



# PRINCE GEORGE'S COUNTY COUNCIL

## *2021 RETREAT*

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**Thursday, January 7, 2020**

**1:30 PM**

# OBJECTIVES

- Conduct Retrospective On 2020
- Assess 2020 Performance
- Consider Strategies to Enhance Effectiveness and Performance



# CREATING COMMUNITY: Reflections On 2020

2020 will long be remembered as a defining period in world history.

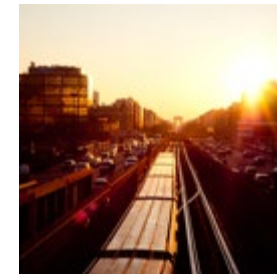
Reflecting on the past year, what did you learn about yourself personally ... and .... as an elected official?



# 20/20 Hindsight from 2020



- The time has come to address racism head-on and interrupt it with revision of policies and practices that perpetuate entrenched racism.
- It is past time to prioritize mental health and wellness.
- Federal, state and local government collaboration, coordination, alignment and innovation is urgently needed.
- Investment and attention to emergency preparedness and continuity planning is paramount.
- The nonprofit sector is government's indispensable partner/surrogate and should be acknowledged in this manner.



# Assessing 2020 Performance



During your 2020 Retreat we agreed that successful organizations are self-conscious about their operations; discuss and agree upon goals and process; assess and examine performance; identify impediments; welcome and encourage diverse views; and openly discuss and solve problems.

**Review the past year and the Council's "self consciousness".**



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**Conscious of its  
operations**



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**Discussed and agreed on  
goals and processes**



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**Assessed and examined  
performance**



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**Identified obstacles**



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**Encouraged diverse  
views**



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**Discussed and solved  
problems**



# March 3, 2020

## Revised 2020 Vision Statement

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The Prince George's County Council is a cohesive legislative body, committed to engaging in **strategic, analytical and data driven** decision-making; **implementing** best practices in the adoption of progressive policies; **as it seeks to advance** opportunities that positively impact the Quality of Life for all residents and stakeholders in Prince George's County. The Council's priority focus areas include **education**, transportation, economic development, health **(environmental, physical, mental & policy)**, **social services**, Census 2020, CMA/Zoning and public safety.



# Prince George's County Council 2020 Priorities – *First Things First*

Summary Results of January 21, 2020 Big Rocks Exercise	
<b>BIG ROCK # 1</b> <ul style="list-style-type: none"><li>• Education</li><li>• Census</li><li>• Fix Tax Structure</li></ul>	<b>BIG ROCK # 2</b> <ul style="list-style-type: none"><li>• Public Safety</li><li>• Education – Kirwan/P3</li><li>• Economic Development that increases commercial tax base</li></ul>
<b>BIG ROCK # 3</b> <ul style="list-style-type: none"><li>• Census</li><li>• CMA/Zoning Rewrite</li><li>• Support struggling parents - Birth to Pre-K</li><li>• Environmental impacts on all policies</li></ul>	<b>BIG ROCK # 4</b> <ul style="list-style-type: none"><li>• Quality of Life</li><li>• Health in all policies</li><li>• Transportation – Intra &amp; Inter</li></ul>
<b>BIG ROCK # 5</b> <ul style="list-style-type: none"><li>• Social Services/Health</li><li>• Economic Development/Business Growth</li><li>• Mental Health for quality of life for all residents</li></ul>	





# Council Priorities – Final

## February 4, 2020

RANKINGS	COUNCIL PRIORITIES
1	Education
2	Transportation
3	Economic Development – grow commercial tax base/tax structure – review policy
4	Enhance Quality of Life – through Environmental Health/Social Services/Health Policy – Mental Health
5	Census
6	CMA/Zoning Rewrite
7	Public Safety



# Assessing 2020 Performance

Reflecting on the past year, with regard to the Council...

- Being self-conscious of operations; and
- Deploying the 2020 vision and prioritization work...

***What did the Council do well?***

***What are the opportunities for improvement?***





# STRATEGIES TO ENHANCE THE COUNCIL'S EFFECTIVENESS



# Operating Model

**TO ENHANCE EFFECTIVENESS CONSIDER  
ADOPTING AN OPERATING MODEL**

# Defining the Prince George's County Council



As a legislative  
body, Board of  
Health and  
Zoning and  
Land Use  
Authority, the  
Council  
operates as:



an **ALLIANCE;**



a **GROUP;**



a **TEAM;**



a **HIGH-  
PERFORMING  
TEAM**



# What Is the Council's Operating Model?

## Is the Council's Model...

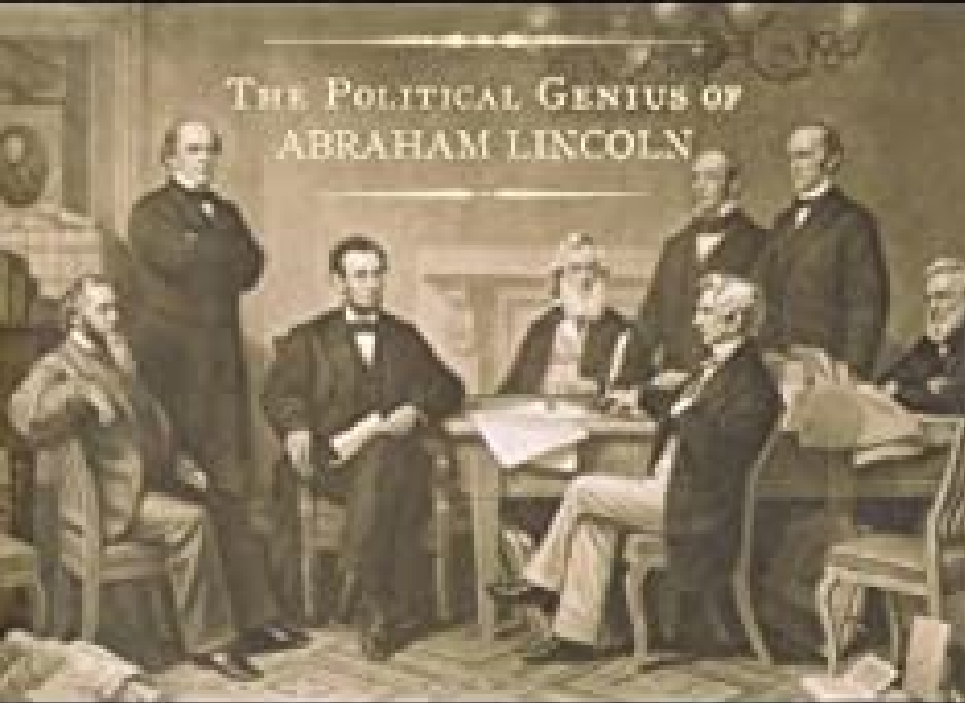
- **ALLIANCE:** relationship among people or groups, that have joined together for mutual benefit or to achieve some common purpose, whether or not explicit agreement has been worked out among them. Members are called allies.
- **GROUP:** number of individuals assembled together or having some unifying relationship.
- **TEAM:** small number of people with complimentary skills who are committed in a common purpose, performance goal and approach for which they hold themselves mutually accountable.
- **HIGH-PERFORMING TEAM:** group of people with specific roles, complimentary talents and skills, aligned with and committed to a common purpose who consistently show high levels of collaboration and innovation and produce superior results.



# What Is the Impediment to Teaming?

**Is It Possible to Field a Team of Rivals?**

# TEAM OF RIVALS



DORIS KEARNS  
GOODWIN

WINNER OF THE PULITZER PRIZE

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## Fielding a Team of Rivals

### The Political Genius of Abraham Lincoln

*Doris Kearns Goodwin, Author*

#### Lincoln's Rivals

- Salmon P. Chase, Secretary of the Treasurer and Supreme Court Chief
- Edward Bates, US Attorney General
- William H. Seward, Secretary of State
- Edwin M. Stanton, Secretary of War





# Team of Rivals Leadership Lessons

Surround yourself  
with whatever  
talent the objective  
requires.

Welcome ...  
strongly encourage  
principled dissent.

Timing is often the  
difference between  
success and failure.

Exercise selective  
hearing during a  
contentious group  
discussion.

Unless absolutely  
certain, grant  
benefit of the  
doubt.

Exhaust opponents  
by listening to  
them.

Appreciate effort  
but only reward  
performance.

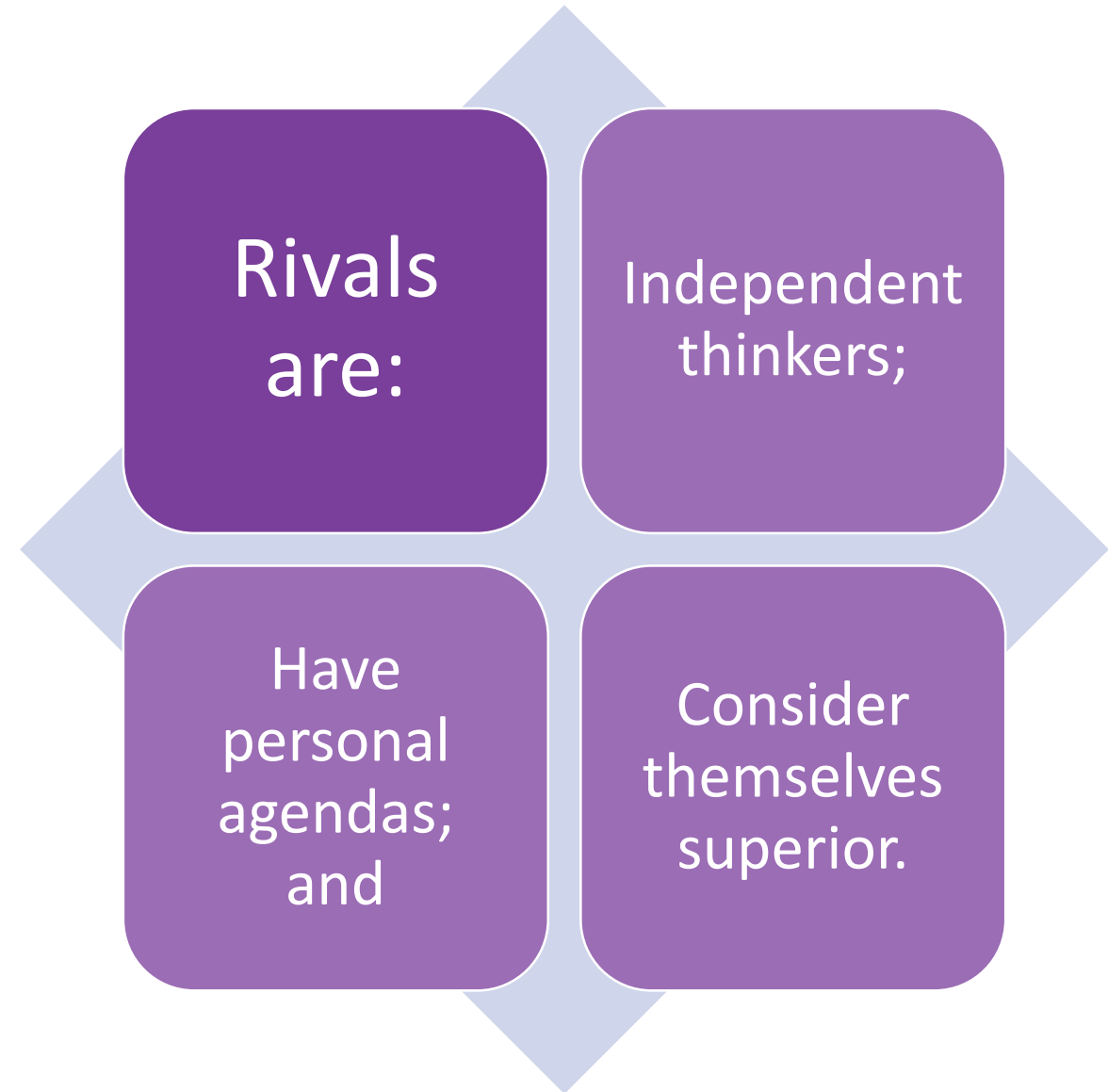
Serve “with malice  
toward none and  
charity for all.”

Lead “with  
firmness in the  
right.”

Focus on common  
interests ... not  
personalities.



# RIVAL TRAITS



# Preconditions for Team of Rivals

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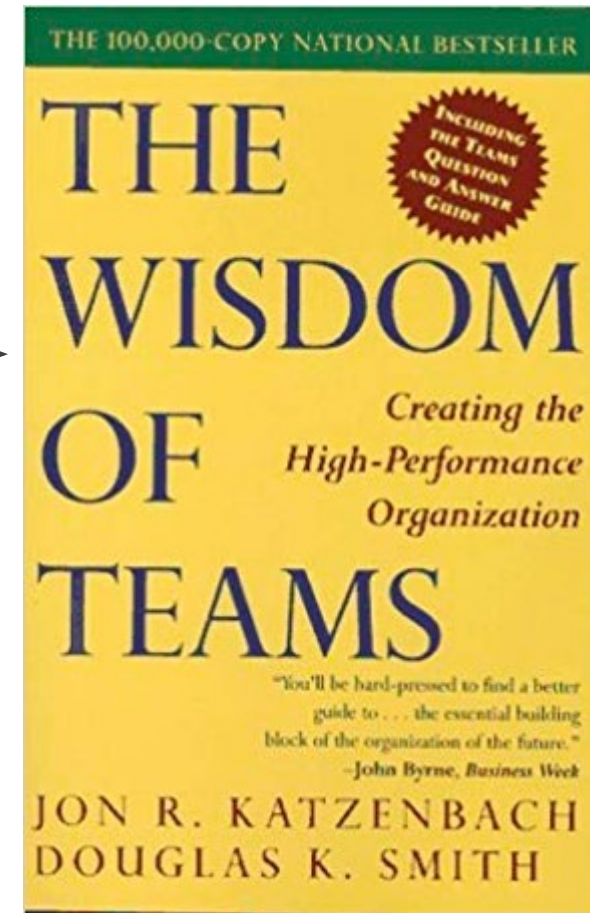
## Conditions for Team of Rivals' Success

- High Competence
- Decency and impeccable integrity;
- Preservation of the unity of the Team of Rivals; and
- Laser focus on objectives.

# The County Council as a Team?

A team is a small number of people with complementary skills who are committed in a **common purpose, performance goals**, and **approach** for which they hold themselves *mutually accountable*.

- **John R. Katzenbach and Douglas K. Smith**  
*The Wisdom of Teams:  
 Creating the High-Performance Organization*





## ***IS A TEAM OF RIVALS A VIABLE OPTION?***

# WORK TO BE DONE



## **DETERMINE PRINCE GEORGE'S COUNTY COUNCIL'S 2021 STRATEGIC PRIORITIES**

# Prince George's County Council Core Values and Guiding Principles



- WHO:** Council as Legislative Body  
Council as Zoning and Land Use Authority  
Council as Board of Health
- HOW:** Utilizing the talents and abilities of members  
Act as honest, transparent and cohesive body  
Act in best interest of Prince George's County  
Fair, unbiased, efficient and effective process and initiatives  
Consider the needs and rich diversity of our community  
Innovative and data driven decision-making
- WHAT:** Advance the County  
Foster partnerships with stakeholders  
Convene community leaders  
Engage residents and other elected officials  
Elevate the quality of life in our communities  
Steward finance





# Vision: The Magnetic Force

*You have got to think about big things while you are doing small things, so all the small things go in the right direction.*

Alvin Toffler, Author, *Future Shock* (1970)

*Where there is no vision, the people perish.*

Proverbs 29:18, *King James Bible*

*It's not what the vision is, it's what the vision does.*

Peter Senge, Author, *Systems Thinking*



# Why Determine 2021 Priorities?

Collaboratively agreeing upon priorities and informational needs will knit the Council together on vision, fidelity to its governance philosophy, core values and guiding principles (Terms of Engagement).

It also serves to align the Council, Council members and Council staff on governance expectations, roles and behaviors.



# Council Priorities & Informational Needs

Together the Council and its Committees should determine the priorities and the information needed to govern toward achievement of the priorities.

- The focus should be on agreed upon priorities ... not what a Councilmember happens to be interested in.
- Effective governance is advanced when information and format is defined.
- Utilization of established benchmarks and aspirants is also essential.

# Prince George's County Council 2021 Priorities

## ***FIRST THINGS FIRST***



As you agreed last year, leadership expert, Dr. Steven Covey, author of the *7 Habits Of Highly Effective People*, counseled that leaders should put **FIRST THINGS FIRST**. To put **FIRST THINGS FIRST** leaders must prioritize the priorities. As was done last year, a brief exercise will help you to do so.

Think of the issues of greatest consequence(i.e., Big Rocks) to Prince Georges County that legislative authority could impact.



Convene in groups of not more than four (4), discuss and agree upon not more than five “Big Rocks” then “Prioritize “the Big Rocks, 1-5.



# WRAP UP



***Are you the Council to ensure  
Prince George's County's  
future?***



# THANK YOU!



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