

The Ten Commandments of Community Leadership





The Ten Commandments of Community Leadership

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Foreword by Governor Chris Gregoire

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Trade and Economic Development

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Foreword

When I first shared my vision of The Next Washington, I called on the creative leaders of our great state to share their ideas on how to help make it a reality.

The Ten Commandments of Community Leadership captures the essence of what we need to do to build a Washington for future generations. They provide a set of ideas and tools that leaders can use to strengthen our communities today to build a solid foundation for innovation and prosperity tomorrow.

These commandments are the first steps toward The Next Washington. I commend the Washington State Department of Community, Trade and Economic Development and the Association of Washington Cities for pulling together these basic, yet critical, suggestions for a healthy community.

I challenge you to embrace and apply these principles in your spheres of influence. As Washington's leaders, you continue to inspire me with your passion for the place we proudly call home. It's this shared commitment that brings us all together as we work to move Washington forward.


Governor Chris Gregoire



Introduction

The original Ten Commandments were written in stone rather than on parchment for a reason. They were intended to be passed down from one generation to the next and not just put on a shelf to collect dust. They were meant to be a set of rules that established hope.

The Ten Commandments of Community

Leadership is the authority for every local leader, whether newly elected or a seasoned veteran or an involved citizen. These commandments are not a strategic plan, but rather a set of principles by which to lead and govern. Although the commandments should be a part of every leader's tool kit for creating successful communities, how they are achieved can be flexible and adaptable.

These commandments began as a collaboration between two people, Maury Forman and Michelle Harvey, who are passionate about helping create a healthy future for our communities. It ended as a partnership between two organizations, the Department of Community Trade and Economic Development and the Association of Washington Cities whose missions are to support that passion.

Maury and Michelle succinctly combine their substantive ideas for community leadership with the two-time Pulitzer Prize winning editorial cartoonist, David Horsey. David's whimsical approach brings the commandments to life and shows that they are timeless, and it helps to have a sense of humor.

Each commandment contains an array of suggestions with two important distinctions.

First, they are only filled with "shalts." As community leaders, our job is to be proactive and positive. Focus on what can be done, not what can't be.

The second is that youth play an important role in every commandment. A community's future is shaped by the attitudes of its citizens, especially young people. The youth of today will be the leaders of tomorrow.

Will ***The Ten Commandments of Community Leadership*** guarantee that you'll be an effective leader? You already know that there are no guarantees in public service. However, you will stand a better chance at success if you incorporate them into your daily activities.

Following through on your beliefs and commitments is not an easy task. The difference between a thriving community and a striving community is the leadership that exists.

As today's leaders, we have the opportunity to set the example and make the difference that will lead to strong cities and a strong state.

Only then will the results will be written in stone.

Stan Finkelstein

Executive Director
Association of Washington Cities

Juli Wilkerson

Director
Washington State Department of Community,
Trade and Economic Development

Acknowledgments

A special thank you to the following people whose insights and leadership helped create commandments for livable communities.

James F. Foley / International Trade Center, Bradley University

Lowell “Duke” Kuehn / Pacific Northwest Consulting Services

Pam Lund / Workforce Training Board

Mike McCarty / Association of Washington Cities

Lanie McMullin / City of Everett

David Nicandri / Washington State Historical Society

Jim Sorensen / Jim Sorensen Consulting LLC

Gail Stringer / Hawai'i General Store & Gallery

Rocky Wade / Training and Development Associates, Inc

Larry Williams / Washington State Department of Community, Trade and Economic Development

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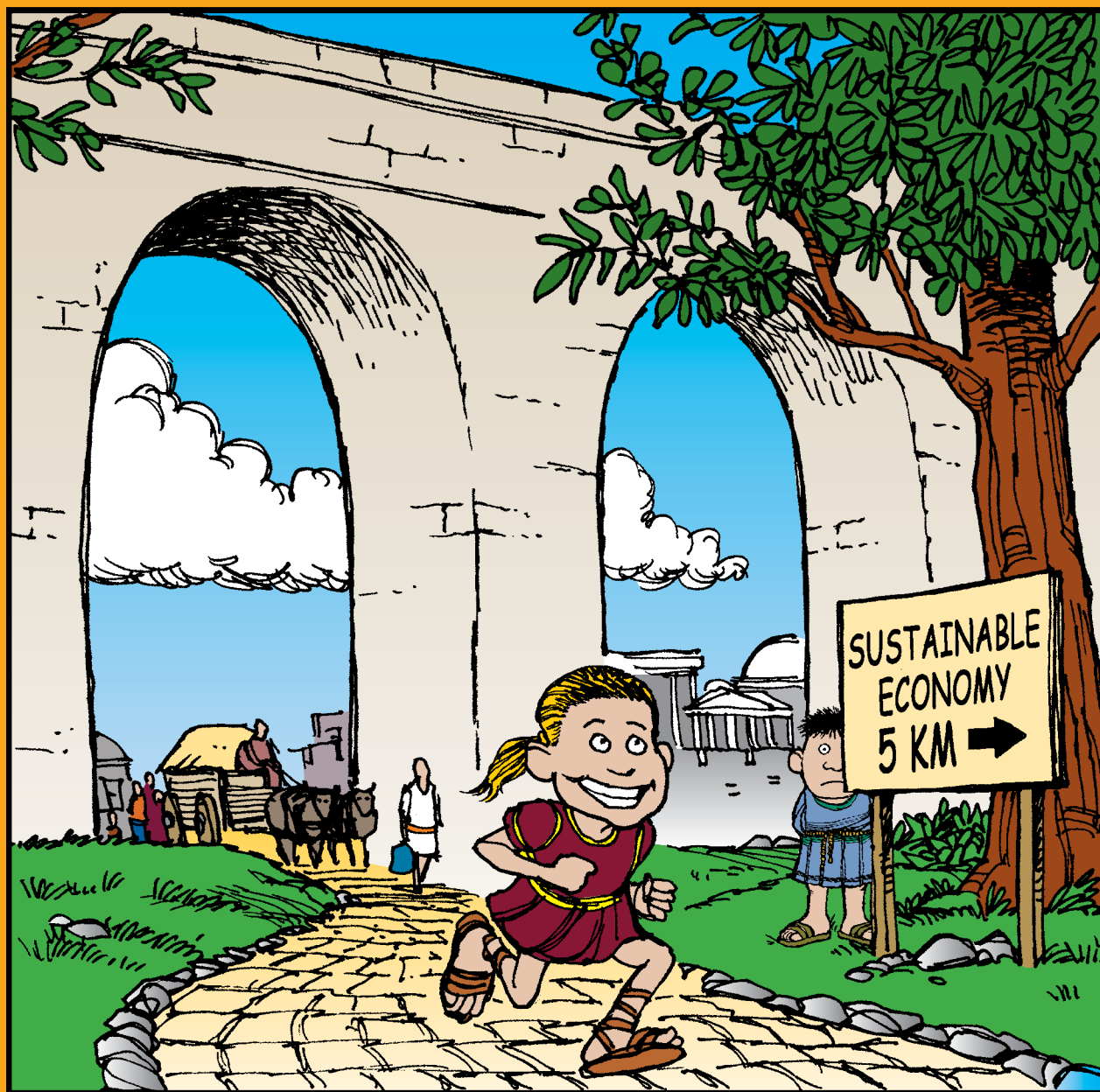
Thou shalt create a vision for the future

- Incorporate community values and beliefs
 - Break out of routine thinking
 - Listen to different community voices
 - Encourage youth to participate in their future
 - Focus on what could be, not what is
 - Build on community assets
 - Cultivate ownership of ideas
 - Preserve historic and artistic culture
 - Imagine an economy without borders
- Dream of whole communities



Thou shalt develop a strategic plan

- Encourage citizen participation
- Connect community vision to strategic plan
- Rely on existing human and capital assets
- Build a collaborative plan
- Determine what success looks like
- Produce SMART goals (specific, measurable, achievable, relevant and time based)
- Create flexibility for anticipated growth
- Link strategic plan to budget and human resources
- Support plan with appropriate infrastructure and workforce
- Communicate progress

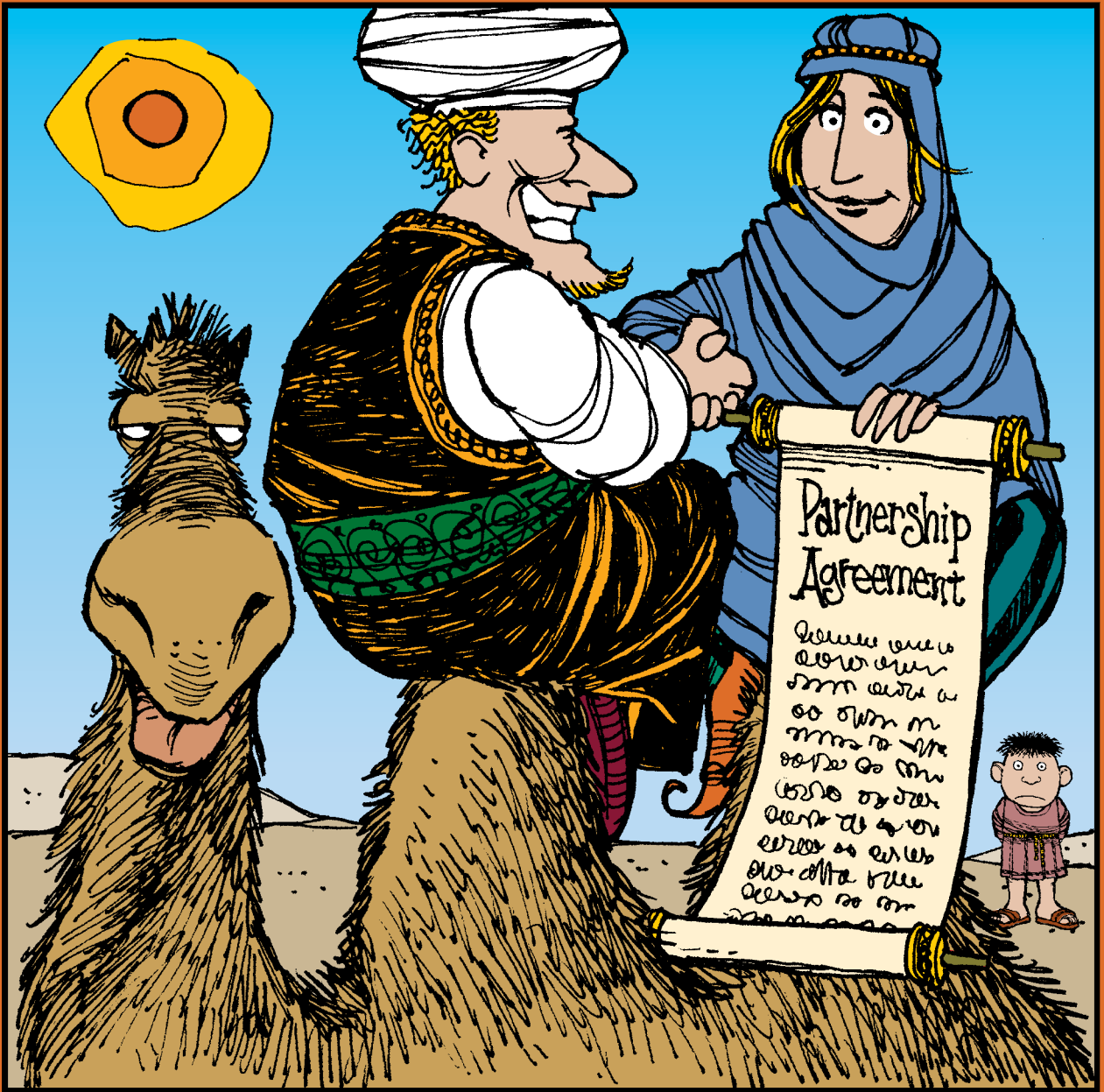


Thou shalt build a sustainable economy for the next generation

- Seek a balance between workforce, economic and environmental needs
 - Encourage “buy local” programs
 - Promote entrepreneurship in schools
 - Invest in infrastructure that supports community vitality
 - Make affordable housing a priority
 - Preserve open space
 - Support health care initiatives
 - Endorse funding for community libraries
 - Plan for a skilled workforce that attracts and retains businesses
 - Rely on responsible data and research when funding projects

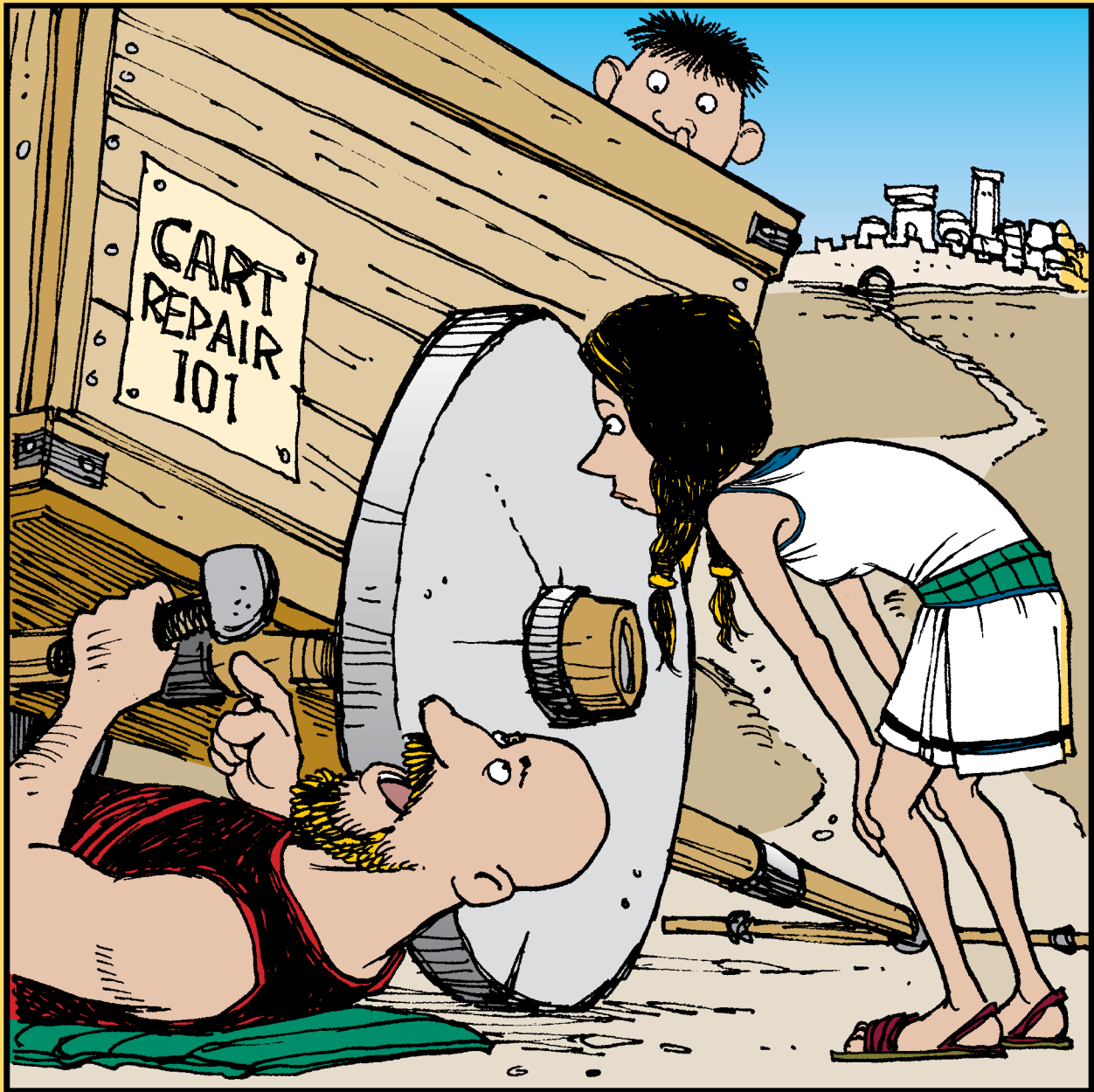
SUSTAINABLE
ECONOMY

5 KM →



Thou shalt seek public/private partnerships

- Communicate with other units of government, schools, locally-owned businesses, neighborhoods and non-profits.
- Recognize the importance of working together as a region
- Focus on mutual visions, common goals
- Involve all parties with similar vested interests
- Understand distinctive roles in a partnership
- Seek partnership goals, not personal gain
- Pursue cost-sharing of resources
- Work with community leaders to nurture neighborhoods
- Join organizations and associations, and provide leadership
- Collaborate on workforce and economic development projects



Thou shalt invest in education and training

- Encourage apprenticeships, licensing training and skills certification
- Promote education and preventative programs at all levels
- Work with business and labor to close the training gap
- Endorse programs for GED graduates and high school drop-outs
- Participate in local workforce investment boards
- Insure that investments respond to local and regional workforce priorities
- Support academic achievement for a global market
- Review city-level policies that help or hinder alternative schools
- Align relationships with state workforce and economic development officials
- Integrate schools as centers for social services, youth activities and recreation



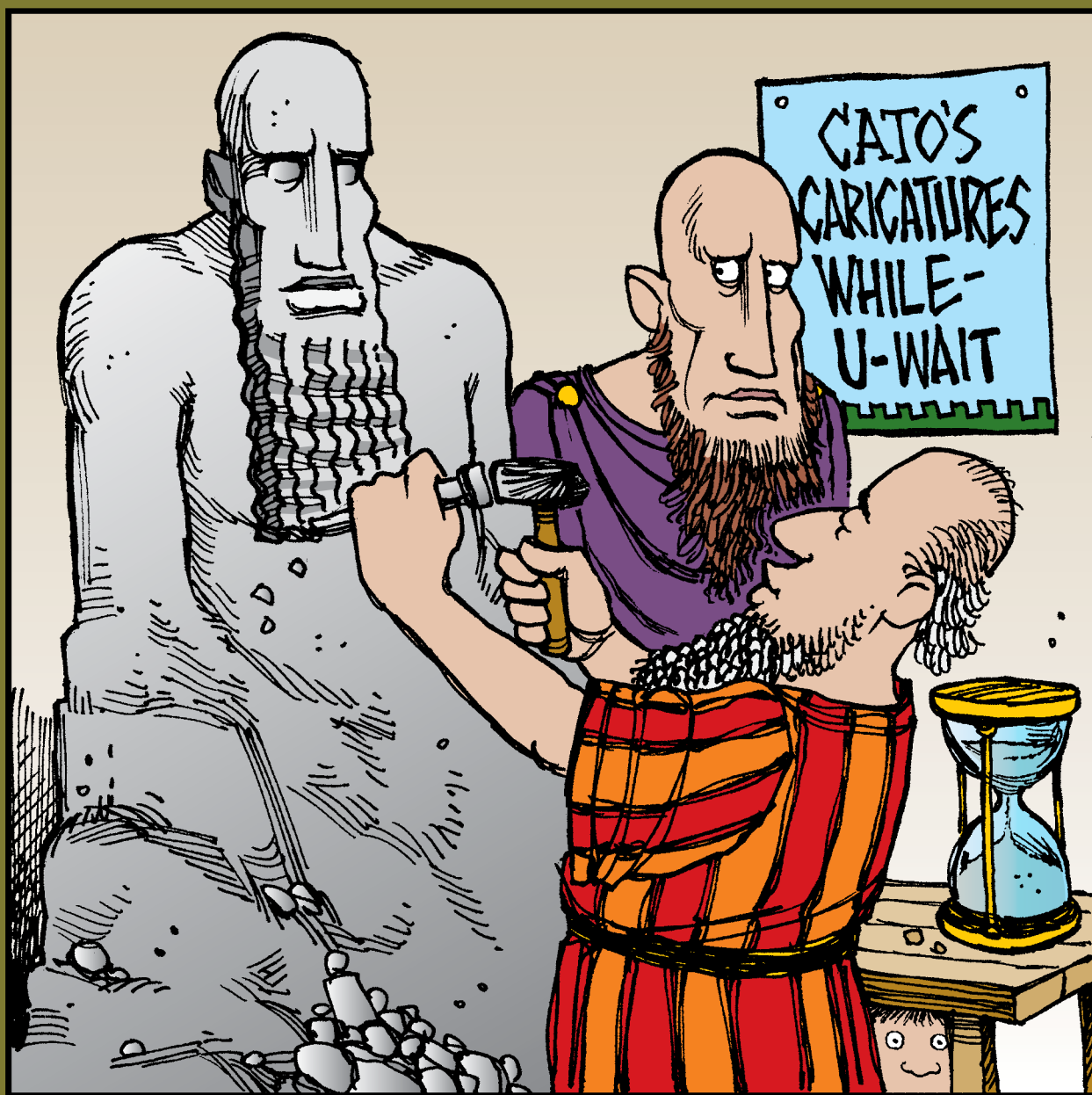
Thou shalt promote respect

- Acknowledge all ideas and contributions
- Critique ideas, not people
- Listen attentively to others
- Respond to requests promptly
- Give credit where due
- Learn to compromise
- Understand cultural differences
 - Embrace different learning and communication styles
 - Realize that integrity and fairness establishes credibility
 - Distinguish facts from beliefs and opinions



Thou shalt demonstrate a high standard of ethical behavior

- Avoid conflict of interest
 - Know the law and weigh the intent
 - Avoid saying “no comment”
 - Set and maintain high expectation for all colleagues and staff
 - Recognize the difference between policy and administration
 - Deliver difficult messages yourself
 - Stay informed on relevant issues
 - Follow through on commitments
 - Make decisions based on what is best for the many
 - Post voting and attendance records on an accessible website



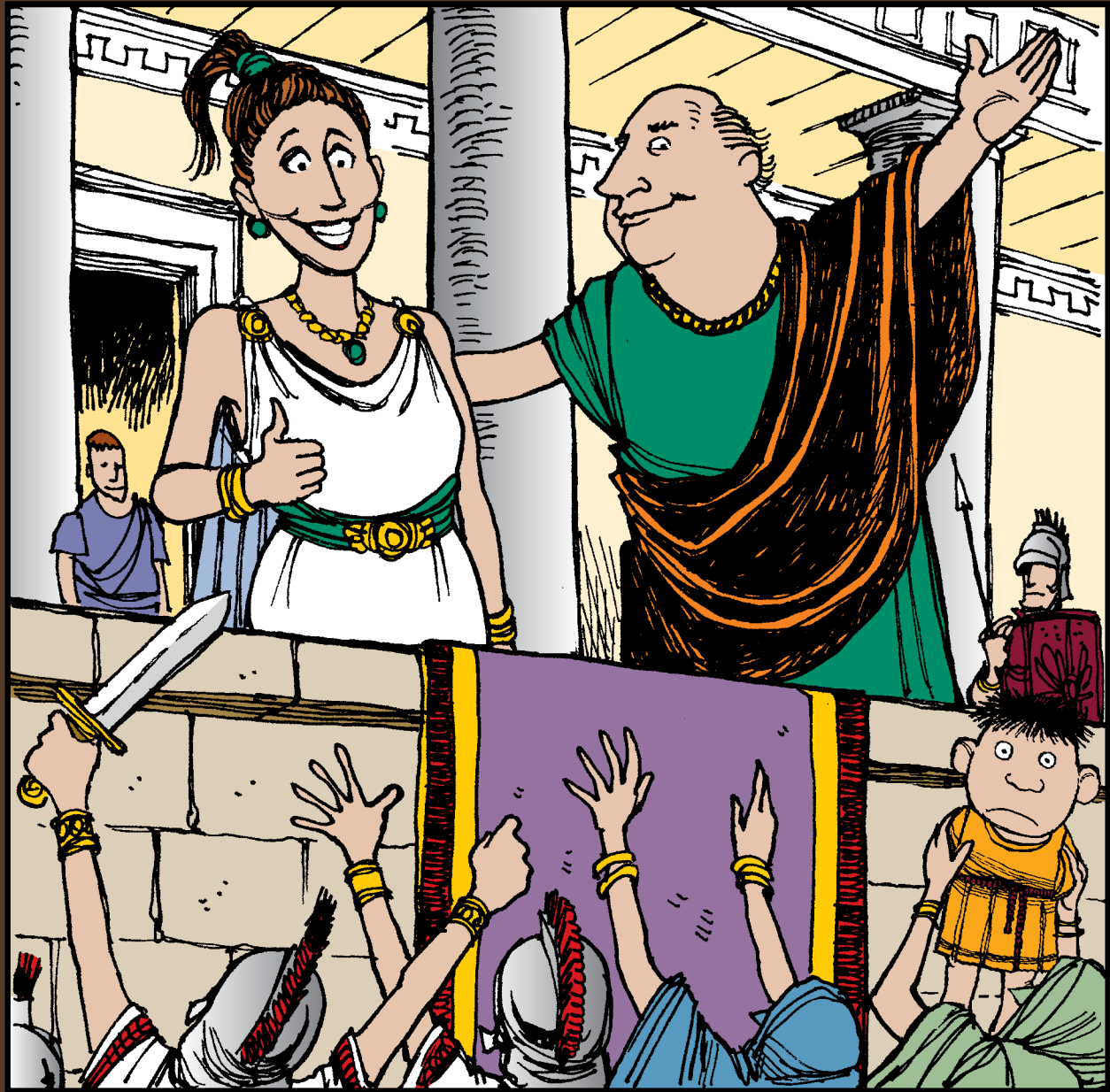
Thou shalt value history, art and culture

- Support a variety of public art
- Promote history, art and cultural projects in schools
- Collect oral histories from senior citizens
- Reach out to the area's tribal nation—our first people
- Identify historic property that uses federal and state tax credit programs
- Recognize community assets on the National Register of Historic Places
- Sustain the operating strength of local museums
 - Make civic holidays meaningful opportunities
 - Share community history with libraries statewide
 - Advocate to keep the arts as part of K-12 education



Thou shalt prepare for a global environment

- Insist on a world-class technology and communications infrastructure
- Promote an understanding of other cultures
- Provide export education and training for the business community
- Understand global dynamics that affect local businesses
- Support technical assistance to businesses
- Maintain employee training and research
- Participate in trade missions
- Start a sister city program
- Encourage the drive for foreign direct investment
- Understand the impact of outsourcing jobs



Thou shalt develop future leaders

- Develop criteria to evaluate leadership potential
- Grow volunteers into larger roles
- Solicit input from youth
- Recruit diversity
- Use current leaders to identify new leaders
- Recognize the values of the next generation
- Include non-voting members on city commissions
- Promote leadership training programs
- Market the city's accomplishments to local service clubs
- Recognize worthy citizens from businesses and non-profits



The Ten Commandments of Community Leadership

Thou shalt create a vision for the future

Thou shalt develop a strategic plan

Thou shalt build a sustainable economy for the next generation

Thou shalt seek public/private partnerships

Thou shalt invest in education and training

Thou shalt promote respect

Thou shalt demonstrate a high standard of ethical behavior

Thou shalt value history, art and culture

Thou shalt prepare for a global environment

Thou shalt develop future leaders

The Authors

Maury Forman, PhD. is the Director of Education and Training for the Department of Community Trade and Economic Development. He was voted into the Inland Northwest Partners Hall of Fame for his work with rural communities in 2006. He was the winner of the American Economic Development Councils Preston Award for outstanding contributions in educational advancement, The US Small Business Administrations Vision 2000 Award and the ROI Research Institute Award for Innovation in Adult Education. He is a popular speaker and is a well-known educator and humorist. Dr. Forman is also one of the best selling authors in the country on economic development, having written 8 practical books for the practitioner, including *Learning to Lead*, *The Washington Entrepreneurs Guide*, *Community Wisdom*, *the Ten Commandments of Economic Development* and *the 25 Immutable Rules of Successful Tourism*.

Michelle Harvey is the Communications Coordinator for the Association of Washington Cities. Her work involves developing tools, and providing communications and training for elected officials and municipal staff on issues impacting cities and towns. With over 30 years of communications experience, she has managed public and private sector marketing and information campaigns, directed media relations, worked on grassroots initiatives, organized employee information programs and produced a wide range of print and electronic materials. Her communications work has been recognized by the American Society of Association Executives.



The Organizations

The **Association of Washington Cities (AWC)** is a private, non-profit corporation serving Washington's 281 cities and towns. AWC provides cities and towns with legislative representation, education and training, technical assistance and a variety of member services. www.awcnet.org

The **Washington State Department of Community, Trade and Economic Development (CTED)** is charged with enhancing and promoting sustainable economic vitality throughout Washington State. CTED invests in Washington's communities, businesses and families to build a healthy and prosperous future. www.cted.wa.gov



The Ten Commandments of Community Leadership

This book reflects leadership styles that build strong communities and inspire confidence in government. I use the “What is right, not who is right” style of governing. It’s my version of the 10 Commandment’s “Critique ideas, not people”.

Representative Judy Clibborn, Mercer Island

Maury Forman’s wise advice and David Horsey’s irreverent style helps this book convey the collective wisdom of many successful public officials.

Mark Foutch, Mayor of Olympia, AWC President

This collection of values and goals reflects Washington State’s unique commitment to environmental stewardship. The Ten Commandments will help leaders realize a vision of sustainable, vibrant communities for generations to come.

Mo McBroom, Policy Director, Washington Environmental Council

When we say “all politics is local,” what we really mean is that successful politicians, at any level, listen when their friends and neighbors are talking. The Ten Commandments of Community Leadership will help you navigate through the often conflicting comments and concerns of those you represent.

Senator Darlene Fairley, Lake Forest Park

Whether you are a novice or an old pro, the Ten Commandments are great advice. A must read but an even better action plan!

Ralph Munro, former Secretary of State

All of us need to help contribute to responsive, fair and effective forms of government. Following the Ten Commandments of Leadership is a good start.

*Chris Dugovich, President/Executive Director,
Wa. St. Council of County and City Employees*

I wish the 10 Commandments of Community Leadership had been available when I started my council service. A dozen pages would have been more accessible than a three-inch binder during those angry public hearings over all those NIMBY projects!

Representative Fred Jarrett, Mercer Island

This is a wonderfully illustrated and imaginative treatment of local public leadership. We all live at the local level, and we need our leaders to be highly capable, continuing to reorient their practices and thinking as our circumstances change. Kudos to AWC and CTED for bringing out this most helpful set of reminders.

*Russ Lidman, Director, Institute of Public Service,
Seattle University*

These Ten Commandments are very practical, concise and understandable—as local elected and appointed officials we need to follow them!

Mary Hunt, Douglas County Commissioner



STATE OF WASHINGTON
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TRADE AND ECONOMIC DEVELOPMENT

