Welcome and Introduction

- Opening Remarks
- Introductions – Who’s in the Room?
  - Name
  - Organization
  - Job
  - What would you like to get out of this course?

Course Review

- Course Description
- Learning Goals
- Teaching Methods
- Ground Rules

Course Description

The word “politics” often carries a negative connotation. Further, some people feel that politics interfere with their work. This course will help code enforcement officers understand the unique perspective of elected officials. Also, the course will explore how code enforcement officers can work productively with elected officials.
Learning Goals

• Better understand the unique perspective of elected officials.
• Explore how code enforcement officers can work productively with elected officials.
• Increase awareness of common politics, best practices, and help you succeed in a politically charged environment.

Teaching Methods

• Shared experiences and discussion
• Lecture (via power point presentation)
• Reflection ~ learning to action (“now what?”)

Ground Rules

• Academic Freedom/Non-Attribution
• Interaction (learn from each other)
• Respect for the Speaker (whoever that may be!)
• Identify and Highlight “Best Practices” and Innovations
SURVIVE AND SUCCEED

Definitions

• What are we talking about when we use the word “Politics?”

• Other Important Terms:
  1. Partisan
  2. Democracy
  3. Code
  4. Enforcement

Politics

Not a dirty word

The art or science of guiding or influencing governmental policy; the art or science of winning and holding control over a government
Other Important Terms:

1. Partisan – a firm adherent to a party, faction, cause especially exhibiting blind, prejudiced, and unreasoning allegiance

2. Democracy – a government by the people wherein each citizen is entitled to have input

3. Code – provision of local, or relevant state laws and regulations pertinent to an alleged violation for which a code enforcement officer is responsible for enforcing

4. Enforcement – to constrain, compel, or bring to pass using force, bondage or even violence; the capacity to persuade or convince; having the power of effective action

Winston Churchill

“It has been said that democracy is the worst form of government except all the others that have been tried.”

Sun Tzu – The Art of War

“If you know others and know yourself, you will not be imperiled in a hundred battles; if you do not know others but know yourself, you win one and lose one; if you do not know others and do not know yourself, you will be imperiled in every single battle.”
Benjamin Franklin

“The only two certainties in life are death and taxes.”

Reoccurring Code Enforcement Triggers

• Certain triggers will regularly occur that involve politics and Code Enforcement

• Group Exercise:
List some examples of events that regularly cause interactions in Code Enforcement with the political arm

Reoccurring Code Enforcement Triggers

• Environment
• Climate
• Seasons
• Development
• Economy
• Budget
• Others
Creating A Plan Of Action

• Law enforcement can count on the frequency of certain crimes to increase at certain times of the year,
• Medical personnel know that at certain times of the month more injuries occur
• You know your business, so plan for the triggers

What Do I Need To KNOW To Create A Plan of Action in a Political World?

• Self
• Others

Why do we do these things?

• Internal Locus of Control
• Western View
• Internal force vs. External Forces
Gen. George S. Patton

“Never tell people how to do things. Tell them what you want them to achieve and they will surprise you with their ingenuity.”

Proactive Plans

• Attend specialized training for the situations you will be responsible for enforcing
• Utilize written protocols and Standard Operating Procedures (SOP) Manuals
• Cross-train and practice (drill) with self, team, and other agencies and jurisdictions
• Maintain a broad contact network
Start Practicing Now

Implementation Plan

Identify Stakeholders
1. Public
2. Violator
3. Elected Officials
4. Management
5. City Attorney
6. Dept. Heads
7. Staff

Identify Parts
1. Who will do what work
2. What is the cost
3. When is the deadline for each item

What is the basic purpose of your work?

• Work not driven by rules and budgets

• Work driven by fundamental purpose
No One Will Ever Know The Work Better Than You Do

• Vietnam
• Gen. Bill Creech – decentralized mechanics/name on plane
• NAME YOUR PLANE

Don’t Forget

• Immediate Administrative Tasks (charter issues, revenue generation, computers, staff, etc.)
• Hard to implement plans if the bills are not paid on time

What Can Be Done Now?

• Where is the low hanging fruit?
• Best dollars spent for best return
• Vital Equipment
• Vital People
• Charter/Ordinance/Enabling Legislation
• Plan changes
• Have some immediate success and impact
Practical Work Plan for Vision and Strategic Priorities

• Work plan includes category, action/strategy, timeframe, responsible party, cost estimate and funding source
• Good model
• Pick the top 5/10/15 Items
• 5-10-15 Years
• Start!

Vision Statement

What do you want your plan to BE?

Mission Statement

What should your program DO?
Goals Based On Values

Evaluation

• Set time frame for completion
• Set standards for success – do you know if you succeeded or failed and how do you know
• Review results and revise goals or create new ones as needed

Knowing Others

Who Is In Charge Of What?

• Public
• Mayor/Chairman has certain responsibilities
• Council/Commission has certain responsibilities
• Appointed officials (City/County Administrator/Manager, others) and staff have certain responsibilities
Political Issues

• Conflicts between interests and the focus of elected officials and Code Enforcement Officers
• Elected officials have two identities: that of representative of their constituents and as an executive

How Do I Resolve This Conflict?

Know The Tools and Use Them!

• Protocols
• SOPs
• Manuals
• Codes
Communication Tools

80% or more of leader’s day spent in verbal communication

Communications Model

- Sender
- Message
- Medium
- Receiver
- Feedback
- Noise

Communication Tips

- “To make sure we understand each other are you telling me…?”
- Better to ask for and give more information now than it is to be disappointed later
Proactive Tools

• Rapport
  1. Don’t wait to develop a relationship
  2. Get to know goals of elected officials
• Education
  1. Be a resource
  2. Be a code, SOP and protocol expert
• Publicity
  1. No surprises! Advise of potential political pitfalls
  2. Identify positive opportunities to involve elected officials

Proactive Tools

• Inform
  1. Send them good news
  2. Send them bad news
  3. Keep an eye toward the future – what else is out there
  4. Provide proactive solutions not just problems
• Ethics
  1. Know your moral compass
  2. Set boundaries and share them

John Millius

“Everyone should have a code. Just make sure it is a code you can live by.”
Dealing with the General Public In A Political World: Some Issues

• You may be the first person a citizen ever deals with that represents the government
• Often interaction occurs on citizen’s private property or their place of business
• Sometimes other individuals or groups try and use Code Enforcement as a tool against others or elected officials or even against the government itself

Ok, So I Know I am Being Used, What Do I Do About It?

Proactive Approaches

• Movers and Shakers
  1. Identify who controls the community
  2. Identify big wheels, pillars and founding folks in the community
  3. Identify activist and special interest groups
  4. Identify the Press involved
Proactive Approaches

• Mercenaries and Vengeance Seekers
  1. Identify those who seek political/ideological revenge against elected officials
  2. Recognize when an attempt is made to use Code Enforcement to accomplish these goals
  3. Recognize the methodology; utilize unpredictable behavior tactics

Proactive Approaches

• Model Citizens
  1. Identify “honest” violators that respect and respond (can still be mad but compliant—folks have a right to react)
  2. Recognize they may not always be able to comply
  3. Remember many model citizens want to be more involved

Unintended Consequences

• Think before you act
  1. How will the Press react?
  2. How will your boss react?
  3. How will the elected officials react?
  4. How will activists react?
  5. Who else is out there that might be waiting?
Strategies

• You face political risks and dangers
• You must choose strategies that work
  1. Evasion
  2. Conciliation
  3. Bargaining
  4. Opposition
  5. Consensus

Some Specific Strategies and When to Use Them

Ideas?

Specific Strategies

• Retribution: force others to do what you say (coercion and intimidation)
• Reciprocity: help others want to do what you say (bargaining and ingratiation)
• Reason: show others that it makes sense to do what you say (facts and appeals to values)
When to Use Retribution

• Unequal power (in influencer’s favor)
• Commitment and quality not important
• Tight time constraints
• Serious violations
• Specific unambiguous requests
• Resistance to request is likely

When to Use Reciprocity

• Parties are mutually dependent
• Each party has valued resources
• Adequate time for negotiating
• Established norms exist for some exchange
• Commitment to goals not critical because something for something
• Needs are specific and short term

When to Use Reason

• Adequate time for extensive discussion
• Common goals
• Parties share mutual respect
• Parties share ongoing relationship
Proactive Methods

- **Apply Ethical Boundaries**
  
  “Good ethics is good business.”

1. Never wait to be pushed over the line
2. Respond to political pressures that exceed ethical boundaries by applying simple rules:
   a) I ask, b) I tell, c) I force (citation)
3. Failure to respond can lead to stress explosions and dismissal

- Always require unethical directives that would subvert the code be placed in writing

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Proactive Methods

- **Know the code**
- **Know the code**
- **Know the code**

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Proactive Methods

- Identify people who control voter blocks
- Talk with neighbors
- Use tactics politicians use
  1. Educate
  2. Sell with positives
  3. Debate with negatives
  4. Provide coalitions not answers to problems
  5. Organize non-political “campaign” effort
Utilize Your Own Board of Directors

• Wise counsel of friends
• Trusted family
• Networks to gather and send information (formal and informal)
• It’s amazing what you can get if you just ask.

Public Service Leadership

• “When a man assumes a public trust he should consider himself public property.” Thomas Jefferson

• “People want to be a part of something that makes a difference, that transcends the ordinary; they want a star to steer by.” Frances Hesselbein

Building Trust and Respect

• “Always do right. This will gratify some people and astonish the rest.” Mark Twain

• “Do all the good you can. By all the means you can. At all the times you can. In all the places you can. As long as you can.” John Wesley
Tips For the Future

• Release the past
• Make expectations clear
• Use the organizational structure
• Involve others in decisions
• Seek feedback
• Create conditions for effectiveness and efficiency
• Praise
• Follow vision and mission
• Set goals
• Do the work
• Determine if results met

In Conclusion, Did we Accomplish our Learning Goals

✓ Better understand the unique perspective of elected officials.
✓ Explore how code enforcement officers can work productively with elected officials.
✓ Increase awareness of common politics, best practices, and help you succeed in a politically charged environment.

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