

**LEADERSHIP AND GOVERNANCE
DURING INCREASINGLY
TURBULENT TIMES**

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LEADERSHIP: TURBULENT FORCES IMPACTING CITIES

► COMMUNITY FORCES

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

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

C/2 – ANTI-GOVERNMENT 5%

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

► **COMMUNITY FORCES**

C/3 – PEOPLE ARE “MEAN”

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

C/4 – FALSE FACTS AND INTENTIONAL MISINFORMATION

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

C/5 – DECISIONS TO MAKE PEOPLE “HAPPY”

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

► **GOVERNMENTAL FORCES**

G1 – INCREASING COSTS OF GOVERNMENT

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

G/2 – HOW TO PAY FOR MUNICIPAL SERVICE

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

G/3 – MAJOR COMMUNITY INCIDENT

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

► **GOVERNMENTAL FORCES**

G/4 – FAILING OR DETERIORATING CITY INFRASTRUCTURE

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

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

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

G/6 – CITY MISSION CREEP

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

► **GOVERNMENTAL FORCES**

G/7 – STATE LEGISLATURES

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

► **SOCIETAL FORCES**

ST/1 – UNCERTAIN FUTURE OF RETAIL DEVELOPMENT

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

ST/2 – EMERGING MOBILITY OPTIONS

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

ST/3 – CHANGING HOUSING PATTERNS

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

► **SOCIETAL FORCES**

ST/4 – COMMUNITY MENTAL HEALTH

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

ST/5 – LEISURE AND RECREATION

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

GOVERNANCE VS. POLITICS: A SIMPLE VIEW

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

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

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

Governance is taking responsibility;
Politics is making promises.

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

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

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

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

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

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

TODAY'S CRISIS: Politics trumping Governance

POLITICIAN VS. STATESPERSON: BASIC DEFINITIONS

Politician - a person who:

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

Statesperson - a person who:

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

POLITICS IS A “GOOD FIGHT”: LESSONS FOR STATESMEN

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

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

WHEN POLITICIANS “FIGHT”: BASIC RULES FOR MANAGERS

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

14. Be an advocate for factual information

15. Summarize key points

16. If directions are unclear, restate and test closure with the statesmen

17. Present a positive attitude with the staff - avoid negative or cynical comments

18. Serve the community and others above self

WHEN POLITICIANS WIN... THE COMMUNITY LOSES

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

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