SPECIAL MEETING AGENDA FOR THE MIDWEST CITY COUNCIL

City Hall - Midwest City Council Conference room – second floor, 100 N. Midwest Boulevard

May 21, 2019 – 5:15 PM

To make a special assistance request, call 739-1215 or email pmenefee@midwestcityok.org no less than 24 hours prior to the start of a meeting.
If special assistance is needed during a meeting, call 739-1388.

A.   CALL TO ORDER.

B.   DISCUSSION ITEM.

    1.   Discussion and consideration of (1) participating in the OMAG's training program, (2) renew and adopt a governing body best practice handbook, (3) complete the OMAG Stability Test, and (4) review the Declarations and Explanation of Coverage page video in compliance with the Oklahoma Municipal Assurance Group Liability Protection Plan (MLPP) and completion of Recognition Program requirements. (City Manager - T. Lyon)

C.   ADJOURNMENT.

MIDWEST CITY
O K L A H O M A

MEMORANDUM

TO: Honorable Mayor and Council

FROM: Tim Lyon, Assistant City Manager

DATE: May 21, 2019

RE: Discussion and consideration of (1) participating in the OMAG's training program, (2) renew and adopt a governing body best practice handbook, (3) complete the OMAG Stability Test, and (4) review the Declarations and Explanation of Coverage page video in compliance with the Oklahoma Municipal Assurance Group Liability Protection Plan (MLPP) and completion of Recognition Program requirements.

OMAG believes the best run cities and towns have fewer claims and the claims they incur cost less money to resolve. The OMAG Recognition Program seeks to strengthen municipal governance and reduce claims through education and self-assessment. The City of Midwest City is renewing its property insurance and auto liability from OMAG. As a result, our city is eligible for a $10,000 recognition award after completing the following requirements:

- Each member of the Midwest City Council to participate in an OMAG governing body training program (table of contents of the training is attached).
- The City Council adopts a governing body best practice handbook. (We will need to renew our current handbook.)
- Each member of the Midwest City Council completes the OMAG Stability Test and self-audits its performance.
- The City Council must review the attached Declarations and Explanation of Coverage page for our liability police with OMAG.

Training video and testing materials will be supplied to Council Members at the time of the meeting.

If you have any questions about this program, please feel free to contact me at 739-1201.

Tim L. Lyon

_____
Tim Lyon
Assistant City Manager

Attachment (1)

GOVERNANCE GUIDE 2018

Mayor and City Council

Midwest City, Oklahoma
June 2018

Lyle Sumek Associates, Inc.

Table of Contents

Governance Workshop
Mayor and City Council
Midwest City, Oklahoma
April 2014

AGENDA

1. Council – Manager Form: Working Model

    A. Basic Assumptions/Underlying Principles
    B. City: Working Model
    C. Teamwork: Keys to Success

2. Governance: The Responsibility of Mayor and City Council

- Key Elements/Responsibilities
- Challenges to Effective Governance
- Leadership through Governance

3. Building Our Mayor – City Council Team: Understanding Our Team Styles

- Problem Solving and Decision Making
- Conflict Management and Negotiations
- Keys to Our Team Effectiveness

4. Mayor and City Council: Framework for Effectiveness

- Mayor - City Success Means…
- Community: Desired Image of Mayor – Council
- House Rules: Code of Conduct

5. Council Protocols: Operating Guidelines for Daily Activities

- Discussion: Expectations and Description
- Finalization: Guidelines
- Personal Commitment

6. Roles, Responsibilities and Actions

- Mayor
- Council Members
- City Manager

7. Strategic Planning for Midwest City: Governing with Direction

- Model: Key Elements
- Connecting the "Dots"
- Initial Ideas for Midwest City
- Institutionalizing a Process

8. Wrap Up: Going Forward

SECTION 1

CITY GOVERNMENT COUNCIL – MANAGER FORM: WORKING MODEL

Council – Manager Form: Basic Assumption/Underlying Principles

A

BASIC PREMISES

* **Power in the Council: Board of Directors**

* **Professional Management and Service Delivery**

* **City Manager as the Chief Executive Officer**

* **Focus on Community as a Whole**

* **Council Responsible for Policy**

* **Minimize Personal Political Influence**

* **Citizens Involved in Governance**

* **Nonpartisan**

* **Competency and Merit**

B | **City: Working Model**

Working Model

GOVERNANCE
"WHAT"

Mayor/City Council
Boards/Task Forces

Needs/Desires
Information
Expectation
Advocacy
Feedback

MANAGEMENT
"HOW"

City Manager
Department Managers
Division Heads
Supervisor

SERVICE
"ACTIONS"

Employees
Volunteers

Results
Impact
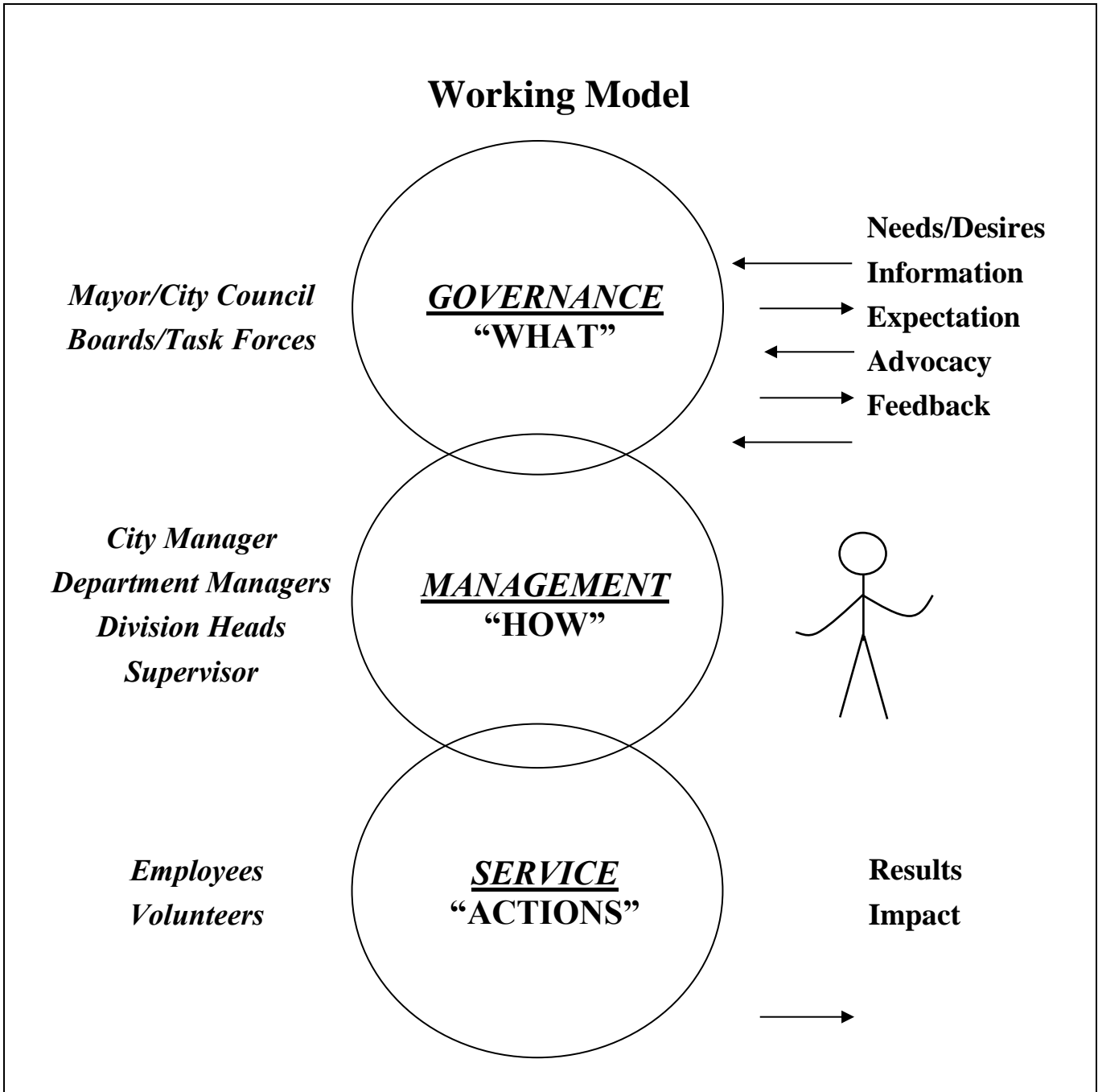
The City

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 units and employees
- Evaluating services and citizen impact

B	Teamwork: Keys to Success

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 Councils 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 Councils 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 Councils 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 Councils 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 Mayors and Councils, 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 Councils 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 Councils 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 Council 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 Council. They are predictable and supportive. Input becomes selective, relying on these few, rather than reaching out to others in the communities. The Council 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 Council 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. Council members become impatient and minimize critical feedback. Councils 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 Councils 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

Councils, it leads to a break down in the governance process and the election at the polls. Winners become challenged by focusing on petty irritants in the relationship. 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 Councils 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 Councils 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 Council 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 Councils 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 Councils 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 Councils, 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 Councils 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 Council

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 Councils, 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 Councils 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 others 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"

SECTION 2

GOVERNANCE:
THE RESPONSIBILITY OF THE
MAYOR AND CITY COUNCIL

A Governance: Key Elements/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**

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11. **Hire/Fire Chief Executive Officer**

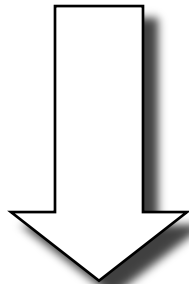| Responsibility 1	Determine Our Businesses – The Responsibility of City Government

Community Needs

Basic Services/Products

Service Levels

Services that Enhance Quality of Life

Resources to Support Services

CORE BUSINESSES THAT HAVE VALUE FOR STAKEHOLDERS

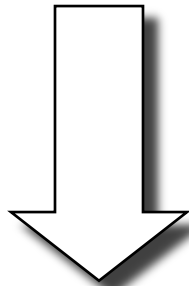| Responsibility 2	Define Goals for 5 Years – Our City's Destination

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
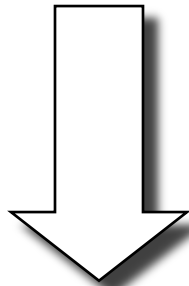
Analysis of Gaps

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
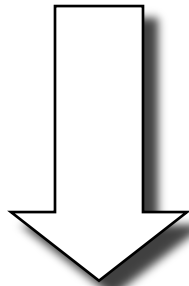
AGENDA OF TARGETS FOR COUNCIL ACTION THAT IS AN ANNUAL "TO DO" LIST

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
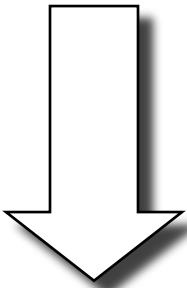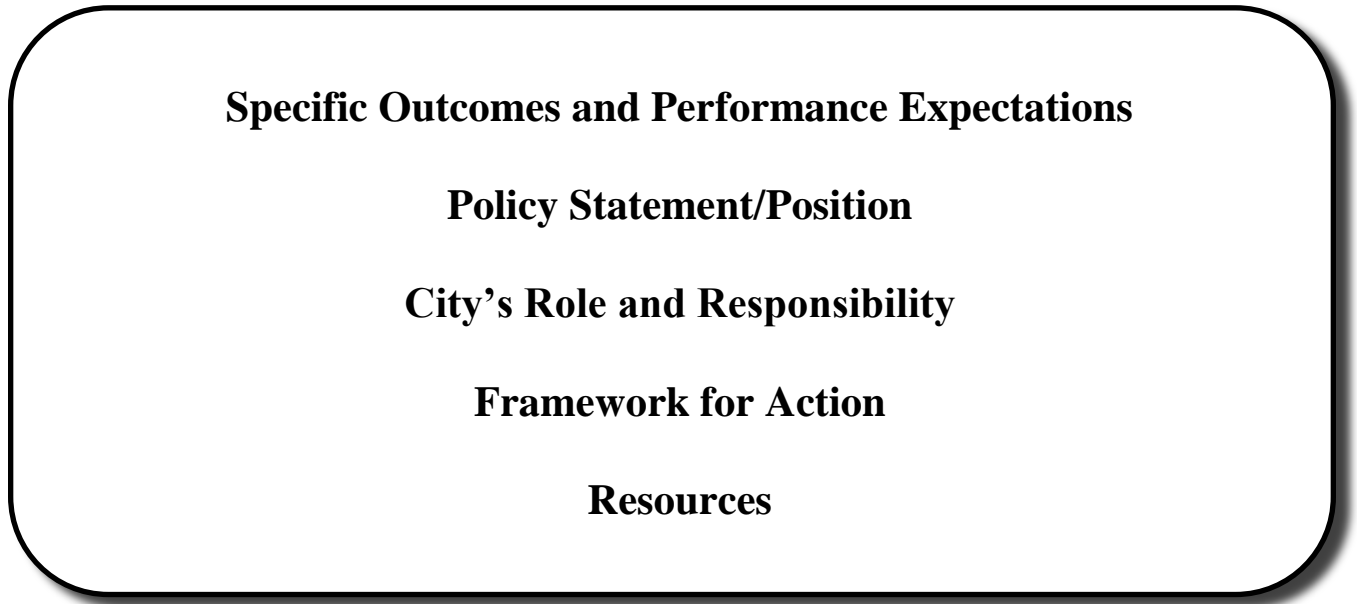
DECISIONS PROVIDING CLEAR DIRECTION TO CITY STAFF AND COMMUNITY

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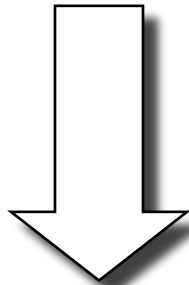
MESSAGE FOCUSING ON MAJOR THEMES THAT RELATE TO CITY'S RESPONSIBILITIES

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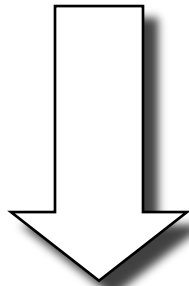
**REPRESENTING CITY AS ADVOCATE
DIRECTION TO CITY STAFF AND
COMMUNITY STAKEHOLDERS**

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
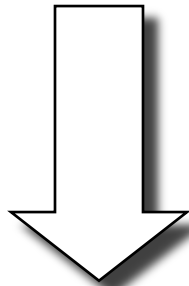
DELEGATING BY SETTING DIRECTION AND INSPIRING OTHERS TO FOLLOW THROUGH

Responsibility 9	Monitor Performance and Results – Clear Feedback to Staff

Progress Reports

Adjustments: Direction

Refinement: Actions

Problem Solving

Accountability for Results and Impact
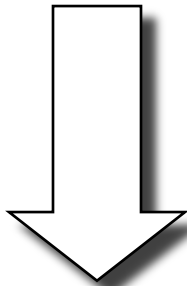
PERFORMANCE MONITORING THAT ADJUSTS THE COURSE OF ACTIONS TO "BEST" ACHIEVE OUR GOALS

Responsibility 10	Set the "Corporate Tone" – Guiding Values and Principles

Behavior at Council 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 ADMINISTRATORS AND EMPLOYEE ACTIONS ON A DAILY BASIS

Responsibility 11	Hire Chief Executive Officer – City Manager or Administrator

Responsibilities

Selection

Supervision

Feedback

Performance Standards and Evaluation

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

B	Challenges to Effective Governance

Challenge 1   Empower the 80%

20%			20%	40%
Negative	**10%**	**10%**	**Positive**	**Uninvolved**
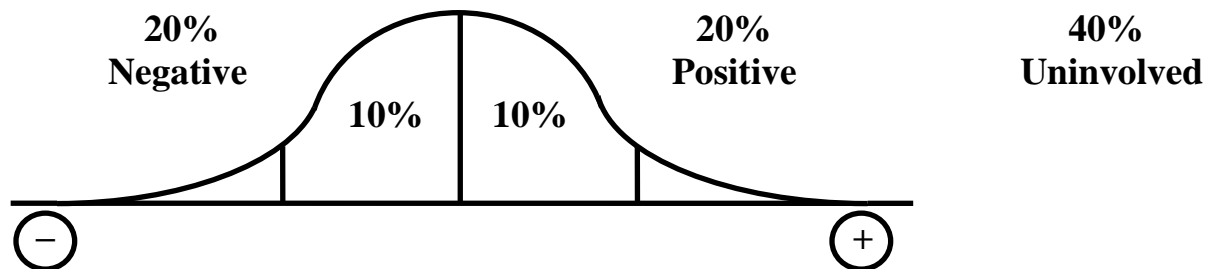
Involved citizens within a community can be divided into four groups:

- 20% positive supporters of City government
- 10% learning toward positive attitude
- 10% learning toward negative attitude
- 20% negative toward all actions of government

Uninvolved citizens:

- 40% who knows?

The negative 20% can be characterized as:

- Seldom satisfied with City government response
- Vocal on any issues – always providing an opinion
- Always present monitoring City government activities
- Media darlings – always willing to provide a quote
- Use threats to intimidate Mayor and City Council

Over the past several years increased networking has occurred among the negative 20%, increasing pressure upon Mayor and City Councils. Mayors and City Councils have tried to be responsive and incorporate the negative 20% in community problem solving and listening to their concerns and ideas. The negative 20% have intimidated many Mayors and City Councils and seized control of the agenda, issues, programs, program direction, and decision-making process. Public hearings have become an open hearing for the venting of the negative 20%.

▶ **Impact**

- Intimidation by citizens of City government
- Control of City agenda: goals and direction
- Emerging as "Community Leaders"

▶ **Challenge**

How to say "NO" and recapture momentum for leading the City

Challenge 2   McGovernment Attitude

Our society has become preoccupied with a "fast food attitude" toward services. This attitude is characterized by:

- Convenient services
- Ease for customer
- Fast and quick response
- Perception of "cheap" product and service
- Others responsible for actions
- Service "my way"
- Impatience with delays or "excuses" of complexity
- Desire for service NOW

These have become the citizen's standard for judging municipal services.

▶ **Impact**
- Citizen's view of unresponsive government
- Focus on "My" concerns over "Best for Community"
- Lack of understanding of City government and services

▶ **Challenge**

How to inform citizens and gain appreciation for City government: our programs and our services

Challenge 3   Agenda of the Unimportant

Within Cities, Mayors and City Councils have desired to increase their responsiveness to citizens. Citizens have increased their requests for City services and responsiveness to individual problems. Mayors and City Councils have created "program creep" by responding to individual issues and creating a program based upon individual requests. Funds or resources are shifted in order to respond to citizens. A City program has begun to evolve. They have spent time on relatively "minor issues" that will have limited long-term impact on the community. City Councils have spent time on "cat" ordinances, analysis of golf balls impacting our windshields, and others. These issues are fun and produce results.

Long-term complex issues or long-term planning efforts are often avoided. It is difficult to see the short-term impact of complex issues and long-term planning. As a result, City Council agendas are filled with issues that may be of less importance on the City's future.

▶ **Impact**
- Focus on individual citizen requests
- Less time on major policy decisions
- City time and energy on relatively unimportant items

▶ **Challenge**

How to focus on what is <u>truly important</u> for the future of our community

Challenge 4   Have the Courage to Decide

Today, Mayors and City Councils are concerned about being "perfect." The fear is that any failure or setback will be represented in the media and lead to costing them their position. Citizens do not expect perfection. They expect honesty. If a mistake is made, they prefer the Council admit the mistake, point out areas of learning, and then move to the future. As elected officials strive for perfection, they delay issues, they recycle issues and they react to issues. The challenge is having the courage to decide. It is like having a young cocker spaniel that needs to have its tail cropped. One approach is to take the cocker spaniel in monthly to reduce the size of the tail in inch increments. After the first inch, the dog is hurting, but heals. After the second inch, the dog is hurting, but remembers. As the dog approaches the veterinarian, it remembers that this is not a pleasant experience and may attack the veterinarian. The learning point is that it may have been best just to reduce the tail in its entirety in one "whack." The lesson for elected officials is many times they need to exhibit the courage to decide. The realization is that by deciding, the reality was not as bad as what they feared. By delaying issues you allow for others to recycle issues, for the negative 20% to network and mobilize additional opponents. By deciding, you move on to the future.

▶ **Impact**
- Key issues may die
- No momentum for implementation
- Council becomes beleaguered – frustrated
- Citizens are driven away by indecision
- Special interests understand that they can manipulate by delaying

▶ **Challenge**

> *When you have appropriate citizen involvement and sufficient information, just decide.*

Challenge 5   Politics vs. Governance

"Best for My Future"   **"Best for Community"**

Politics		*Governing*
Decision: Best Personal and Political Career	→	**Decision: Best for Community**

Polluting Factors

- **Personal**
- **Petty**
- **Present**
- **Politics**
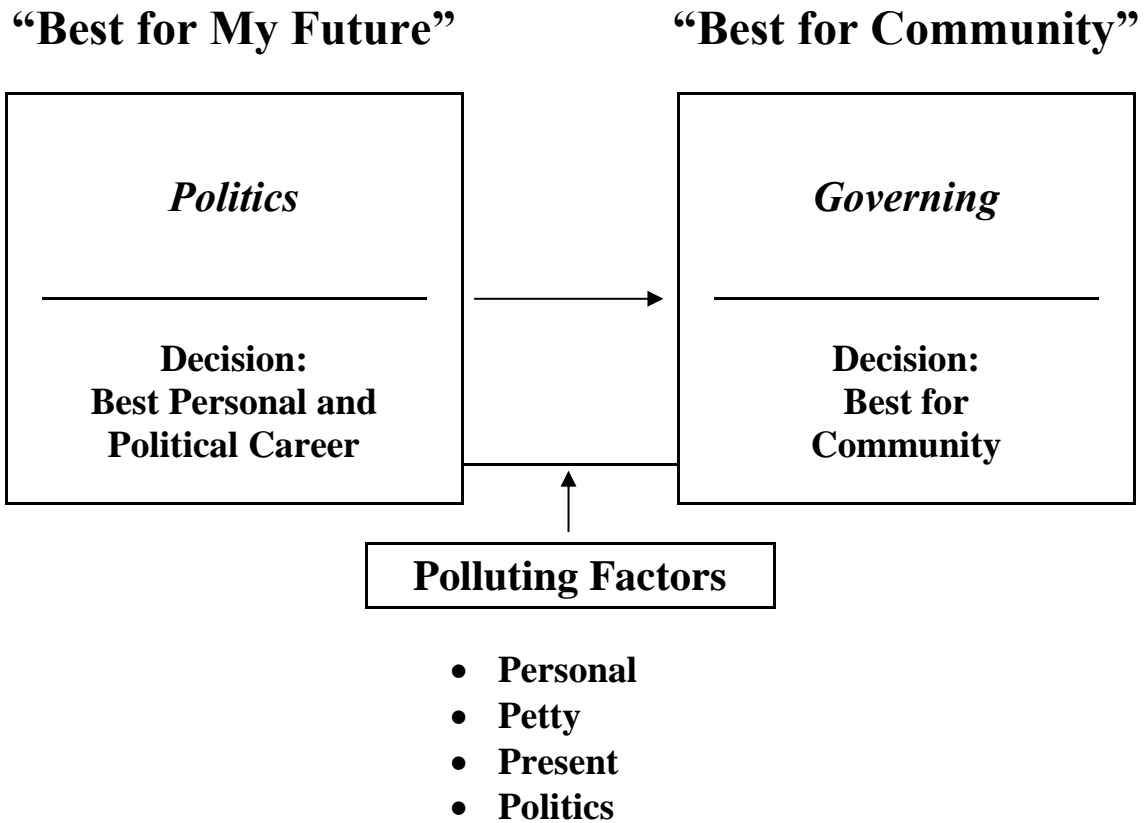
Bottom Line: Managers Must Think Political and Act Apolitical

▶ **Impact**

- Campaign Time Longer
- Increase Politicization of Policy Issues
- Different in Getting Substantive Debates
- Playing to the Audience
- Recycling Issues

▶ **Challenge**

> *How do you focus primarily on governing?*

Challenge 6   Transforming the City Organization to a Service Business

CITY ORGANIZATION	SERVICE BUSINESS
1. **Responsive**	**Value**
2. **Professional Driven**	**Market**
3. **Special Interest**	**Customers**
4. **Monopoly**	**Competition**
5. **Expend**	**Cost Conscious**
6. **Morale**	**Performance**
7. **Adapt**	**Change**
8. **Process**	**Results**

Challenge 7   Community-Based Government

	1950 1960	1970	1980 2000
	PERSONAL	*PROFESSIONAL*	*COMMUNITY*
G O V E R N A N C E	• Informal power structure • (e.g., coffee shop) • Intuition-based decisions • Actions for friends • Desire to keep harmony • React to calls and complaints	• Study/analyze issues • Desire recommendations from staff • Plans development • Great reliance on staff • Rational decisions • Detailed reports prepared	• Value-based decisions • Community involvement • Openness of government • Balance: Personal and professional • Vision – defined community direction • Defined goals: Monitor performance
M A N A G E M E N T	• Serve as technician or clerk • Emphasis on record-keeping and administration • Respond to Council directives, citizen requests • Decentralized administrative functions – department autonomy • Reactive • Scapegoat for problems	• Directive – "professionals know best" • Manipulate agenda • Develop rules, policies and procedures • Develop systems • Centralized administrative functions • Cultivate community: Power base	• Recommendations to Council • Lead the organization • Open government • Emphasis on responsibility and accountability • Evaluate system, adjust process • Decentralized administrative functions • Develop organization
S E R V I C E	• Desire to survive • Minimal training • Low profile • Act without questioning • Operational simplicity • Minimal rules or guidelines • Emphasis on personal favors	• Desire efficiency • Productivity measures • Maximize resources • Develop and follow operational plan • Technologically complex • Professional certification of proficiency	• Desire for effectiveness • Service definition – goals and level • Customer-oriented • Concern about impact • Feedback on performance

"Take care of the citizens – my friends"   **"Rely on the Professionals"**   **"Working with Our Community"**

Community-Based City Government

CITIZENS

Neighborhoods

Community Organizations

Task Forces

Boards

**City
Council**

City Community

City Organization

**City
Manager**

**Department
Directors**

Department Managers

Supervisors

EMPLOYEES
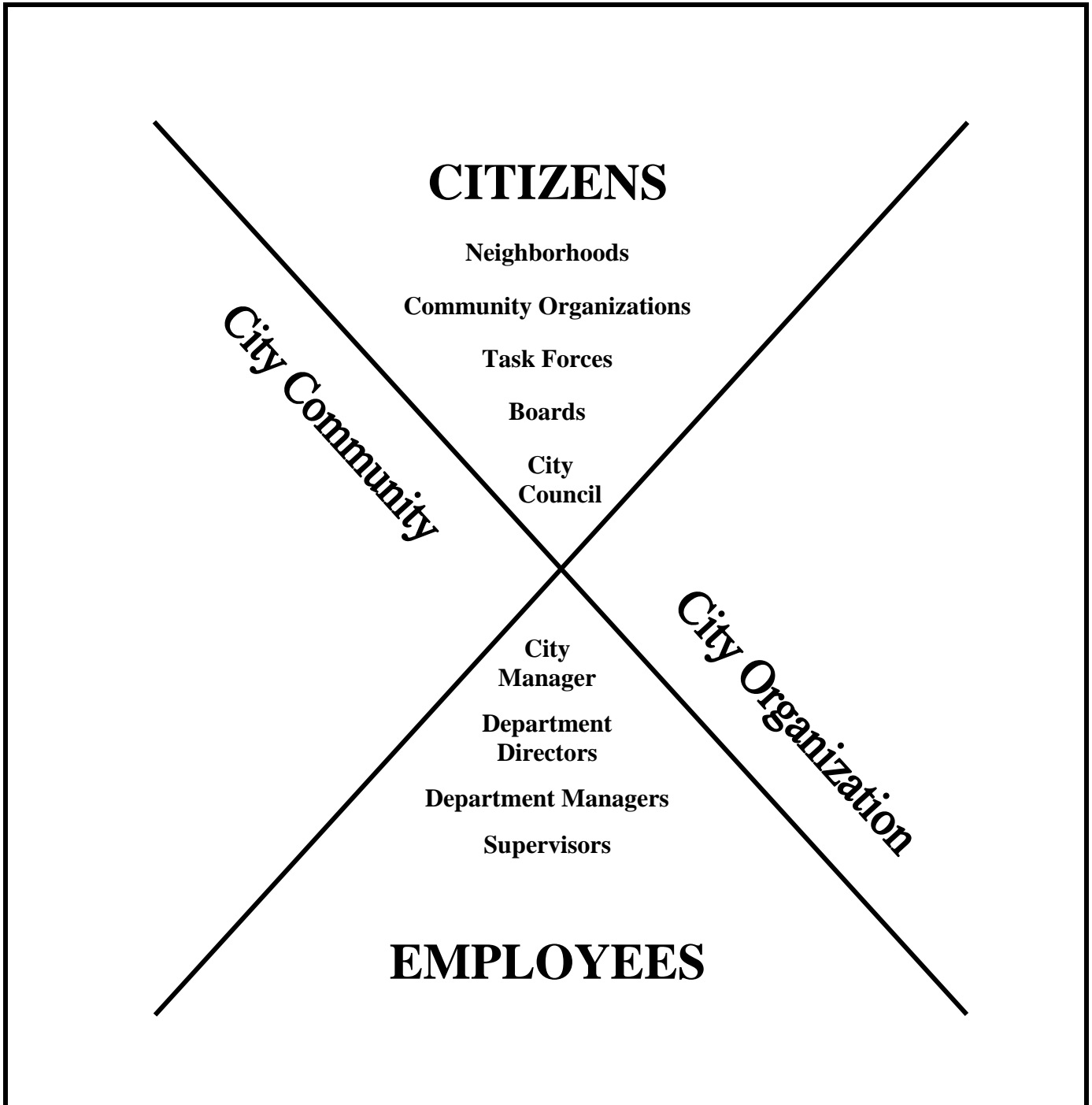
C	Leadership through Governance

Leaders' Dilemma
by Lyle J. Sumek

DILEMMA: How did we end up **HERE?**

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

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 personal 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.

Decisions: The Exercise of Power
by Lyle J. Sumek

Leaders govern by exercising their power to *decide* – make *decisions* that define the community's future

Deciding is using

1. "Best" available data and information
2. Input from others
3. Analysis of options against desired outcomes
4. Common sense

to make a judgment

Decisions

1. Answer questions
2. Settle something in doubt
3. Select a course of action
4. Resolve a dispute and differences
5. Come to closure or conclusion

which are definitive choices.

Effective **Use of Power...**

links Direction to Outcomes – vision, goals, performance measures;
uses Data and Input – listening and applying;
reflects the Interests of the Community – "best" for all;
provides Clarity of Direction – all leaving with the same expectations and understandings; and
delivers Closure – "final" choice on direction to guide planning and activities.

A *Decision* in reality is a series of *Decisions*. The *Decision Tree* is a model with the seed and each branch representing a choice between alternatives with risks, costs, probabilities and results, and requiring a *Decision* – the first *Decision* shaping future *Decisions.*

Leaders **decide** on *DECISIONS OF INTEREST AND INVESTIGATION, DECISIONS OF THE COURSE OF ACTIONS* and *DECISIONS OF IMPLEMENTATION.*

DECISIONS OF INTEREST AND INVESTIGATION

1. *Decide on* **Expectations**

2. *Decide on* **Outcomes**

3. *Decide on* **Parameters**

4. *Decide on* **Key Issues**

5. *Decide on* **Direction on Interest and Investigation**

DECISIONS OF THE COURSE OF ACTIONS

1. *Decide on* **Data Gathering**

2. *Decide on* **Analysis and Options**

3. *Decide on* **Negotiations**

4. *Decide on* **Recommendations**

5. *Decide on* **Direction on Actions**

DECISIONS OF IMPLEMENTATION

1. *Decide on* **Program Development/Project Plans**

2. *Decide on* **Evaluation and Refinements**

3. *Decide on* **Resources**

4. *Decide on* **Operations**

5. *Decide on* **Direction on Implementation**

BOTTOM-LINE: Every *Decision* is an exercise of power to create our future. Every *Decision* that we make is a difficult choice among options. Every *Decision* has risk, consequences and impacts. Ultimately, we are responsible for every *Decision* that we make.

Public Input

Public Input

Public Input

**DECISION
TEST**

VISION, GOALS, MISSION

Strategic Plan

General Plan/Elements   **Capital Policy/Plan/Funding**

Operational/Service Plans   **Master Plans**

Budget

DECISION
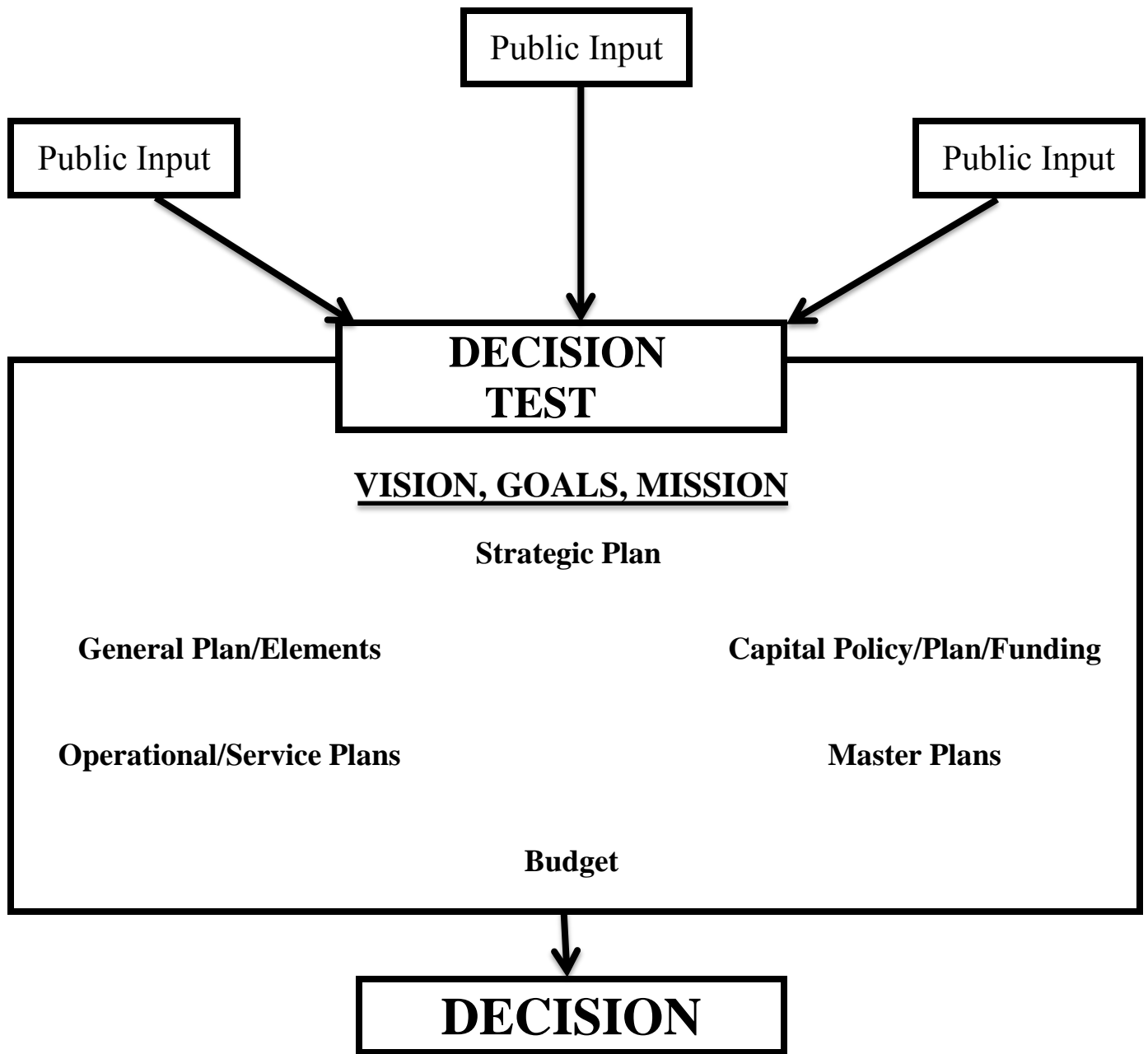
"Best for the Community using Data and Analysis and Common Sense Judgment"

POLICY PROCESS

COMMUNITY

STRATEGIC PLAN

| Vision 2030 |
| Goals 2020 |
| Plan 2015 – 2020 |
| Action Agenda 2015 |
| Action Outlines |
| Priorities |

M/CC ADOPTION

CITY MISSION/ SERVICE PRIORITY

| Service Level/Priority |
| Performance Benchmarks |
| Community Survey |
| Priority-Based Budget |

M/CC ADOPTION

ISSUES

· Definition
· Desired Outcomes
· Direction
· Parameters

CITY PLANS

· General Plans
· Infrastructure/ Facilities Master Plan
· Capital Improvement Plan
· Area Specific Plans
· Financial Policies/Plans

POLICY REPORT

· Data Gathering
· Analysis
· Outcomes
· Options
· Recommendations

PERFORMANCE

· Benchmarking
· Monitoring Updates
· Evaluations

DECISIONS

· Mayor/City Council
· Management

IMPLEMENTATION

· Department Operations
· Capital Projects
· Service Delivery

ACTIONS

Implementation Gaps

Critical Factors

1. Community Understanding: Issues, Impacts, Consequences

2. Community Input Mechanism Shaping Direction

3. Defined Outcomes

4. Data Analysis and Use

5. Candid Policy Dialog

6. Clarity of Outcomes and Direction

7. Defined Roles and Responsibilities

8. Adequate Resources

9. Activities with Milestones and Time Frame

10. Evaluation and Adjustment: Outcomes, Process

Intentions

G A P

Council Decision

D I F F E R E N C E S

Actions

Results
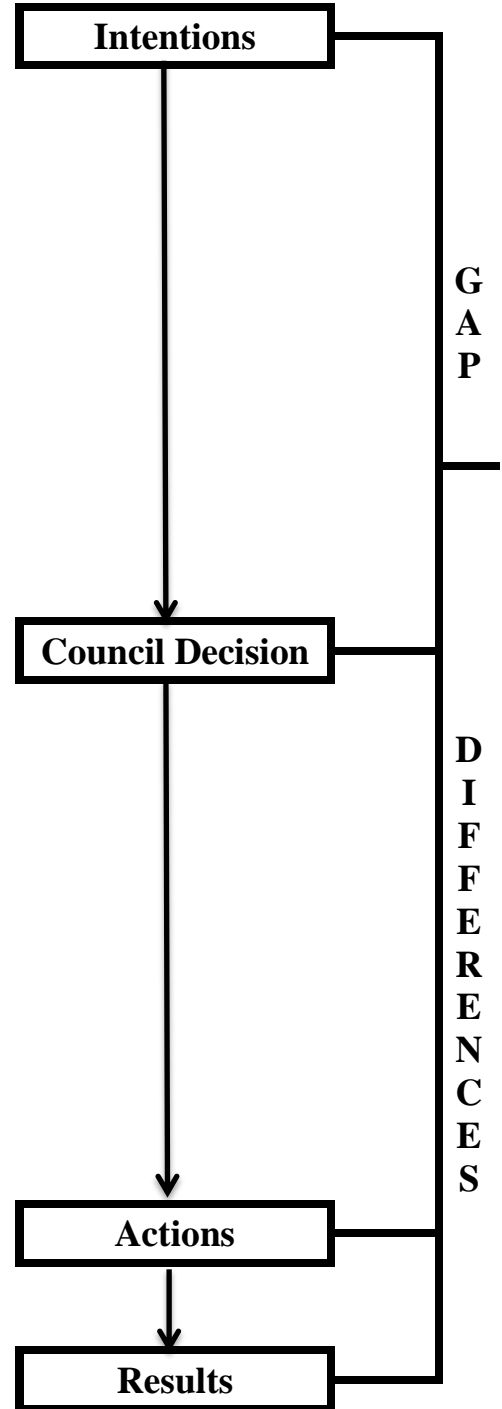
SECTION 3

BUILDING OUR
MAYOR – CITY COUNCIL TEAM:
UNDERSTANDING OUR TEAM STYLE

A	**Problem Solving and Decision Making**

In order to govern or manage a team and deal with policy issues, it is critical that managers have effective problem solving and decision making skills. A <u>common</u> assumption is made that individuals have these skills when they assume a position on the team. However, the context of municipal problem solving and decision-making is unique in terms of the forces and pressures, which affect the process.

Each person has a unique style in problem solving and decision-making. To gain a perspective on each individual's style, th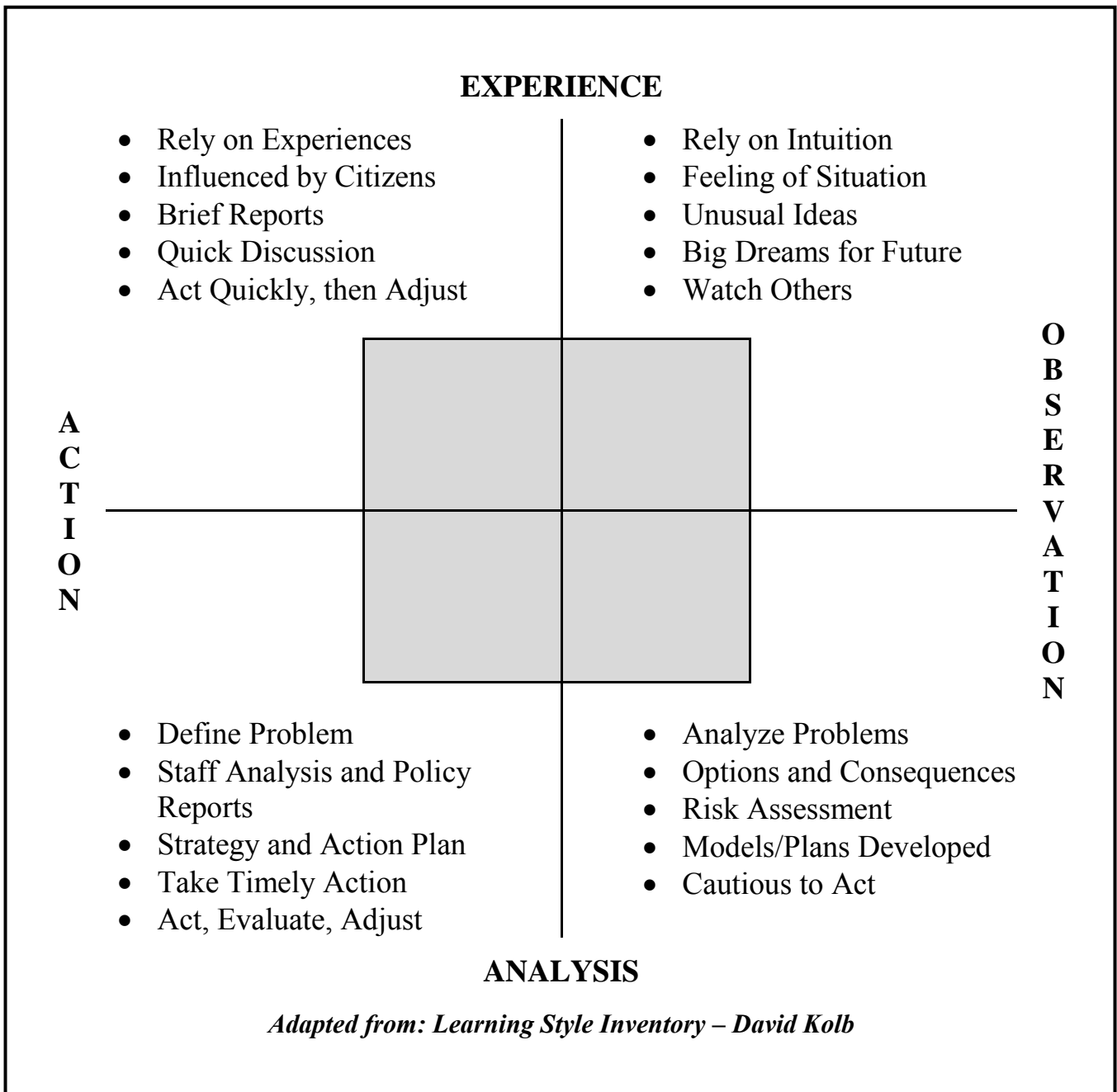e session participants completed Kolb's Learning Styles Inventory. The purpose of this inventory was to assess the individual styles, their implications for effective problem solving and teamwork, and the strengths and weaknesses associated with each style. It is assumed that there is no one best style, but rather each person has a unique set of strengths and weaknesses.

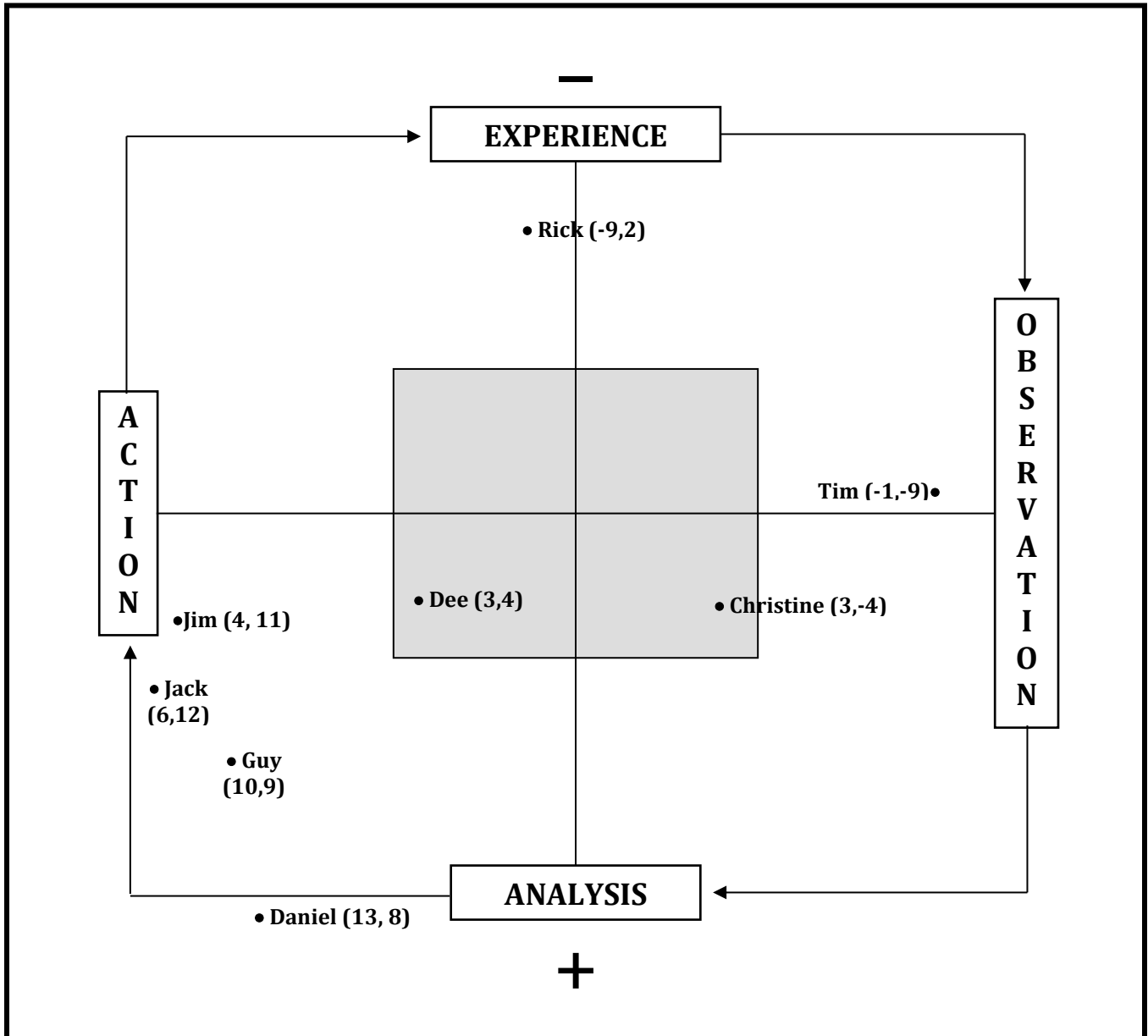There are four primary elements in problem solving:

- **Concrete Experiences:** We tend to rely heavily on our concrete experiences until there is a failure. We then recognize that a problem exists. We continue to experience that problem until it reaches a critical level. We may utilize our past experiences to try to alleviate the situation.

- **Reflective Observations:** Once a problem has been identified, we may observe others who have experienced similar problems. The purpose is to learn from others' experiences in handling similar, if not identical, problems. We may also reflect on past experiences or the experiences of others.

- **Abstract Conceptualization:** We may study the problem area through the exploration of alternatives and the identification of which alternative is most likely to solve the problem with minimal risk. Abstract conceptualization involves detailed analysis of the problem, including examination of alternative approaches to problem solving.

- **Active Experimentation:** We experiment with different alternatives to identify the most workable solution. This process involves willingness to adjust to the situation as the alternative is implemented. In addition, securing feedback is necessary to ensure the problem is effectively addressed.

***Two numbers are assigned to each individual. The first number is the degree of relying upon (a) prior experiences and "gut" feeling and (b) analysis and planning. If the number is "negative," the individual relies more on "experiences and feelings"; if the number is "positive" the individual relies more on "analysis and planning." The second number is the degree of relying upon (a) personal reflection and data gathering and (b) action and producing results. If the number is "negative," the individual relies more on "reflections and data gathering." If the number is "positive," the individual relies more on "action and producing results". If both scores are under "5," the individual does not have a dominant style, but rather will adjust their approach to the situation – their prior experience with similar situations, degree of perceived risk, sense of urgency, etc.

Problem Solving and Decision Making

EXPERIENCE

- Rely on Experiences
- Influenced by Citizens
- Brief Reports
- Quick Discussion
- Act Quickly, then Adjust

- Rely on Intuition
- Feeling of Situation
- Unusual Ideas
- Big Dreams for Future
- Watch Others

A C T I O N

O B S E R V A T I O N

- Define Problem
- Staff Analysis and Policy Reports
- Strategy and Action Plan
- Take Timely Action
- Act, Evaluate, Adjust

- Analyze Problems
- Options and Consequences
- Risk Assessment
- Models/Plans Developed
- Cautious to Act

ANALYSIS

Adapted from: Learning Style Inventory – David Kolb

Problem Solving and Decision Making*

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                                    —

                          ┌─────────────────┐
              ┌──────────▶│   EXPERIENCE    │──────────┐
              │           └─────────────────┘          │
              │               • Rick (-9,2)            ▼
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                    (10,9)                             │
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                 • Daniel (13, 8)└─────────────────┘

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* See Bottom of Page 50 for explanation

B	**Conflict Resolution and Negotiations**

Conflict is an inherent part of being a policy leader or manager within a team. <u>Conflict can be defined as any time one person wants something different from another person</u>.

As part of the activities during the session, the participants completed the Thomas-Kilmann Conflict Mode Instrument. This instrument is designed to assess an individual's behavior in conflict situations. Conflict situations are those in which the concerns of two or more people appear to be incompatible. In such situations, we can describe a person's behavior along two basic dimensions:
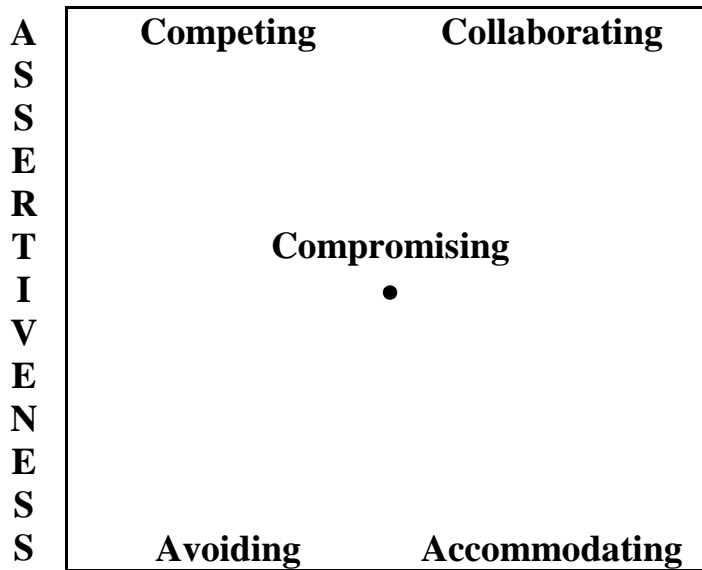
1. **Assertiveness**
    - The extent to which individuals attempt to satisfy their own concerns.

2. **Cooperativeness**
    - The extent to which individuals attempt to satisfy other people's concerns

The two dimensions are best illustrated below:

CONFLICT STYLES

```
A |  Competing          Collaborating
S |
S |
E |
R |
T |              Compromising
I |                   •
V |
E |
N |
E |
S |
S |  Avoiding            Accommodating
```

C O O P E R A T I V E N E S S

The two basic dimensions (assertiveness and cooperativeness) can be used to define specific methods of dealing with conflict situations. The five "conflict-handling modes" are explained below.

COMPETING is assertive and uncooperative. Individuals pursue their own concerns at other people's expense. This is a power-oriented mode in which one uses whatever power seems appropriate to win an argument. Competing might mean standing up for rights, defending a position, or simply trying to win.

ACCOMMODATING is unassertive and cooperative, the opposite of competing. Individuals who accommodate neglect their own concerns to satisfy the concerns of others. There is an element of self-sacrifice in this mode. Accommodating might take the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.

AVOIDING is unassertive and uncooperative. The individual does not immediately pursue personal concerns or those of others – the conflict is not addressed. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.

COLLABORATING is both assertive and cooperative, the opposite of avoiding. Collaboration involves working with others to identify the underlying concerns of an issue and finding an alternative, which is acceptable to all. Collaboration might take the form of exploring a disagreement to learn from each other's insights. The result of the disagreement might be to confront and try to find a creative solution to an interpersonal problem. It might also be to resolve some condition, which would otherwise result in competition for resources.

COMPROMISING is an intermediary behavior and can be both assertive and cooperative. The objective in compromising is to find an expedient, mutually acceptable solution, which partially satisfies both parties. It falls in a middle ground between competing and accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

Conflict
A Process to be Managed

Consider These Assumptions:

- Conflict is an inevitable and important human process.

- Conflicts are likely to increase in times of change.

- Conflicts can lead to creative or destructive results.

- Those who understand the processes and dynamics of conflict are better able to manage this important process, increasing the chances of creative outcomes and minimizing destructive results.

In recent years, these considerations have led a growing number of managers and scholars, leaders, and social scientists to study conflict more carefully. The cost of un-managed conflict can be high but the gains from using differences effectively can also be great.

The purpose of this "basic idea" essay is to help you think about conflict in a systematic way to – unpack this important process so its component parts can be better understood.

A Definition

"Conflict" is one of those words that can be used in different ways. We have found the following definition helpful:

> Conflict occurs when two or more parties believe that what
> each wants is incompatible with what the other wants.

The "parties" can be individuals, groups, organizations, or nations. Their wants may range from having an idea accepted to gaining control of a limited resource.

The definition specifies that conflict is a condition that exists when these seemingly incompatible concerns or drives exist. It may be very temporary or of long duration. It may be a condition that results in vigorous activity or an internal ferment that reveals itself only indirectly. Fighting is only one way of dealing with conflict. There are often more productive ways.

The Positive and Negative Potential of Conflict

Like any other important human process, conflict can produce both desirable and undesirable results. When we asked groups of managers and leaders of organizations to reflect on recent conflicts they had observed and to identify the results, the following common themes emerged:

A Partial List of Positive Results of Conflict:

- People were forced to search for new approaches
- Long-standing problems surfaced and were dealt with
- People were forced to clarify points of view
- The tension of conflict stimulated interest and activity
- People had a chance to test their capabilities
- Better ideas were produced

Properly managed, conflict can help to maintain an organization of vigorous, resilient, and creative people.

**A Partial List of Negative Results of Conflict:**

- Some people may feel defeated, demeaned
- The distance between people may be increased
- A climate of distrust, anxiety and suspicion may develop
- Turbulence may cause some good people to leave their jobs
- People or departments that ought to cooperate may become concerned only with their narrow interests
- Various kinds of active or passive resistance may develop where teamwork is needed

The goal of understanding and managing conflict is to reduce the likelihood that such negatives will occur or become excessive.

Unpacking the Conflict Process

Obviously, the positive or negative consequences of a conflict depend upon how well the conflict is managed. In turn, the ability to manage a conflict requires that one understand what goes on during a conflict.

Conflict occurs in episodes. Within any episode there tends to be a common sequence of events, as diagramed on the following page:

Conflict Episode #1   **Conflict Episode #2**
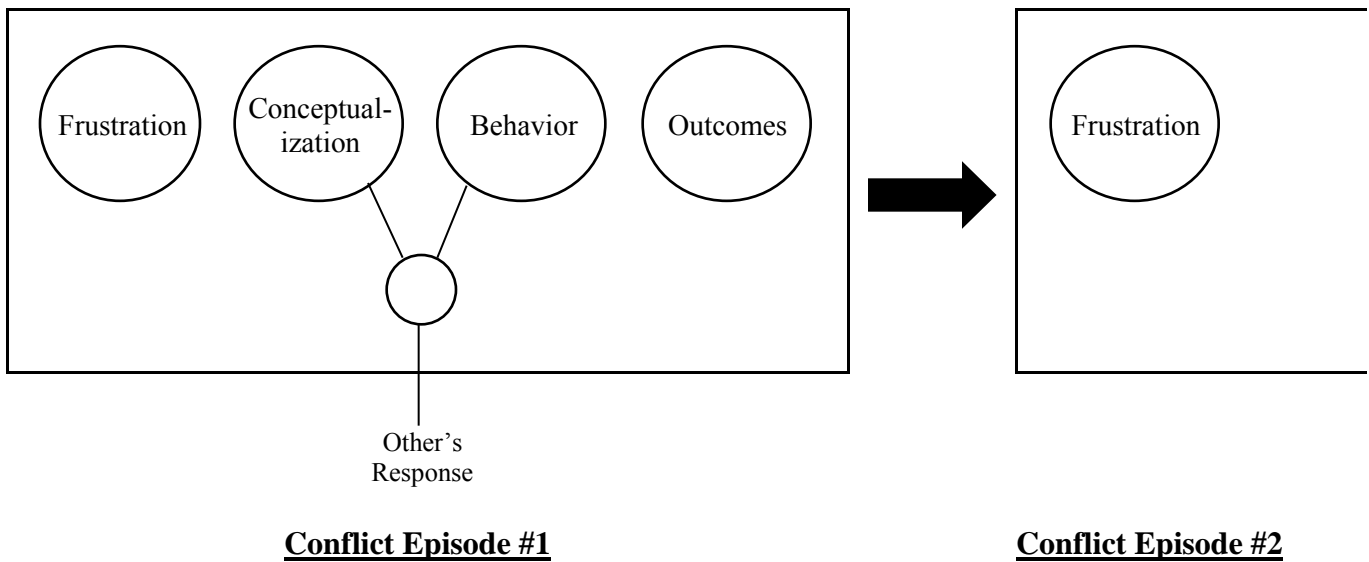
Looking at these events:

Frustration:

Occurs when a person or group feels blocked from satisfying a goal-directed activity or concern. The concern may be clear or only vaguely defined; it may be of casual or critical importance. But there is a clear feeling that someone or some group is getting in the way of movement toward a desired objective.

Examples:

- You may frustrate me when you do not agree with my ideas
- You may frustrate me when you prevent me from getting the information, the money or the time I need to accomplish something I want to do
- You may frustrate me when you undermine my power or influence with someone else

Conceptualize:

Involves answering the questions, "What's going on here?" "Is it good or bad?" "What's the problem – What issues are at stake?" "What are the causes?" This conceptualization may be almost instantaneous, or it may develop from considerable thought; it may be very sharp and clear, or fairly fuzzy. Regardless of its accuracy or clarity, however, the conceptualization forms the basis of one's reaction to frustration.

- You may conceptualize a disagreement with another person as being the result of "ignorance" (on his part, of course) or "willful deceit" or you can stereotype: "that kind of person always takes that stand."

- A labor dispute with management can be conceptualized as "deciding who is really going to run this plant" or "showing workers who can do the most for them" or simply "determining what a fair share of profits is for the workers."

- A dispute between a marketing department and a production department can be conceptualized as determining whether "customers are more important than a production schedule," or whether "sales people should be expected to adhere to realistic company policies."

Obviously, the way the parties define the problem has a great deal of influence over the chances for a constructive outcome and the kinds of feelings that will be mobilized during the confrontation.

Behaviors:

Behaviors and intentions flow out of conceptualization and strategizing and set in motion a pattern of interaction between the parties involved. During this process of action-reaction-reaction, the way each party conceptualizes the conflict may change or may become further entrenched. The longer the pattern continues, of course, the actions of the participants themselves may create new frustrations, reasons for hostility, and continued resistance.

Outcome:

Outcome is defined as the state of affairs that exists at the end of the episode, including decisions or actions taken and the feelings of the parties involved. Residual frustration from conflict episodes can start new conflict episodes. Some people have found it helpful to assess the outcome of a conflict episode along three dimensions:

1. The quality of decision or action that results. (How creative, realistic and practical?)
2. The condition of the conflicting parties at the end of the conflict. (How psychologically and physically healthy; how good do the parties feel about themselves?)
3. The quality of the relationship between the conflicting parties. (How much mutual respect, understanding, willingness to work together versus hostility, determination to hurt, etc.?)

Some Guidelines for Diagnosing a Conflict

The manner in which a conflict is conceptualized is often the key to a group's ability to manage conflict constructively (i.e. to arrive at positive outcomes). The parties are not likely to reach an outcome which truly resolves the conflict and leaves them satisfied unless they have a clear understanding of the differences between the concerns of the two parties and the sources of those differences. Thus, before responding to a frustrating situation, it is useful to pause and ask two questions:

1. What is the *nature* of the differences between us?
2. What might be the *reasons* for our differences?

The Nature of the Differences

People may differ on the following four aspects of an issue:

- We may differ over **FACTS** (the present situation, the present problem, etc.)
- We may differ over **GOALS** (how things ought to be, future conditions we want)
- We may differ over **METHODS** to reach goals (the best, the easiest, the most economical, and the most ethical route to follow)
- We may differ over **VALUES** (the long-range beliefs about the priorities which should be observed in choosing goals and methods)

Differences over facts are usually easier to manage than differences over values, which are the most difficult. The latter come much closer to the fundamental beliefs of the parties and are thus much more threatening. Disagreements that begin over facts sometimes persist until they appear to be conflicts over goals or values and become almost impossible to reconcile.

The implication is that it pays to identify the area of disagreement as quickly as possible. The chances for managing conflict effectively increase if you can say something like: "We seem to agree on what the problem is and what we'd like to achieve, but we disagree over the best way to reach that goals."

The Reasons for the Differences

As part of the conceptualizing process, it is useful not only to identify the nature of the difference, but to seek the reasons for it as well. Among the most common reasons are these:

Informational – The two parties have been exposed to different information – and thus have arrived at a different understanding of what the problem or issue is and what course of action makes the most sense.

Perceptual – Sometimes people have been exposed to the same data but their past experience causes them to interpret in different ways. Two witnesses may view the same event, but experience it in two different ways, since the past of each causes them to attend to different aspects of the same situation or to arrive at different meaning.

Role – Sometimes the different roles (e.g., boss, mother, volunteer) of people cause them to take different positions. The representatives of labor are expected to look at things differently, advocating different positions and priorities than the representatives of management. The roles of each cause them to attend to different data and to perceive it differently, as well as to advocate different goals and values.

Practical Values of This Analysis

What is the practical value of going through this kind of diagnostic process? Like solving any problem, the conflict problem-solver is likely to do a more effective job if he knows the parameters of the situation with which he is dealing. A key process in conflict is that of influence – the effort of each party to get the other to understand, appreciate, and accept the validity of its own particular points of view or sets of objectives. If parties want to influence each other, obviously it helps if they have a clear picture of where they stand and how they got there.

- If the two parties realize that they have probably been exposed to different data, they may view the job to be done as one of mutual education, rather than conflict. The task is to increase the pool of information to which both are privy.

- If the parties determine that their informational base is very similar but they have just perceived it differently because of differing past experiences, these perceptions need to be reexamined. Then the question becomes: "Why is it that we view the same information in such different ways?"

- If the parties suspect that the principle reason for different views grows out of their different roles, they can often take a less personalized view of the conflict. If each can say, "If I were in his place, I would probably be advocating the same point of view," they will deal with the other party in a somewhat different and more understanding way. The task then takes on an added dimension, "How can I help a person in that role better understand and appreciate my concern and what does he need from me?" By recognizing the constraints within which the other party must operate, you can be more realistic in knowing what to expect and what posture makes the most sense.

As soon as you are finished, reflect on the key issues, which seem important to you and be prepared to discuss them with the group

C	Keys to Our Team's Effectiveness

Problem Solving and Decision Making

▶ **Characteristics**

1. Desire to see tangible and real results
2. Blend of experiences with a quick evaluation of the problem and options for solution
3. Willingness to make timely and difficult decisions
4. Willingness to evaluate and adjust when necessary
5. Experiential and visual learning over passive learning and presentation by others
6. Desire to have thorough discussion – put your idea on the table, no surprises
7. At times, impatience with protracted implementation
8. Frustrated by over analysis or abstract/conceptual planning
9. Once the decision is made, moving on to the next issue or challenge
10. Potential tension: amount of data gathering and planning; degree of risk

▶ **Keys to Success**

1. Define the problem or issue as a whole Council in a Work Session/Workshop: define the problem, establish parameters for investigation and research, discuss expectations of methodology, etc. (see *WORKSHOP TYPOLOGY: Type 1)*

2. Identify and evaluate "REAL" options for Council consideration and discussion.

3. Go out into the community: on major issue of a physical nature, have the Work Session/Workshop on site; periodically tour the community stopping at selected location, then look, walk and talk.

4. Identify "best practices" or good examples, and evaluate possible application or adaption to Midwest City.

5. Provide to Mayor and City Council brief executive summaries and key policy questions for Mayor and City Council with detailed backup materials.

6. Have candid and open discussions, and at the end summarize/test the Mayor and City Council direction to staff.

7. Engage the community at the right/appropriate time with the purposes to inform and educate, to seek and listen to input, and test the reality in the community.

8. Make a timely decision using data and what is best for the Midwest City community, and explain the decision to the community: the issue, the process and the decision.

9. In six month, evaluate the decision implementation: outcomes, value to the community, achievement of desired outcomes, unintended consequences and learning point; if necessary make adjustments.

10. Provide regular updates to the Mayor and City Council – what has been done, the next steps, key issues needing discussion.

11. Make the time to celebrate – saying "thank you" to others who have contributed, recognizing with the community he success and the value to the Midwest City community.

SECTION 4

MAYOR AND CITY COUNCIL: FRAMEWORK FOR EFFECTIVENESS

A	**Mayor and City Council Success and Image**

▶ **Mayor and City Council Success means . . .**

1. Making decisions based upon what is best for the community as a whole
2. Providing a clear direction for the future
3. Finding solutions to problems
4. Making timely decision based upon information and data
5. Providing clear and consistent direction to the City Manager and City Staff
6. Getting things done
7. Acting in a financially responsible manner
8. Use plans to guide decisions
9. Having open and candid communications among Mayor and Councilmembers
10. Having opportunities for informal interaction and team building
11. Working together as a team

***The Mayor and City Councilmembers were asked to individually select the "11" most important characteristics that describe their desired image of what success means in the community and with the outside world.

▶ **Mayor and City Council Success means . . .**

		PRIORITY	
		Top*	High*
1.	Making decisions based upon what is best for the community as a whole	6	-
2.	Providing a clear direction for the future	6	-
3.	Finding solutions to problems	5	-
4.	Making timely decisions based upon information and data	4	-
5.	Providing clear and consistent direction to the City Manager and City Staff	4	-
6.	Getting things done	4	-
7.	Acting in a financially responsible manner	4	-
8.	Using plans to guide decisions	-	5
9.	Having open and candid communications among Mayor and Councilmembers	3	4
10.	Having opportunities for informal interaction and team building	-	4
11.	Working together as a team	3	3
12.	Looking for options	3	2
13.	Soliciting input from others prior to a decision	-	2
14.	Support for the city employees	2	1
15.	Representing the City in a positive manner	2	1
16.	Communicating with community	1	1
17.	Focus on common goals and agenda and avoid personal agendas	-	-

* Top = Most Important
* High = Second Level of Importance

▶ **Mayor and City Council Image means . . .**

1. Being honest and trustworthy
2. Responding to residents and businesses concerns
3. Acting in the best interests of the City and community
4. Listening to the community – open to ideas and feedback
5. Being accessible and visible in the community
6. Delivering upon commitments and promises
7. Advocacy for the Midwest City's community interests

▶ **Mayor and City Council Image means . . .**

	PRIORITY
1. Being honest and trustworthy	5
2. Responding to residents and businesses concerns	5
3. Acting in the best interests of the City and community	5
4. Listening to the community- open to ideas and feedback	4
5. Being accessible and visible in the community	4
6. Delivering upon commitments and promises	4
7. Advocacy for the Midwest City's community interests	4
8. Producing results	3
9. Being knowledgeable about issues	2
10. Making timely decisions	2
11. Speaking with one voice	2
12. Working as a City Team	2
13. Creating a great place to live and work	1
14. Being well informed on city issues and plans	0
15. Creating destination in the metro area – place to stop	0
16. Communicating with the public	0
17. Representing the City in a positive way	0

***The Mayor and City Councilmembers were asked to individually select the "7" most important characteristics that describe their desired image in the community and with the outside world.

B	House Rules Our Code of Conduct and Civility

▶**Mayor and City Council Code of Conduct and Civility means . . .**

1. Treat others with respect
2. Act in a friendly and courteous manner, avoid personal attacks or accusations
3. Represent the City in a positive manner
4. Listen before judging the person or their ideas
5. After the decision, support the Mayor and Council's decisions
6. Show up on time, do your homework before the meeting
7. Focus on what is best for the city, avoid personal agendas
8. Speak in a concise manner, avoid grandstanding
9. Make decisions, and move on to the next issue
10. Maintain your sense of humor
11. Leave meetings as friends
12. Focus on policies, avoid micromanaging daily activities
13. Follow the House Rules and Council Protocols

***The Mayor and City Councilmembers were asked to individually select the "13" most important characteristics that describe their image of what their code of conduct and civility means in the community and with the outside world.

▶Mayor and City Council Code of Conduct and Civility means . . .

		PRIORITY	
		Top*	High*
1.	Treat others with respect	4	2
2.	Act in a friendly and courteous manner, avoid personal attacks or accusations	4	2
3.	Represent the City in a positive manner	4	2
4.	Listen before judging the person or their ideas	4	1
5.	After the decision, support the Mayor and Council's decisions	4	1
6.	Show up on time, do your homework before the meeting	3	2
7.	Focus on what is best for the city, avoid personal agendas	3	1
8.	Speak in a concise manner, avoid grandstanding	2	2
9.	Leave meetings as friends	0	2
10.	Focus on policies, avoid micromanaging daily activities	0	1
11.	Make decisions, and move on to the next issue	2	0
12.	Follow the House Rules and Council Protocols	1	0
13.	Maintain your sense of humor	1	0

* Top = Most Important
* High = Second Level of Importance

SECTION 5

COUNCIL PROTOCOLS: DAILY OPERATING GUIDELINES

Mayor and City Council Protocol Operating Guidelines

Protocol 1	Simple Information

1. Contact the department head or City Manager.
2. Share your request and expectations: method of follow up and time frame.

Protocol 2	Research on a Topic

1. Contact the City Manager or Assistant City Managers.
2. Discuss your requests: the topic, information or analysis desired, format of information, need for overall Mayor and Council direction/concurrence, time frame, next steps.
3. On issues requiring significant staff time or a change in priority or direction, the request may be taken to the Mayor and City Council for discussion and/or direction.
4. Information generated from the request may be shared with the entire Mayor and City Council.

Protocol 3	Citizen Service Request

A. **First Contact with the City**
   1. Listen and take the phone number or email address.
   2. Refer the citizen to the department head or contact the department yourself.
   3. Refer the citizen to the website and let them know the 3-1-1 app will be available soon.
   4. Share your expectations: do you want to hear about City actions before they occur; do you want to hear about City actions after the actions are completed; or take care of the request and I do not need to hear back.

B. **Upset about the City Response**
   1. Contact the City Manager or Assistant City Managers.
   2. Listen to the citizen without agreeing or confirming – data gathering.
   3. Share your expectations: follow up communication – method and format, time frame
   4. At the discretion of the City Manager, the information regarding this question may be shared with the entire Mayor and City Council.

Protocol 4	Council Agenda

A. **Placing an item on the Agenda**
1. Bring the agenda topic to the City Manager two weeks before the regularly scheduled meeting.
2. Discuss and test the idea with the City Manager.

B. **Question on an Agenda Item**
1. Contact the City Manager before noon on Monday before the Council meeting.
2. Discuss your question(s).
3. If the time makes it possible, the City Manager will distribute the information to the Mayor and City Council Members

C. **Citizen Power Point Presentation at Council Meetings**
1. The citizen should submit the power point by noon on Monday.
2. City Manager will review the power point and determine the appropriateness and timing for the Council meeting.

Protocol 5	Urgent Information

Criteria
A. To be in newspaper or on television
B. Major injury to a City employee
C. Major or visible public safety event: fire, police call or incidence, utility break, etc.

1. City Manager will send a text message to all.
2. If you have a question, desire more information or have interest in future actions, contact the City Manager.

Protocol 6	Communications: Council and Staff

1. In general, all information goes to all – Mayor and Council Members – at the same time.
2. At the discretion of the City Manager, the information may be shared with the appropriate Council Member.

Protocol 7	Employee Contact

A. **Employee Initiated**
1. Ask the question: "Have you talked with your supervisor?"
2. Contact the City Manager and share your conversations.
3. Avoid any discussion of labor contracts or negotiations!
   [this could be an unfair labor practice]

B. **Council Initiated**
1. Keep the interaction social.
2. Recognize the person and their performance: say "thank you" or recognize job well done.
3. AVOID any discussion of City policies, management or operational nature

Protocol 8	Email

1. Any email – be prepared to read in the headlines or see it on television.
2. Avoid "reply all."
3. Use the phone on major, sensitive or controversial issues/topics.
4. Make sure the information is in the City's system – makes it easier for open record requests.

Policy Discussion Guide

THINK ABOUT . . .

➢ **Is it Consistent with *OUR VISION?***

➢ **Does it Contribute to Achieving *OUR GOAL*?**

➢ **Is it a *RESPONSIBILITY OF THE CITY*?**

➢ **Does it *ADD VALUE TO CITIZEN'S LIVES*?**

➢ **Is it *BEST FOR OUR CITY*?**

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON . . .

1. **Problem(s)**

2. **Issues/Concerns**

3. **Outcomes**

4. **Parameters/Guidelines for Policy Development**

5. **Expectations**

Work Session – Typology

WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Mayor and City Council on major issues, upcoming opportunities and operational matters
TOPICS: 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing	**TOPICS:** 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps	**TOPICS:** 1. Present Background 2. Discuss Topics 3. Explore City's Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines

SECTION 6

STRATEGIC PLANNING FOR MIDWEST CITY: GOVERNING WITH DIRECTION

Strategic Planning:
Connecting the "Dots"

Strategic planning is not a strategic plan. Strategic planning is developing and institutionalizing a process that connects the "Dots" linking a long term vision and mission of the city with goals for five years and performance expectations to a one year "to do" list for Mayor and City Council, management and the city.

A simple way of conceptualizing this model is to think about taking your city to a trip to the future. One difference is that the city is going on a trip to the future, the question is – who will lead the journey? Will city leaders react to the situation/moment or lead with intention. Strategic planning is a tool for leading to the future. You begin with determining the destination, then selecting the best vehicle for the trip, then making a map to the designation, then fueling the vehicle and selecting the route. Let's begin the journey by defining the "Dots"

CREATING THE "DOTS"

STEP 1: DESTINATION

The destination is the Mayor and City Council's vision for the city's future. Vision is a set of value-based principles that describe the desired future for the city. It is a combination of realism of today, current and untapped assets, and dreams for the future. Each principle is defined by descriptive statements that paint a picture of tomorrow. A true vision is unique for that city, should evoke reactions and feelings, and inspire other community leaders. A city without a true vision is like taking a trip to nowhere.

STEP 2: VEHICLE

The vehicle for the trip to the destination is the city government's mission. The mission is defining the purposes of the city government – why the city should exit and its service responsibilities. Each city government has its own unique mission based upon the state legal framework, the needs of the community and the available resources. The right vehicle is needed if the trip is to be successful.

STEP 3: MAP

The map to the city's destination is a five-year plan. This plan begins by focusing the areas of importance, which become goals. Each goal consists of five-year outcome based objectives, criteria for measuring value to residents, understanding the short/long term challenges and opportunities to achieving the goal, and action ideas for 1-5 years. This plan is the guide to policy development, land use and development planning, master plans for infrastructure and facilities, budget: services and resource allocation, and decision-making. It guides the creation of the city's future.

STEP 4: FUEL

The fuel is the people – the city's managers and employees. The fuel is defined not in octane but in the performance expectations and standards for all city employees. The performance standards are based upon personal values and defined in observable behaviors and actions by managers and employees. Vehicles need the right fuel for a trip to be successful; cities need the right people if they are to be successful in carrying out the mission. The fuel makes the vehicle go, people turn direction and ideas into reality through actions.

STEP 5: ROUTE TO DESTINATION

A map has multiple routes to the destination; a city has many routes to the future. Leaders define the route for the city in the development of an action agenda for the year-an annual work program. The action agenda consists of a policy agenda of the top ten priorities for the Mayor and City Council, a management agenda of the top ten priorities for City management, a management in progress that need full implementation, and major projects that need to complete construction.

The selection of the route provides focus for resources and work activities.

CONNECTING THE "DOTS"

The next step is to take the trip to the future. The decisions and actions by city leaders, managers and employees create the city's future. The "Dots" need to be connected through an ongoing process in order to reach the destination – to realize the vision and to achieve the goals. Let's take the journey by connecting the "Dots".

STEP 6: ITINERARY

The itinerary outlines the daily activities using the map and following the designated route. The itinerary for the city is annual action outlines for each priority and project. The action outline contains: key issues for direction and action, activities, milestones, time frame for completion, key partners and responsible person. Leaders can use the action outlines to guide and monitor work activities and products. When taking a trip, there is always something unexpected. The action outlines need to be modified when anomalies occur. This allows the city to be flexible and resilient in its pursuit of the vision and goals.

STEP 7: TOUR GUIDE

During our trip, everyone has a copy of our Tour Guide. Everyone is expected to know and follow the guide. For the city, it begins with sharing and marketing the strategic plan with the community and with residents through a variety of methods – personal presentations, website, newsletters, etc. It is posting the strategic plan through the city as a daily reminder to all – in departments and in the Council Chambers. Repetition is good, people will remember and use the strategic plan to guide their actions.

STEP 8: TAKING THE TRIP

We take the trip following our map with the designated route and our itinerary. Taking the Trip for the city means using the strategic plan in daily operations, in policy development, and in decision-making.

It is developing and refining organizational processes to maximize capacity by using the strategic plan as a guide. It is managers and employees using it to improve daily work activities. City leader receive regular performance reports on recent accomplishment, setbacks and obstacles, next steps and areas for adjustment or modification. Taking the trip is an ongoing process if the city is to be successful.

STEP 9: ACHIEVING A MILESTONE AND CELEBRATING

When we have achieved major milestones on our trip or successfully completed activities, we pause and take time to toast and celebrate our success. City leaders and managers need to make the time to recognize the contributions of others who have contributed to the success and to share with residents how the successes have added value to their lives – great convenience, enrichment of lives, protection of property values and neighborhoods. A celebration of the success is a memorable event focusing what we have achieved as a city and energizes us for the next step in our journey to the future.

STEP 10: PREPARING FOR DAY TWO

At the end of the day, we review the past day, look at our map and route, and prepare for the next day. For cities, an annual strategic planning workshop updates the strategic plan and develops a new action agenda for the next year. It is time to prepare a performance report for residents and the community, to discuss individual ideas about the next five years and specifically ideas for actions during the next year, to refine the goals, to have strategic discussions about critical issues and opportunities, and to prepare the action agenda for the next year. We continue to connect the "Dots".

CITIES WITH SUCCESSFUL STORIES

City leaders have connected the "Dots" creating their city's future through bold, courageous decisions and innovative actions. They have stories of success:

ANKENY, Iowa: develop of "The District" with park and Police Headquarters, expanded fire service with new station and increased staffing, securing a new interstate interchange at 36th Street and I-35 with future development, upgrade Otter Creek Golf Course with community meeting rooms, developing instructive for new schools and new City Center with future City Hall/Library complex.

DUBUQUE, Iowa: has become "Smarter, Sustainable Dubuque" helping residents and businesses to make life choice and saving them money, transformed the Mississippi River front with hotel and convention center and trails, revitalization of Historic Millworks District and Washington Neighborhood attracting IBM into a restored building, developed an "Intercultural Competency Program" increasing the awareness of city employees and the private sector employees to serving an international workforce and diversifying population.

JUPITER, Florida: actively preserving and enhancing "Uniquely Jupiter" through Riverwalk and Jupiter Village developments, attraction of Scripps Clinic and biotech research companies like Max Plank.

NORMAL, Illinois: rebrand "Uptown" with a new Uptown Station consisting of a multimodal transportation center with future high speed rail and City Hall, Marriott Hotel and parking garage, Children's Museum, upgrade and expanded businesses and restaurants, enriched residents lives with a minor league ballpark and new park and trail development, emerging reputation as "EV Town, USA" with the use of electric vehicles see current Mitsubishi television commercial highlighting the Town.

SUGAR LAND, Texas: created Town Center with a New City Hall and Plaza, new Marriott Hotel, headquarters of new businesses and education institutions, variety of quality restaurants and entertainment venues, transforming the old Imperial Sugar Factory area into a minor league base park and mixed used development, developing the Brazos River with University of Houston campus and Time Gate, amphitheater and linear park.

VIRGINIA BEACH, Virginia: revitalize the beachfront with new hotel, boardwalk and community gathering places with events, new streetscapes and upgraded infrastructure, created Town Center with the Sandler Center for the Performing Arts, variety of restaurants, and successful urban living, becoming a "Year-round Resort" with a new, successful Convention Center and world class Virginia Aquarium with eco-tourism opportunities.

WEST SACRAMENTO, California: transformed West Capitol Avenue with City Hall, Library, Community Center and Community College, developed the Sacramento River front with Ralley Field – the premier AAA ballpark, and attracted new retail like IKEA.

WESTMINSTER, Colorado: created new urban developments at The Orchard and Shops at Walnut Creek, acquired the old Westminster Mall and transforming it into a TOD development with a future commuter rail station and mixed used development, secured water for the future.

IMPORTANCE OF STRATEGIC PLANNING

The importance in institutionalizing a strategic planning process for cities can be found in the following:

1. Clear direction and performance standards for managers and employees: they know where we are going and what is expected of them.

2. Financial institutions and bond rating agencies having confidence in the city leadership and decision-making: bond rating, willingness to loan money.

3. Economic expansion and businesses having confidence in the city's future and as a reliable economic partner: willingness to invest in the city.

4. Community organizations having confidence in the city's direction: opportunities to partner with the City: contributing to the community.

5. Citizens having confidence in their city leaders and government's ability to deliver on their promises, respond to changing needs, add value in their daily lives.

KEYS TO A SUCCESSFUL TRIP/JOURNEY

City leaders can take the city to the future by demonstrating the following:

1) DISCIPLINE to follow and use the strategic planning process in light of pressure to go a different direction;

2) ADVOCACY to be a cheerleader for the vision and goals, project optimism about the future, get residents excited about the city's future;

3) RESPONSIBLE CHOICES to make timely decision based upon the vision, goals, plan and the best available data;

4) ACCOUNTABILITY to take responsibility for actions and results.

City leaders who connect the " Dots" create a better future guided by their vision and goals while others will be guided by political pressure and the moment.

STRATEGIC FRAMEWORK

VISION 2030
"Desired Destination for Midwest City"

PLAN 2020
"Map to Midwest City's Destination"
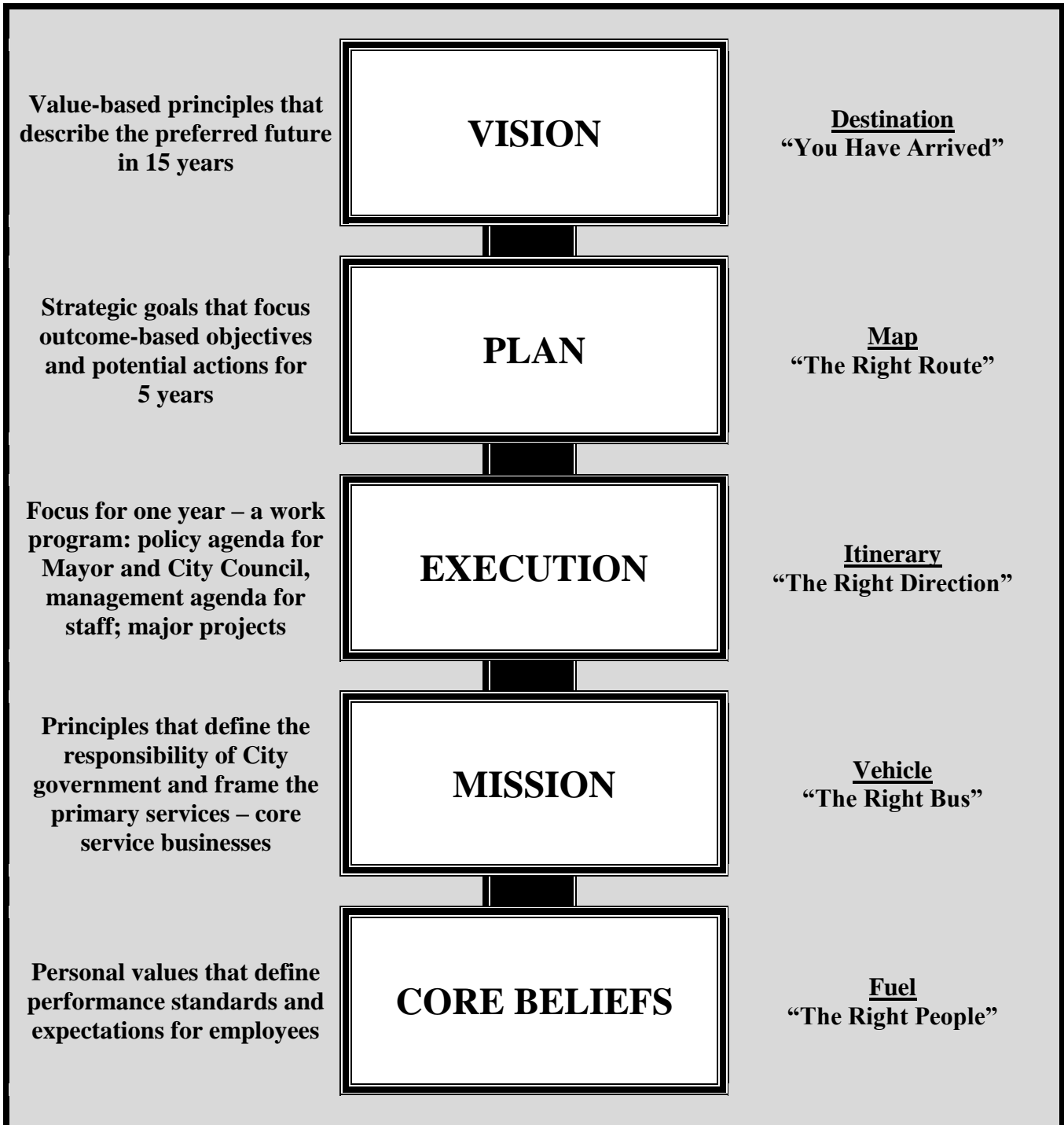
EXECUTION
"Route for Next Year"

MISSION
"Responsibilities of Midwest City Government"

BELIEFS
"How Midwest City Government Should Operate"

STRATEGIC PLANNING MODEL

Value-based principles that describe the preferred future in 15 years	**VISION**	**Destination** "You Have Arrived"
Strategic goals that focus outcome-based objectives and potential actions for 5 years	**PLAN**	**Map** "The Right Route"
Focus for one year – a work program: policy agenda for Mayor and City Council, management agenda for staff; major projects	**EXECUTION**	**Itinerary** "The Right Direction"
Principles that define the responsibility of City government and frame the primary services – core service businesses	**MISSION**	**Vehicle** "The Right Bus"
Personal values that define performance standards and expectations for employees	**CORE BELIEFS**	**Fuel** "The Right People"

Seven
Keys to Success

- **Vision and Plan "Tell a Story"**

- **Creating a Corporate Culture**

- **Aligning Practices, Processes and Operations**

- **The Right People**

- **Performance Responsibility and Accountability**

- **Rewarding Performance and Celebrating Successes**

- **Learning and Building Capacity for the Future**

Formulas for Strategic Planning

$$P \neq F$$

Past   **Future**

FOCUS ON THE FUTURE

$$W_1 + W_2 = 0$$

Why   **What If**   **Lead to**   **Nothing**

FOCUS ON WHAT $\longrightarrow$ HOW

$$S = R - E$$

Satisfaction   **Reality**   **Compared To**   **Expectation**

BUILD MOMENTUM THROUGH LITTLE SUCCESSES

$$MR = R \quad \begin{matrix} a_1 \\ a_2 \end{matrix} \quad \begin{matrix} F_1 \\ F_2 \end{matrix}$$

. . .

Maximum Result   **Ready**   **Aim**   **Fire**

<evaluate>

Aim   **Fire**

HAVE AN END IN MIND – TAKE DECISIVE ACTION

Leaders Make Responsible Choices

Leaders create the future by making choices. The choices are guided by their vision – a description of their desired future and their goals, which are desired outcomes in five years.

Choices are made when they make decisions on policy direction, service priority and service level, and allocation of resources.

Responsible choices involves:
- Using the vision and goals
- Thinking about potential unintended consequence
- Having a candid discussion
- Making a judgment
- Taking responsibility

Paint a Picture, Tell a Story – Capture Your Residents

Every city struggles with how to get their message to their residents.

WORLD OF INSTANT
Today's reality is that we live in a world of instant – instant communications, instant results. A text message is sent; the sender wants an instant reply. If you do not respond immediately within minutes or seconds, you are seen as unresponsive. You are in a meeting, a workshop or just working on a task, you feel obligated to "double task" by writing a response on your cell phone or iPad. You have no time to think about the message, your response or to consider the context of the original message or the potential consequences of your reply. Everyone has hit the "send" key, and only at later time reread our communication – saying "oh no," I should not have sent it or I did not really mean to send that message. It is too late; the damage is done. With open records today, you need to be prepared to read it in the paper or see it on television. The message was not what was intended.

Many cities have ventured into the social media using Facebook and Twitter or the use of a blast list. We are inundated with constant communications receiving hundreds of "communications" each day. We look at who is the sender or what is the headline – the topic and then make a quick decision on which key to hit: delete or open. If the message does hit us instantly, the message may get lost in the world of delete. If it is opened, we have a second chance to make another quick decision – is this message worth reading making the judgment based upon the length or complexity of the messages. We delete or continue on but at any point hit delete.

The anti-government, the negative 5-20%, the CAVE people (Citizens Against Virtually Everything) are putting the message out in whatever means possible. Their messages concentrate on how "bad" local government is: wasteful spending, destroying personal rights, reducing property values, filling their own pockets through acts of corruption, controlling their daily lives, over taxing for the services received and the overall trust or lack of confidence in city leadership or management. The bottom-line is their messages contain miss or incomplete messages, personal accusations about city officials and in some cases lies. Their message is sensational and in some cases extreme, but does capture the attention of the residents and media. The media loves them giving them more time than the city. They focus on the negative message and see little value or a receptive audience with a positive message.

The instant word is out there on the streets. However, it is unfortunately not the true message that the city wants to get out to the community or the world. The consequences of these negative and misleading messages are: they can drive economic development opportunities away from the city, they can discourage residents from becoming engaged in governance, from running for Mayor or City Council, applying for an opening on a board or commission, or participating in a town hall meeting or talking at a public hearing. They do not want to be associated with the city. The dilemma for cities is how do we capture the residents and get a more accurate message to the "world."

Cities need to "PAINT A PICTURE" or "TELL A STORY" that will capture the attention of the residents.

PAINT A PICTURE

Let's begin by sharing a personal experience. In 2010, I was at the ICMA conference in San Jose. After the conference, we were to meet with friends and enjoy San Francisco before flying home. They picked us up at the airport and instantly asked: "What do you want to do?" After a moment of silence, they suggested the Art Museum, which had a traveling collection of French artists and they had tickets. Not having a better suggestion, we said that is fine. The most important thing for us was to catch up with friends and the activity did not matter. We entered the museum and went down a long hallway to this exhibit. After we gave the docent our tickets, we looked at painting after painting. For me, they were "ok" and getting through the exhibit as quickly as possible was my goal. We turned the corner and entered the area with Van Gogh. I saw the painting "Starry Nights," which I have seen on posters and book covers. I looked at it and got captured. The lights were bright and the painting was vivid. Five minutes later, I found myself still staring at the painting continuing to discover nuances. Two years later, we are still talking about the picture. Not everything in the city can be a "Starry Nights," but cities can paint a picture that people will remember and talk about.

PAINT A PICTURE is creating an image in an individual's mind that becomes a memory or is unique or distinctive. Several days after seeing the picture, it is remembered, shared with others and discussed.

An example is the Town of Normal and their picture is "EV Town, USA". During a goal setting and strategic planning workshop, the Mayor and City Council set as a priority to become EV (electric vehicle) city working with their major employer Mitsubishi. They bought vehicles, installed charging stations, and let residents and employees take a demo vehicle for use during the weekend. They painted a picture with a television ad for Mitsubishi showing the vehicle and showcasing Normal as EV Town USA. Residents are talking about EV and other cities are looking to Normal as a model because of this picture.

TELL A STORY

Again, let me begin by sharing a personal experience. On the death of Steve Jobs and having many Apple products, I was intrigued to learn more about him so I downloaded his biography on my Kindle. I started reading the book and found it fascinating. I am not sure that I gained any insights, but the story was compelling and have discussed the book with others. Steve Jobs may have been the Thomas Edison of our time, but not a model for leadership or management in the 21st century.

TELL A STORY is creating a story about the city – a story that is interesting and readable and a story that the average citizens can relate to their lives. Great prophets use stories to teach a lesson because people would remember them and tell others the story.

An example is the City of Dubuque and their story of "Smarter, Sustainable Dubuque." Six years ago in a goal setting and strategic planning workshop, the Mayor and City Council set as a priority to pursue becoming a sustainable city. Dubuque was successful in attaching a new employer who also shared this goal – IBM. Today the goal is a smarter, sustainable city. The city is telling the story in words and presentations how they are making this a reality. The story focuses not in the city or IBM, but on helping residents to make smart choice in their personal lives that save the money and conserves natural resources. This is a story that residents can relate to and use.

LESSONS FOR OTHER CITIES

Cities need to look for ways to paint a picture – a visual image or to tell a story-a tale of personal interest or relevance. In celebrating a city achievement, do not just cut the ribbon but take the extra steps. For example, a dedication of a Wastewater plant have a ceremonial commode and first flush and distribute a Sludge Bar – Hersey actually makes a sludge bar of chocolate. Residents will take home a memory and tell friends.

Lessons are:

1. Define message – make it personal: neighbors, friends, partners, not stakeholders, citizens.
2. Relate the message to residents' lives: daily experience; value in daily living; enrich their lives, personal interest.
3. Create a unique mental image that is striking and memorable.
4. Remember the message in two days: ask yourself, am I likely to remember this.
5. Make the message simple and short: keep their attention; make it easy to understand.
6. Send the message: physically paint a picture, concept or idea to tell a story.

Leaders get their message out by painting a picture or telling a story.

Midwest City Strategic Framework: 2015 – 2020 – 2030

MIDWEST CITY VISION 2030

Guiding Principles

Safest City in Oklahoma

Community for Families

Choice of Quality Housing

Great Place to Live and Have Fun/Enjoy Life

Easy Mobility and Connection to the Metro Area

Strong Retail Centers Serving Midwest City and the Surrounding Area

GOALS FOR 2020

Financially Sound City

Top Quality Customer Service

Revitalized Commercial/Retail Centers

Upgraded, More Livable Neighborhoods and Housing Stock

ACTION IDEAS FOR 2014 – 2015

1. School Boundaries: Direction

2. Housing Condition Assessment and Upgrade Plan

3. Annexation – East: Directions, Actions

4. Economic Development Director: Position

5. Management/Workforce Succession Planning and Process

6. Hospital: Direction

7. Mall Upgrade or _____: Plan and City Actions

8. Vacant Building Inventory and Plan: Development

9. Storm Water Management and Drainage: Direction and Funding

10. Sewer Plant: Direction

11. Retail Attraction/Retention/Growth Strategy

12. Health Benefits: Evaluation, Direction and Funding

13. Recreation Center/Cost Recovery: Direction

14. Capital Improvement Program: Development And Funding Mechanism

15. Strategic Plan: Development and Institutionalization

16. City Hall: Evaluation, Direction and Plan

17. Community Center: Evaluation, Direction and Plan

18. Public Communication Strategy: Upgrade and Action Plan

19. Automated Meter Reading Program: Completion

20. Crime Reduction Plan: Development and Actions

A	**Mayor and City Council Success and Image**

▶ **Mayor and City Council Success means . . .**

1. Making decisions based upon what is best for the community as a whole.
2. Proving Clear direction for the future.
3. Finding solutions to problems.
4. Making Timely decision based upon information and data.
5. Providing clear and consistent direction to the City Manager and City Staff.
6. Getting things done.
7. Acting in a financially responsible manner.
8. Use as plans to guide decisions.
9. Having open and candid communications among Mayor and Councilmember.
10. Having opportunities for informal interaction and team building.
11. Working together as a team.

***The Mayor and City Councilmembers were asked to individually select the "11" most important characteristics that describe their desired image of what success means in the community and with the outside world.

▶ **Mayor and City Council Image means . . .**

1. Being honest and trustworthy.
2. Responding to residents and businesses concerns.
3. Acting in the best interests of the City and community.
4. Listening to the community – open to ideas and feedback.
5. Being accessible and visible in the community.
6. Delivering upon commitments and promises.
7. Advocacy for the Midwest City's community interests.

***The Mayor and City Councilmembers were asked to individually select the "7" most important characteristics that describe their desired image in the community and with the outside world.

B	# House Rules # Our Code of Conduct and Civility

▶**Mayor and City Council Code of Conduct and Civility means . . .**

1. Treat others with respect.
2. Act in a friendly and courteous manner, avoid personal attacks or accusations.
3. Represent the City in a positive manner.
4. Listen before judging the person or their ideas.
5. After the decision, support the Mayor and Council's decisions.
6. Show up on time, do your homework before the meeting.
7. Focus on what is best for the city, avoid personal agendas.
8. Speak in a concise manner, avoid grandstanding.

***The Mayor and City Councilmembers were asked to individually select the "8" most important characteristics that describe their image of what their code of conduct and civility means in the community and with the outside world.

Mayor and City Council Protocol Operating Guidelines

Protocol 1	Simple Information

1. **Contact the department head or City Manager.**
2. Share your request and expectation: method of follow up and time frame.

Protocol 2	Research on a Topic

1. **Contact the City Manager or Assistant City Managers.**
2. Discuss your requests: the topic, information or analysis desired, format of information, need for overall Mayor and Council direction/concurrence, time frame, next steps.
3. On issues requiring significant staff time or a change in priority or direction, the request may be taken to the Mayor and City Council for discussion and/or direction.
4. Information generated from the request may be shared with the entire Mayor and City Council.

Protocol 3	Citizen Service Request

A. **First Contact with the City**
   1. Listen and take the **phone number or email address.**
   2. Refer the citizen to the department head or contact the department yourself.
   3. Refer the citizen to the website and let them know the 3-1-1 app will be available soon.
   4. Share your expectations: do you want to hear about City actions before they occur; do you want to hear about City actions after the actions are completed; or take care of the request and I do not need to hear back.

B. **Upset about the City Response**
   1. **Contact the City Manager or Assistant City Managers.**
   2. Listen to the citizen without agreeing or confirming – data gathering.
   3. Share your expectations: follow up communication – method and format, time frame.
   4. At the discretion of the City Manager, the information regarding this question may be shared with the entire Mayor and City Council.

Protocol 4	Council Agenda

A. **Placing an item on the Agenda**
   1. Bring the agenda topic to the City Manager **two weeks** before the regularly scheduled meeting.
   2. Discuss and test the idea with the City Manager.

B. **Question on an Agenda Item**
   1. Contact the City Manager **before noon** on Monday before the Council meeting.
   2. Discuss your question(s).
   3. If the time makes it possible, the City Manager will distribute the information to the Mayor and City Council Members.

C. **Citizen Power Point Presentation at Council Meetings**
   1. The citizen should submit the power point by **noon on Monday**.
   2. City Manager will review the power point and determine the appropriateness and timing for the Council meeting.

Protocol 5	Urgent Information

Criteria
A. To be in newspaper or on television.
B. Major injury to a City employee.
C. Major or visible public safety event: fire, police call or incidence, utility break, etc.

   1. City Manager will send a text message to all.
   2. If you have a question, desire more information or have interest in future actions, contact the City Manager.

Protocol 6	Communications: Council and Staff

   1. In general, all information goes to all – Mayor and Council Members – at the same time.
   2. At the discretion of the City Manager, the information may be shared with the appropriate Council Member.

Protocol 7	Employee Contact

    A.   **Employee Initiated**

        1. **Ask the question:** "Have you talked with your supervisor?"

        2. Contact the City Manager and share your conversations.

        3. Avoid any discussion of labor contracts or negotiations!
           [this could be an unfair labor practice]

    B.   **Council Initiated**

        1. Keep the interaction social.

        2. Recognize the person and their performance: say "thank you" or recognize job well done.

        3. AVOID any discussion of City policies, management or operational nature.

Protocol 8	Email

    1.   Any email – be prepared to read in the headlines or see it on television.

    2.   Avoid " reply all."

    3.   Use the phone on major, sensitive or controversial issues/topics.

    4.   Make sure the information is in the City's system – makes it easier for open record requests.

Problem Solving and Decision Making

▶ **Characteristics**

1. Desire to see tangible and real results.
2. Blend of experience with a quick evaluation of the problem and options for solution.
3. Willingness to make timely and difficult decisions.
4. Willingness to evaluate and adjust when necessary.
5. Experiential and visual learning over passive and presentation by others.
6. Desire to have thorough discussion – put your idea on the table, no surprises.
7. At times impatience with protracted implementation.
8. Frustrated by over analysis or abstract/conceptual planning.
9. Once the decision is made, moving on to the next issue or challenge.
10. Potential tension: amount of data gathering and planning; degree of risk.

▶ **Keys to Success**

1. Define the problem or issue as a whole Council in a Work Session/Workshop: define the problem, establish parameters for investigation and research, discuss expectations of methodology, etc. (see *WORKSHOP TYPOLOGY: Type 1*)

2. Identify and evaluate "REAL" options for Council consideration and discussion.

3. Go out into the community: on major issue of a physical nature, have the Work Session/Workshop on site; periodically tour the community stopping at selected location, then look, walk and talk.

4. Identify "best practices" or good examples, and evaluate possible application or adaption to Midwest City.

5. Provide to Mayor and City Council brief executive summaries and key policy questions for Mayor and City Council with detailed backup materials.

6. Have candid and open discussions, and at the end summarize/test the Mayor and City Council direction to staff.

7. Engage the community at the right/appropriate time with the purposes to inform and educate, to seek and listen to input, and test the reality in the community.

8. Make a timely decision using data and what is best for the Midwest City community, and explain the decision to the community: the issue, the process and the decision.

9. In six month, evaluate the decision implementation: outcomes, value to the community, achievement of desired outcomes, unintended consequences and learning point; if necessary make adjustments.

10. Provide regular updates to the Mayor and City Council – what has been done, the next steps, key issues needing discussion.

11. Make the time to celebrate – saying "thank you" to others who have contributed, recognizing with the community he success and the value to the Midwest City community.