



MEMORANDUM

To: Members of the City Council

From: Mayor Joseph W. Peel

Date: July 7, 2016

Re: Consideration – Program Guidelines for Leadership Institute

BACKGROUND:

During the City Council retreat held in January 2016 as well as the fiscal year 2016-2017 budget process, the Council discussed a proposed leadership program sponsored by the City Council. I was requested by the Councilmembers to bring back a draft of the proposed program's guidelines for the Council's review. Attached, you will find three documents for your consideration.

ANALYSIS:

The first document included is the proposed application for the leadership program. In addition to the requested personal information on the applicant, demographic and employment information is requested. In order to address some of the concerns expressed during the Council meeting when this item was discussed, I have included a question regarding length of residency in the City and a question regarding future plans to remain a citizen here. Questions 2 – 8 ask narrative questions concerning existing community service, the reason for applying, job experience or qualifications and leadership positions previously held. In addition, the applicant is asked to identify issues that they feel the City should address.

The second document is an overview of the leadership program's guidelines, which includes outcome, methodology, and the reason why someone should apply. The overview also discusses a group project, attendance policy and confidentiality policy. In order to address concerns expressed by a member of Council with regard to inclusiveness, the age suggested for applicants under "Other Considerations" is 23; however, persons 18 or over may also apply.

The final document is the course syllabus, which includes the dates, times and subject matters for each class. There is one full day session planned for September 28, 2016. During the months of October and November, there will be two half-day sessions. From December through May 2017, there will only be on half-day session each month. Sessions will be held at the Hugh Cale Community Resource Center.

Please review the attached documents and provide your feedback. I value your input and hope that I have addressed during my development of this program all suggestions made previously by members of the Council.

As you will recall, the City Council appropriated \$3,500 in the 2016-2017 fiscal year budget for this program.

RECOMMENDATION:

For discussion and comment by members of the Council and approval to begin recruiting applicants for the program as designed.

JWP/vdw



CITY OF ELIZABETH CITY

Application for Leadership Elizabeth City

PLEASE NOTE: This application is a public record under North Carolina law and will be shared with third parties upon request and without notice. If there is any information you do not want released to the public, please do not include it.

PLEASE TYPE OR PRINT CLEARLY:

1. Personal Information:

Name: _____

Mailing Address: _____ Email: _____

City and State _____ Zip Code _____

Telephone: Home: _____ Cell: _____ Business: _____

*Sex: _____ *Race: _____ *Age: _____

**This information is requested for the sole purpose of assuring that a cross-section of individuals is appointed to serve our community.*

Employed By: _____ Current Position: _____

How long have you lived in Elizabeth City? ____ Years; ____ months – What ward do you live in? _____

How much longer do you foresee yourself living in Elizabeth City? _____ Years

Years of education - _____

2. Are you currently serving on any community or church boards, committees or commissions or volunteering with a non-profit? If so, please identify:

3. Why are you applying for the Leadership Elizabeth City Program? Please explain. (Use additional sheet if necessary.)

4. Check appropriate line.

I certify that I have read the time commitments of the program and that I can meet them all.

I will miss no more than one session.

I will have difficulty attending sessions.

_____ Put an X here if you might need some help with your boss in getting the time off from work.

5. List below any job experiences you have had and elaborate on one specific life challenge that demonstrates your maturity, judgment, initiative and/or character. (Use additional sheet, if necessary.)

6. Have you held any specific leadership positions or been involved in a project to better the community? If so, please list.

7. Identify a five year and a ten year issue that you think the City should address.

8. Please provide any additional information regarding the ideal applicant and other considerations factors found in the program description that you feel supports your selection.

I certify all information provided as accurate: _____
Signature

PLEASE SUBMIT THIS APPLICATION TO:
City Clerk's Office
P. O. Box 347
Elizabeth City, NC 27909 Phone: (252) 337-6955
Email: vwhite@cityofec.com



Leadership Elizabeth City

The Mayor and City Council of Elizabeth City are pleased to offer 20 fellowships to 20 citizens of Elizabeth City who have a desire to serve their community. Leadership Elizabeth City is a nine month program designed to develop ordinary people with leadership potential or to propel established leaders to the next level in their service to the community. The program provides a deep dive into the some of the most challenging issues facing our society and allows program members to gain insight into what they can do to make Elizabeth City a better community for everyone. Participants will grow as individuals, develop valuable contacts and interpersonal relationships and prepare themselves for future leadership opportunities in our community.

OUTCOMES

Upon successful completion of this program, participants will:

- Feel a sense of empowerment and a sense of responsibility for being active citizens;
- Have a working knowledge of local government – its roles and responsibilities as well as its financing;
- Have completed a project designed to make a positive impact on the community;
- Have a set of values upon which to make decisions;
- Have developed better communication and critical thinking skills;
- Have a better understanding of what “being a leader” means and have examined one’s leadership style;
- Understand conflict as a positive thing and know how to resolve it; and
- Have made a new set of friends and colleagues with whom one can pursue community development.

METHODOLOGY

The above outcomes will be achieved through a methodology that integrates:

- Academic reading;
- Firsthand experience and dialogue with community leaders;
- In-class activities, exercises and simulations;
- Self-reflection on one’s own values, strengths and skills;
- Completion and presentation of a team project;
- Facility visits;
- Public meeting attendance; and
- Class dialogue and discussion.

IDEAL APPLICANTS:

Will

- Have obvious potential for growing personally and effecting change.
- Have strong ties to the community and be invested in its future growth and development.
- Be willing to commit the time and energy necessary to complete the program.
- Be most qualified to utilize their leadership skills through community service for the long-term benefit of the community.
- Have life, education and/or job experiences which will allow them to contribute significantly to the group.
- Be able to attend all sessions.

May

- Hold positions of leadership in their employment or in a volunteer organization.
- Display evidence of mature judgment and exceptional leadership qualities.
- Have demonstrated a strong interest in and commitment to the community through significant voluntary leadership roles in community organizations.

OTHER CONSIDERATIONS:

- We are anxious to have participants from across the entire city.
- We seek a class that reflects the diversity of the city.
- We seek representatives from business, government, education, non-profit and volunteer sectors.
- The program is designed for persons with at least a high school diploma, 3 years of work experience and who are at least 23 years of age; however, persons 18 or over may apply.
- Tenure in Elizabeth City is not necessarily a factor. Potential for impact on Elizabeth City now and in the future is more important. Community service in other communities is considered in the selection process.

Leadership Institute - WHY APPLY?

In this age of hope, inspiration and activism, it seems everyone talks about leadership — but how do you really accomplish it?

If you have been asking yourself this question, you are not alone. Other talented individuals across Elizabeth City have been asking themselves the same question.

Through its intensive nine-month program, Leadership Elizabeth City aims to help you answer this and other similar questions through the provision of several key learning areas, including:

- Leadership skill development;
- Candid conversations with distinguished regional leaders;
- Behind-the-scenes access to Elizabeth City's critical services and diverse communities;
- In-depth examination of fundamental social issues;
- Personal growth and self-assessment; and

- Relationships with a diverse group of your peers, metro Elizabeth City's other emerging leaders.

All of this adds up to a transformative experience for you and for the community!

GROUP PROJECT

Participants will work in teams of four to develop a project that is focused on finding a solution to a local problem or social condition or on creating an event that would bring visitors to our city. Participants will be provided an outline of expectations.

ATTENDANCE POLICY

Full participation in the entirety of all scheduled Leadership Elizabeth City programs, retreats, project team, and study group meetings is required in order to graduate from Leadership Elizabeth City. Active participation, with the full group of class members, is the only way for participants to get the true value of the information, awareness and relationships that form the hallmark of the Leadership Elizabeth City experience. The program dates are available on the Leadership Elizabeth City section of our website. Please review these dates carefully.

Because Leadership Elizabeth City realizes that business, family and personal emergencies may arise, Leadership Elizabeth City class members will be forgiven for a maximum of one absence from program days. This absence is to be reserved for true emergencies, as no exceptions are made beyond the one absence. These absences **shall** be reserved for **real** emergencies such as illness, weather emergencies, business emergencies, or family emergencies. In the event of a second absence, a participant will be dismissed from the program. The only "excused" absence is in the case of jury duty.

Class members also are required to participate fully in an assigned Cohort Project Group. Project team meeting frequency and schedules are set by the group members. "Full participation" in your project group is defined by Leadership Elizabeth City as 75% participation in all scheduled project group meetings and activities. Class members who miss more than 25% of project team meetings and activities will be assessed their one allowed full-day absence as defined above.

CONFIDENTIALITY POLICY

In order to encourage open and candid participation by class members, as well as invited speakers and volunteers, it is the policy of Leadership Elizabeth City that program content and comments made by participants be treated as confidential. Participants should be able to voice opinions throughout the Leadership Elizabeth City experience without fear of repercussions. This goal can only be achieved if everyone treats the class experience as one protected by confidentiality standards.

While Leadership Elizabeth City strives to present information and dialogue that class members want to share with peers and others outside their community of class members, it is important to recognize that the opinions voiced by *individuals* during Leadership Elizabeth City programs are treated confidentially. In other words, it is

viewed as acceptable to discuss the various opinions that are shared during class programs with others outside Leadership Elizabeth City, but it is not acceptable to share the identities of those who voiced these specific opinions. In this way, participants are assured by their peers in the class that Leadership Elizabeth City programs are a “safe space” where their views will not result in scrutiny from others outside the program.

In addition, we expect that class members will refrain from posting content from Leadership Elizabeth City programs online and in interactive media outlets in which content may be available to those outside the program. This includes mediums such as, but not limited to sites such as Face book, Twitter, Linked In, or blogs.

LEADERSHIP ELIZABETH CITY PROGRAM DATES AND SUMMARY

Purpose

The purpose of this program is to build a diverse cadre of citizens who:

- have had opportunities to develop their leadership potential,
- have learned about the issues facing our city,
- have built a better understanding of how local government works,

so that they can use this knowledge and skills to better engage within their neighbor, the community and/or their city government.

MONTH	DAY& TIME	TOPICS
September	Session 1 28 th 8AM-4:30	<p>The morning will focus on participants getting to know one another through team building exercises, followed by an exploration of the concept of leadership. Participants will explore one model of leadership and apply it to various situations.</p> <p>The afternoon will be a presentation of the four values that drive decision making in the public sector. Understanding and appreciating diversity is key to a leader being able to build consensus. One of the places diversity comes from is the different values we hold so understanding the various tensions created by these values is key to being a productive member of a committee or governmental body. We will use these values throughout the course to evaluate our decision making. This session will be conducted by one of the authors of <u>Preserving The Public in Public Schools</u>.</p>
October	Session 2 12 th 8AM- Noon	<p>This session will give participants the opportunity to take the DISC Instrument so they can explore their behavioral tendencies and learn how they affect others. This knowledge will better prepare them to work with others in team settings by developing their understanding, respect, appreciation and value of individual differences.</p>
	Session 3 26 th 8AM-Noon	<p>This session will be a presentation by the NC School of Government staff on the responsibilities and relationship between and among state, county and city governments. They will also discuss some of the issues facing these governments. This session will also have a presentation from The Institute of Emerging Issues Forum staff regarding the changing landscape of work in the future and its implications for local governments as well as their findings regarding civic engagement.</p>

LEADERSHIP ELIZABETH CITY PROGRAM DATES AND SUMMARY

November	<p>Session 4 9th 8AM-Noon</p>	<p>This session will consist of a panel discussion consisting of members of the school board and county commissioners discussing current challenges they face, their roles in the community and the relationships among the boards as well as the relationship between them and their CEOs. Participants will have an opportunity to ask questions. As a follow up participants will attend a meeting of one of these boards and report back to the group.</p> <p>A second panel discussion will be held with the city manager and council members discussing their roles. The budgeting process will be explored along with a deep dive into water and sewer issues, the city's electrical service and its extensive support of community development through Parks and Recreation and other organizations.</p>
	<p>Session 5 30th 8AM-Noon</p>	<p>This session will introduce participants to the concept of conflict and its possible causes as well as the differences between constructive and destructive conflicts. Participants will take the Thomas Kilman Conflict Mode to learn how they tend to deal with conflict and will learn a five-step model for resolving conflict and the impact of relationships on conflict resolution.</p>
December	<p>Session 6 14th 8AM-Noon</p>	<p>The session this month will focus on the local economy. The first panel will explore the topics of business recruitment, tourism, downtown and waterfront development, infrastructure impacts, housing stock, labor pool and quality of life issues like the arts and recreation. They will also hear from a small business person about the challenges of starting a business.</p> <p>A second panel will consist of two other large employers in the area – The US Coast Guard and Sentara Hospital. They will relate the exact nature of their work, their economic impact on the region and their future.</p> <p>Participants will also begin to think about a project.</p>
January	<p>Session 7 11th 8AM-Noon</p>	<p>The topic this month is law enforcement. Participants will hear from the sheriff and police chief, will learn how personnel are allocated and how local law enforcement works with state and federal agencies. Participants will also hear from representatives from the court system.</p> <p>Participants will have an opportunity to identify their</p>

LEADERSHIP ELIZABETH CITY PROGRAM DATES AND SUMMARY

		<p>working teams for their projects and be given time to begin exploring topics.</p> <p>Participants will schedule a field trip to a water plant this month.</p>
February	<p>Session 8 8th 8AM-Noon</p>	<p>The topic this month is education and its importance to the local community. K-12 staff will discuss such things as funding challenges, student performance issues, staffing challenges. Community college staff will discuss their tie to economic development and other roles and ECSU and MACU will discuss their challenges and goals along with their economic impact on the city and region.</p> <p>Participants will schedule a field trip to the sewage plant and work on their projects as time allows.</p>
March	<p>Session 9 8th 8AM-Noon</p>	<p>The topic this month is health and social services. Participants will learn from the Social Services and the Health Department staff about their challenges, their goals, their working relationships with one another as well as their impact in the community.</p> <p>Participants will work on their projects.</p>
April	<p>Session 10 12th 8AM-Noon</p>	<p>The topic this month is to examine civic organizations and their impact on the community. Participants will hear from non-profits concerning their challenges, organizational leadership and financing. They will hear from the religious community as to what they see as their role in the community and challenges for implementing it. Finally participants will interact with local media and learn what they see as their current and future role in the community.</p> <p>Participants will work on their projects as time allows and may schedule a second session for the sole purpose of working on their projects.</p>
May	<p>Session 11 10th 8AM-Noon</p>	<p>This month participants will present their projects, complete a program evaluation and develop an action plan for how they will personally and collectively engage in the community to make it flourish.</p>

#Note: The book On Leadership which is a collection of the ten best Harvard Business Review articles on leadership over the last decade will be used in the program. Several articles will be read and discussed as part of Session 1 and the remaining articles will be used throughout the program as time allows.