Goals for City's Future**
- **Setting the Tone and the Image – By How Business is Conducted**
- **Making Decisions: Direction, Policy, Goals, Programs, Resources**
- **Monitoring Performance and Seeking Feedback on Impact/Results**
- **Making Adjustments – Keeping the Goal in Mind**
- **Learning About the Community, City Operations**
- **Being Responsible for Decisions and Actions**
- **Being Community Leaders**

Governance Grid

Conflicting Approaches



Life Cycle of City Commission

Phase/ Component	Infancy (0-3 Months)*	Action (0-18 Months)*	Survival (2-9 Months)*	Legacy (0-2 Months)*
Aim	<ul style="list-style-type: none"> • Lay foundation 	<ul style="list-style-type: none"> • Action toward goals 	<ul style="list-style-type: none"> • Re-election or leave gracefully 	<ul style="list-style-type: none"> • Leave with action • Pass time
Characteristics	<ul style="list-style-type: none"> • Exposure • Gaining knowledge • Clarifying relationships • Exchanging information 	<ul style="list-style-type: none"> • Realistic expectations • Trust • Citywide view • Evaluation with corrective action • Ownership • Analysis of issues 	<ul style="list-style-type: none"> • Avoidance of issue • Concern for election • Less Trust • Focus on visible issues or minutiae 	<ul style="list-style-type: none"> • “Wait and see” attitude • Confrontation of tough issues
Behavior	<ul style="list-style-type: none"> • Avoidance of conflict • Dependency • Reaction to pressures • Decision without analysis 	<ul style="list-style-type: none"> • Collaboration with staff • Sharing responsibility • Mobilization of support 	<ul style="list-style-type: none"> • Personal attacks • Posturing • Dropping out • Seeking out pressure group 	<ul style="list-style-type: none"> • Dropping out • Collaboration with staff
Implications	<ul style="list-style-type: none"> • Decision recycling • Unfulfilled expectations • Inconsistency 	<ul style="list-style-type: none"> • Action on issues • Separation of city and citizens 	<ul style="list-style-type: none"> • Unpredictability • Tunnel vision • Reactive to pressure 	<ul style="list-style-type: none"> • No significant action

****Length of time depends on the community and tradition***

Community-Based City Government

