



**SPECIAL CITY COUNCIL MEETING
FRIDAY, MAY 31, 2019**

BAINBRIDGE ISLAND CITY HALL
280 MADISON AVENUE N.
BAINBRIDGE ISLAND, WASHINGTON

AGENDA

.BREAKFAST: 8:00 AM

1. INTRODUCTION - 8:30 AM

Ron Holifield, Facilitator

CEO, Strategic Government Resources, Inc. (SGR)

2. FEEDBACK FROM COUNCIL CONVERSATIONS / CURRENT THEMES

3. OBSERVATIONS ON THE "LIFECYCLE" OF CITY / COUNCIL GOVERNANCE

- What does a high-functioning Council do?
- What does a high-functioning City do?
- What are the key ingredients, particularly around community engagement?)
 - o Goal setting & accountability
 - o Financial stewardship (long-range planning)
 - o Emphasize Professionalism
 - o Robust communication & transparency
 - o Constructive community engagement

.BREAK

4. WHAT COULD COBI DO NEXT TO MOVE UP THE GOVERNANCE CURVE?

- Set citywide goals and metrics (in progress)
- Shift calendar to provide Council input ahead of budget (planned for March, 2020)
- Consider new approach to community engagement
 - o Citizen's Academy
 - o Task Force Model vs. standing committees

.LUNCH

5. HOW DO WE GET THERE? – “PATH” AND “MATH”

- Considerations for Citizen Engagement
 - o What committees are required?
 - o What could happen next?
- What resources are needed to make this initiative sustainable (engagement & communication)?
- What is feasible given financial forecasts?

.BREAK

6. SHARING THE “WHY” – CITY GOALS AND METRICS (SECOND DRAFT)

7. WRAP-UP / ADJOURN - 4:30 PM

GUIDING PRINCIPLES

Guiding Principle #1 - Preserve the special character of the Island, which includes downtown Winslow's small town atmosphere and function, historic buildings, extensive forested areas, meadows, farms, marine views and access, and scenic and winding roads supporting all forms of transportation.

Guiding Principle #2 - Manage the water resources of the Island to protect, restore and maintain their ecological and hydrological functions and to ensure clean and sufficient groundwater for future generations.

Guiding Principle #3 - Foster diversity with a holistic approach to meeting the needs of the Island and the human needs of its residents consistent with the stewardship of our finite environmental resources.

Guiding Principle #4 - Consider the costs and benefits to Island residents and property owners in making land use decisions.

Guiding Principle #5 - The use of land on the Island should be based on the principle that the Island's environmental resources are finite and must be maintained at a sustainable level.

Guiding Principle #6 - Nurture Bainbridge Island as a sustainable community by meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Guiding Principle #7 - Reduce greenhouse gas emissions and increase the Island's climate resilience.

Guiding Principle #8 - Support the Island's Guiding Principles and Policies through the City's organizational and operating budget decisions.



City Council meetings are wheelchair accessible. Assisted listening devices are available in Council Chambers. If you require additional ADA accommodations, please contact the City Clerk's Office at 206-780-8604 or cityclerk@bainbridgewa.gov by noon on the day preceding the meeting.



CITY OF
BAINBRIDGE ISLAND

Special City Council Meeting Agenda Bill

MEETING DATE: May 31, 2019

ESTIMATED TIME: 10 Minutes

AGENDA ITEM: Meeting Presentation Materials from SGR Consulting

STRATEGIC PRIORITY: Good Governance

PRIORITY BASED BUDGETING PROGRAM:

AGENDA CATEGORY: Presentation

PROPOSED BY: Executive

RECOMMENDED MOTION:

Presentation

SUMMARY:

Presentation materials.

FISCAL IMPACT:

Amount:	
Ongoing Cost:	
One-Time Cost:	
Included in Current Budget?	

BACKGROUND:

ATTACHMENTS:

[Building Trust Through Citizen Engagement - Listening to citizen's words and hearing their hearts.pptx](#)

FISCAL DETAILS:

Fund Name(s):

Coding:

Building Trust Through Citizen Engagement

Listening to Citizen's Words
And Hearing Their Hearts



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The Context for Effective Citizen Engagement



“Leadership is about learning to shape the future. Leadership exists when people are no longer victims of circumstances but participate in creating new circumstances.”

Peter Senge



“Ultimately,
leadership is
about creating
new realities.”

Peter Senge

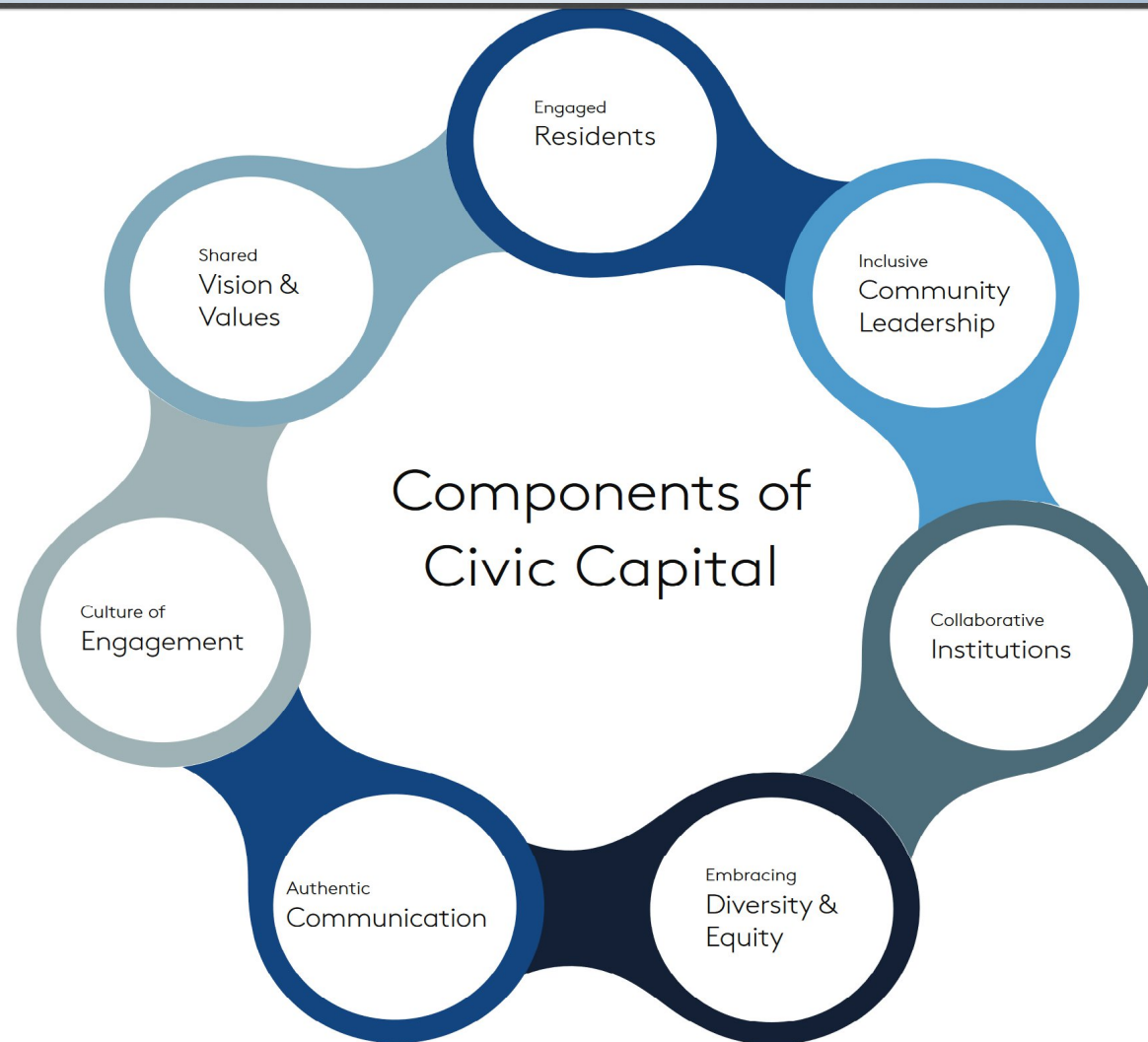


Typical Public Disagreement Today





National Civic League Components of Civic Capital



Our Current Reality

Volatility

Uncertainty

Complexity

Ambiguity



The Stakeholders to be Engaged (not mutually exclusive categories)

- **Trolls and Troublemakers** (motivation is to create conflict – sometimes for political purposes, sometimes it is who they are)
 - Listen respectfully but do not engage
- **Conspiracy Theorists** (not well connected to reality)
 - Listen respectfully and show you care about them but do not argue with them
- **Chocolate Milkateers** (operating with bad information and assumptions but good intentions)
 - Listen respectfully and ask questions, but do not let them define reality – respond with data based accurate information
- **Generational Narcissists** (good people but it is all about me and my needs at this stage of life)
 - Listen respectfully and help contextualize the hard choices of competing interests – respond with data based information. can be dynamic contributors on limited focus/duration task forces but they will tend to not look at the big picture.



Stakeholders continued

- **True Believers** (passionately committed to what they believe is good for the community, but can be so single issue focused that they lose perspective. Can be dynamic contributors on limited focus/duration task forces. can also be strong members of standing boards as long as there is strong balance on that board and a strong staff influence to prevent myopia.)
 - Listen and help contextualize the hard choices of competing interests – respond with data based information Seek their engagement but with clear boundaries)
- **Small Business Leaders** (business challenges can give them undue focus on the short term and immediate issues but in general are motivated for the good of the community. can be excellent task force or board members.)
 - Listen and respond with pragmatic challenges and opportunities. Seek their engagement but guard against real or perceived conflicts of interest.
- **Civic Leaders** (highly altruistic but can be so idealistic that they overlook obstacles to success which can later cause burnout. Can be excellent task force or board mbrs.)
 - Listen and respond with information about the community wide implications. Seek their engagement but ensure strong staff to rely on for practical insights.
- **Legacy Leaders** (think about the next generation and the generation after that and knows how to achieve success. Excellent as either task force or board members, but more likely to agree to serve on limited focus/duration task forces because they know their time has value and they do not want to waste it.)
 - Listen to them even when (ESPECIALLY when) they disagree with you. Actively recruit them to engage.



How do you recruit and grow citizens to become Civic Leaders and Legacy Leaders?

- Decide when boards are most effective and when limited focus/duration task forces are needed.
- Clear and formal Mission, Vision, Values and defined duties/boundaries for each one as well as the duties of staff.
- Know and communicate what they are trying to accomplish using the IAP2 spectrum (inform; consult; involve; collaborate; empower.)
- Define the roles/expectations/limitations of council liaisons.
- Define what qualifications/background are essential versus desired by members (and what mix among members).
- Openly and widely publicize when board/task force appointments are being considered.
- Require an application process and interview.
- Appoint as a body not by individual council members.
- Require conditional training in advance (citizens academy plus board member specific?) and in service training both initial and annual.
- Have each board or task force meet once per year with the entire council to report in and seek guidance
- Have an annual celebration event that recognizes their involvement.



3 Performance Pillars for Each Board/Task Force

- Process
 - Emphasize solution based reflective thinking.
 - Develop and use civic and collaborative problem-solving skills.
 - Acknowledge limitations of authority and reality of budget, political will, etc
- People
 - Inclusive – diverse teams make better decisions.
 - Develop stronger more effective public leaders.
 - Make it safe for people to disagree without incivility.
 - It is not about me.
- Priorities
 - Aligned with the mission, vision and values of the city council.
 - Understands their responsibilities and their boundaries.
 - Thinks about the next generation and the generation after that.
 - It is not about now.



IAP2 Core Values for the Practices of Public Participation

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.



Model Programs Identified by NCL

- El Paso, Texas --- Neighborhood Leadership Academy
- Beaverton, Oregon --- BOLD program (Beaverton Organizing and Leadership Development)
- Dubuque, Iowa --- Inclusive Dubuque
- Eau Claire, WI --- Clear Vision Eau Claire
- Battle Creek, MI – BC Vision
- Roanoke, VA --- Office of Citizen Engagement
- Fort Collins, CO – a Culture of Engagement
- Hampton, VA – I VALUE process
- Decatur, GA – Leadership Circle for Equity and Inclusion
- Longmont, CO – Neighborhood Group Leaders Association
- Somerville, MA --- Somerville Academy for Innovative Leadership



Pillars of Successful Citizen Engagement 1/3

- Effective staff support and leadership
- Capacity to address the issues they identify both financial and personnel and political
- Inclusiveness of all of the stakeholders not just the loud ones
- Institutional engagement of school districts, hoa's, chamber of commerce, county, etc
- Awareness of our shared communal values
- Managing tension between the world as it is and the world as it should be
- The 5 Why's
 - What is the problem?
 - Why is this a problem?
 - Why is that happening?
 - Why is that?
 - Why is that?
 - Why is that?



Pillars of Successful Citizen Engagement 2/3

- What worked well in the past?
- What could have gone better?
- What should we do for the future?
- What will it cost?
- Are we willing to pay the cost?
- Project charter statement or charge to the task force
- Identify the problem (environmental scan)
- Identify alternatives and costs
- Recognize the tensions between all options
- Identify resources to address
- Organizing civic actions to that the whole is greater than the sum of the parts
- Leadership training of board members, etc and chairs
- Annual appreciation banquet



Pillars of Successful Citizen Engagement 3/3

- Each committee is a subset of the whole... a board of chairs and co chairs to advance the Council's guiding values (Plano model)
- Liability if don't stay in bounds personally
- Need to feel their work is valued and matters
- Open meetings and open records
- Not direction staff or allocating resources
- Aligned with the council's vision
- Two way communication... direction and listening
- Too many committees makes it harder to listen to them all
- Are we getting value from a given committee
- Council staff, citizens community boards, etc



What should board/commission task force charge include:

- Purpose
- Meeting expectations both schedule and attendance and prep
- Open meetings and open records obligations
- Officers if any – chair, who the chair is appointed by – secretary although typically provided by staff – vice chair who are they appointed by
- How all members are appointed and terms – renewals?
- Responsibilities and authority of the chair and of the board
- Boundaries – legal and vision and mission
- Which CC member is liaison and what is their role and authority
- What constitutes a quorum
- Deadlines for agendas – who has authority to set agenda items
- Order of business for typical agendas
- Process for handling public hearings
- Roberts Rules of Order light
- Committees of the board
- Mandatory board training annually
- Mission and Vision of the city
- Goals directed by City Council
- Prohibition on directing city staff
- Ethical expectations
- Civility expectations



Plano Citizens Academy

<https://www.plano.gov/1338/Plano-Citizens-Academy>

- Areas to be covered
 - Departmental operations



Tumwater University (citizen's academy) 1/2

- First come first serve sign ups
- 60 attendees
- Comprehensive citizen books with all presentations
- 3 half day (evening) sessions
- <https://www.ci.tumwater.wa.us/departments/executive/city-programs/tumwater-university>



Tumwater University 2/2

- Session 1 – 3 parts of 45 – 60 minutes each
 - Mayor presents overview of how things work and council vision
 - City Manager presents overview of how finances work
 - Two parallel class offerings that attendees choose 1
- Session 2 – 3 parts
 - Two parallel class offerings that attendees choose 1
 - Two parallel class offerings that attendees choose 1
 - Facilitated discussion in small groups – what makes Tumwater great? What could be better? What should we specifically do about those things that could be better? Then prioritize. Their work product from the last two years is provided to the CC during budget workshop planning along with a community survey. Also use text/polling apps in the session

Session 3

- Field trip to city sites and facilities









How do we lead effectively in a VUCA world?



Be a RADICAL leader!

^

Original Latin *Radicalis* – means back to the roots

^^

Current vernacular means out on the very leading edge of change

^^^

RADICAL captures the constructive leadership tension between:

- * valuing the roots of healthy relationships while simultaneously:
- * valuing being out on the very leading edge of change.
- * like a guitar string... if you give in to one extreme or the other - no tension... and no music

^^^^

Servant Leadership provides the right approach to managing the constructive tension between healthy relationships and change leadership.



Robert Greenleaf's 1970 Essay "the Servant as Leader" identified 12 characteristics

Nurturing Healthy and Trusting Relationships

Listening
Empathy
Healing
Nurturing the Spirit
Building Community

Committed to the Growth of People

Leading Innovative Change into the Future

Awareness
Foresight
Conceptualization
Persuasion
Calling
Stewardship

Committed to the Growth of People



7 Unifying Principles in a Servant Leadership Culture form a Red Thread Winding Through All Training, Policies and Systems

1. Treat everyone with dignity and respect in every interaction.
2. Select team members who strive for professional excellence in every responsibility.
3. Prepare for the future by developing and empowering leaders at every level.
4. Prepare people before you promote them.
5. Seek continuous improvement personally and operationally.
6. Make integrity matter most in every circumstance.
7. Remember that it is not just about now...it is not just about me...and it never is.



But what does it look like to actually walk the talk and become an authentic Legacy Leader?



1. Base my decisions on the next generation more than the next election, committed to the ideal that my loyalty must be to the entire community (both now and in the future) and not merely to those who got me elected.



2. Focus on mission, vision and values as the benchmark for my decisions and recognize that my responsibility is the pursuit of the greatest good for the entire community and not the satisfaction of any particular group's agenda.



3. Make decisions based on fact based evidence and not allow myself to be manipulated into bad decisions for the future based on the decibel level of critics.



4. Recognize that “it takes a smart man to know where he is stupid” and have the wisdom to be smart.

Accordingly, I will value those who have the courage to tell me what they really think and will listen sincerely to those who disagree with me to truly understand their perspective, recognizing that understanding other perspectives makes me a better leader.



5. Embrace my responsibility to govern rather than to manage; recognizing that if I am doing staff's job I am not doing my job, while also understanding and embracing the appropriately exercised governance role of holding staff accountable.



6. Place a greater emphasis on solutions than on problems; while refusing to offer solutions before I understand the problem.



7. Understand that mutual trust is the foundation for everything and that if I refuse to trust others they will be unable to trust me.



8. Protect the integrity of the process more than the rightness of my position; I will fight hard for my issue but then unify behind the governing body when the decision is made because the decision was made with integrity of process, even if I disagree with the outcome.



9. Understand that my deeply held beliefs, values and positions will be strengthened, not compromised by courteous, respectful and civil discourse. I will not treat someone as the enemy just because we disagree.



10. Treat everyone with dignity and respect because of who I am as a leader... not because of how they treat me or what I think about them.



11. Be a role model for civility. I will not treat my colleagues or staff in any way that I would be embarrassed if my five year old child treated someone the same way.



12. Never Forget --- it is not about me --- it is not about now --- and it never is.



4 Pillars to Live By



Do Things Right and Do the Right Things



The Athenian Oath

"We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and Sacred Things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."



Do Right. Risk Consequences.



EVOLVE

**LEGAL
COMPLIANCE**

**ETHICAL
BEHAVIOR**

INTEGRITY

**CHARACTER-
DRIVEN**



Teddy Roosevelt

“It is not the critic who counts;
not the man who points out how the strong man stumbled or where the
doer of deeds could have done them better.
The credit belongs to the man who is actually in the arena,
whose face is marred by dust and sweat and blood;
who strives valiantly;
who errs and comes short again and again;
who knows great enthusiasms,
the great devotions;
who spends himself in a worthy cause;
who at the best, knows in the end the triumph of high achievement,
and who, at the worst, if he fails, at least fails while daring greatly
so that his place shall never be with those timid souls who neither know
victory nor defeat.”



**Do Unto Others
as You Would Have Them
Do Unto You**



The challenges facing us today call for a renewal of that spirit of cooperation, which has accomplished so much good throughout the history of the United States. The complexity, the gravity and the urgency of these challenges demand that we pool our resources and talents, and resolve to support one another, with respect for our differences and our convictions of conscience.

We must resolve now to live as nobly and as justly as possible, as we educate new generations not to turn their back on our “neighbors” and everything around us. Building a nation calls us to recognize that we must constantly relate to others, rejecting a mindset of hostility



To respond in a way which is always humane, just and fraternal. Let us remember the Golden Rule: “Do unto others as you would have them do unto you”.

This Rule points us in a clear direction. Let us treat others with the same passion and compassion with which we want to be treated. Let us seek for others the same possibilities which we seek for ourselves. Let us help others to grow, as we would like to be helped ourselves. In a word, if we want security, let us give security; if we want life, let us give life; if we want opportunities, let us provide opportunities. The yardstick we use for others will be the yardstick which time will use for us.



Some men look at the world as it is and ask why.

I look at the world as it could be and ask why not.



I Lived



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on Leadership and Innovation
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Ron@GovernmentResource.com

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