

# St. Anthony City Council Plan for Governing with a Servant Leadership Mindset

St. Anthony City Council is committed to governing with a servant leadership mindset. Based on ten core competencies, a servant leadership mindset ensures the Council will lead with values, adhere to its vision, and act on decisions to achieve equitable outcomes. Each Council member strives to ensure our behaviors meet high ethical standards, our interactions with our constituents are respectful, our engagement seeks to listen to diverse perspectives, our processes and decisions are transparent, and our policymaking utilizes an equity lens.



<a href="#">Competencies for Effective Elected Leaders</a>	Mindset and Behaviors	Action Item to Consider	Source
<a href="#">Leading with Values: Integrity and Ethics</a>	<p>Examples of integrity and ethics as an elected official include:</p> <ul style="list-style-type: none"> <li>Complying with laws, policies, and rules (e.g. the gift law).</li> <li>Fostering ethical behavior among your elected peers and city staff.</li> <li>Avoiding conflicts of interest.</li> <li>Demonstrating a commitment to democracy and fair process.</li> </ul>	Adopt Rules or Code of Conduct	<p><a href="#">Official Conflict of Interest</a> (page 28)</p> <p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 31-35, Sample on page 77)</p>
<a href="#">Leading with Values: Communication</a>	<p>Examples of communication as an elected official include:</p> <ul style="list-style-type: none"> <li>Being an effective listener.</li> <li>Maintaining composure in crisis or other highly-charged situations.</li> <li>Using different communication tools to engage stakeholders in the community.</li> <li>Modeling good social media use.</li> <li>Communicating reliable information; not misleading the public.</li> <li>Seeking out and listening to broad perspectives.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#">Draft Sample Statement of Values</a></p>	<p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 35)</p> <p><a href="#">Draft Sample Statement of Values</a></p>

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<a href="#"><u>Leading with Values: Community Engagement</u></a>	<p>Examples of community engagement as an elected official include:</p> <ul style="list-style-type: none"> <li>● Building relationships with different community leaders, including those representing underserved or underrepresented groups.</li> <li>● Modeling civility.</li> <li>● Welcoming diversity in viewpoints and opinion.</li> <li>● Modeling good social media use.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#"><u>Draft Sample Statement of Values</u></a></p>	<p><a href="#"><u>League of Minnesota Cities Minnesota Mayor Handbook</u></a> (page 28-29)</p>
<a href="#"><u>Leading with Values: Equity and Inclusion</u></a>	<p>Examples of equity and inclusion as an elected official include:</p> <ul style="list-style-type: none"> <li>● Taking action to demonstrate a commitment to inclusion and equity in your city.</li> <li>● Reviewing policies for fair and equitable outcomes.</li> <li>● Building an inclusive workforce that represents the community.</li> <li>● Ensuring city services are accessible and welcoming to all community members.</li> <li>● Intentionally seeking authentic input into city policies from a wide range of voices and backgrounds.</li> </ul> <p>Key actions for cities to consider in addressing racial inequities</p> <ul style="list-style-type: none"> <li>● Explore the demographic history, including the racial history, and current demographics of the community.</li> <li>● Normalize the topic of race through hosting facilitated conversations among city staff, elected leaders, and in the community (e.g. book or film and discussion events).</li> <li>● Identify local partners/community groups to engage in conversation about the experiences of people of color in the community.</li> <li>● Collect and analyze data on city services by race (e.g. geographic data on where park improvements have been made or where trees have been planted by the city).</li> <li>● Organize training for staff and elected officials that focuses on developing shared terminology and concepts of race and race equity (e.g. implicit and explicit bias).</li> <li>● Identify staff and elected officials for an internal equity team; consider who is passionate for and interested in the work. Include employees and other officials of color.</li> </ul>	<p>Adopt Equity, Diversity and Inclusion Plan</p> <p>Read <a href="#"><u>The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together</u></a> as council professional development</p> <p>On City calendar, consider recognizing October holiday as Indigenous People’s Day</p> <p>Community Survey in Spring 2022</p> <p>2023 goals &amp; priorities driven by survey &amp; data</p>	<p><a href="#"><u>Driving Diversity and Inclusion through Governance</u></a></p> <p><a href="#"><u>Race Equity Toolkit: An Opportunity to Operationalize Equity</u></a></p> <p>Professional Development for Council: <a href="#"><u>Government Alliance for Race and Equity</u></a></p> <p><a href="#"><u>NLC Race, Equity and Leadership Training</u></a></p>

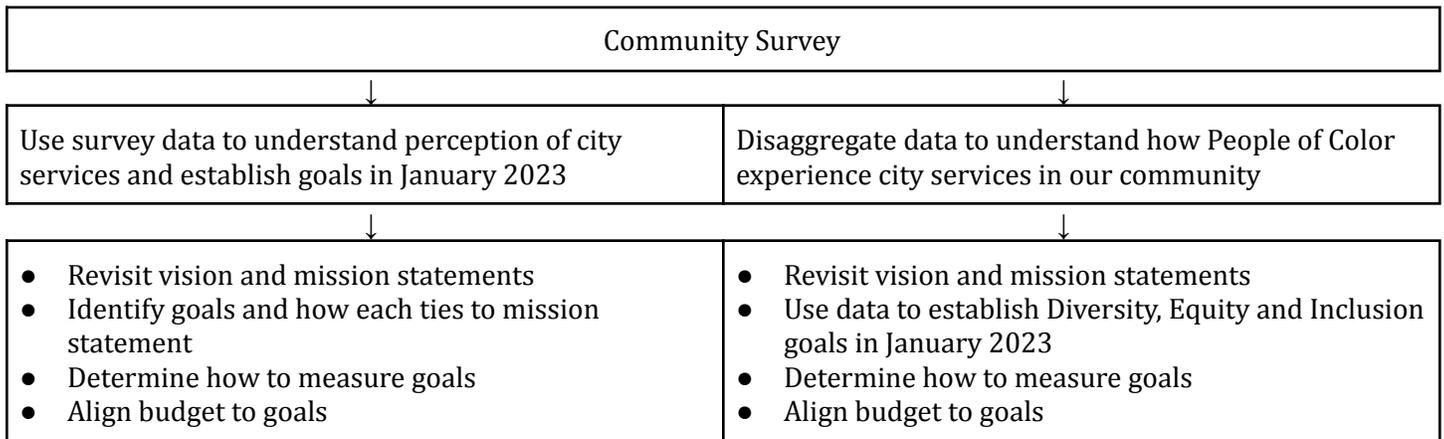
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<u><a href="#">Competencies for Effective Elected Leaders</a></u>	<b>Mindset and Behaviors</b>	<b>Action Item to Consider</b>	<b>Source</b>
<u><a href="#">Leading with Vision: Strategic Planning and Decision Making</a></u>	<p>Examples of strategic planning and decision-making as an elected official include:</p> <ul style="list-style-type: none"> <li>● Listening to and considering a variety of perspectives in order to make decisions.</li> <li>● Ability to develop long-term plans.</li> <li>● Encouraging creativity of ideas.</li> <li>● Building trust and consensus; investing in relationships and understanding of core values.</li> </ul>	<p>Community Survey in Spring 2022</p> <p>2023 goals &amp; priorities driven by survey &amp; data</p>	<p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 30-31)</p>
<u><a href="#">Leading with Vision: Policymaking</a></u>	<p>Examples of policymaking as an elected official include:</p> <ul style="list-style-type: none"> <li>● Listening to diverse perspectives and building consensus.</li> <li>● Energizing a group for taking action.</li> <li>● Identifying priorities.</li> <li>● Harnessing relationships to bring about positive results.</li> <li>● Seeing the big picture.</li> </ul>	<p>Adopt strategies and standards of excellence for data-driven local government</p> <p>Read <a href="#">The Sum of Us</a></p>	<p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 36-38)</p> <p><a href="#">Ways Cities can Use Data</a></p>
<u><a href="#">Leading with Vision: Managing Risk</a></u>	<p>Examples of managing risk as an elected official include:</p> <ul style="list-style-type: none"> <li>● Following open and transparent public process with decision-making.</li> <li>● Fairness in application of ordinances and policies.</li> <li>● Upholding the values of the city and acting as a role model for integrity.</li> </ul>		<p><a href="#">League of Minnesota Cities Liability handbook</a></p>
<u><a href="#">Leading with Action: Meeting Facilitation</a></u>	<p>Examples of meeting facilitation as an elected official include:</p> <ul style="list-style-type: none"> <li>● Following Robert’s Rules of Order.</li> <li>● Modeling collaboration and cooperation.</li> <li>● Engaging stakeholders in productive discussions.</li> </ul>	<p>A resolution of standing rules for conducting city council meetings is adopted every January.</p>	<p><a href="#">League of Minnesota Cities Meetings of City Councils</a></p>
<u><a href="#">Leading with Action: Financial Literacy</a></u>	<p>Examples of financial literacy as an elected official include:</p> <ul style="list-style-type: none"> <li>● Creating an environment in which financial transparency is valued.</li> <li>● Analyzing trends that will affect the budget.</li> <li>● Being a good steward of the public’s resources.</li> <li>● Preparing your city to meet future needs.</li> </ul>		<p><a href="#">League of Minnesota Cities Handbook for Minnesota Cities (Chapters 19-25)</a></p>
<u><a href="#">Leading with Action: Personnel Management</a></u>	<p>Examples of personnel management as an elected official include:</p> <ul style="list-style-type: none"> <li>● Investing in employee’s professional development/encouraging a growth mindset.</li> <li>● Helping employees see how their roles, responsibilities connect to the city’s overall mission.</li> <li>● Modeling the values of the city.</li> <li>● Implementing succession planning.</li> </ul>	<p>Adopt Values Statement</p> <p><a href="#">Draft Sample Statement of Values</a></p>	<p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 40-41)</p>

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<p>Rationale for Values Statement</p>	<ul style="list-style-type: none"> <li>• Council members take an oath of office upon taking office.</li> <li>• A resolution adopting the standing rules for conducting city council meetings is adopted every January.</li> <li>• Rationale for Values Statement: Values statements are written to reflect the core ethical values of the city. They are a way to compare preferred values against actual behaviors. Values statements may take many forms, but generally they contain four to six cardinal values surrounded by “I” statements and examples. For example, “I serve the public interest when I recognize and support the public’s right to know the public’s business.” Values-based codes generally set aspirational “do’s,” while codes of conduct stress “don’ts.”</li> </ul>	<p>Values Statement</p>	<p><a href="#">Elected Officials and Council Structure and Role</a> (page 14)</p> <p><a href="#">League of Minnesota Cities Minnesota Mayor Handbook</a> (page 35 &amp; Appendix F on page 78)</p> <p><a href="#">Draft Sample Statement of Values</a></p>
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### Example of How We Can Utilize Data to Establish Goals



League of Minnesota Cities and National League of Cities resources:

- [Core Competencies in Local Government](#)
- [League of Minnesota Cities Handbook for Minnesota Cities](#)
- [League of Minnesota Cities Minnesota Mayor Handbook](#)
- [Elected Officials and Council Structure and Role](#)
- [League of Minnesota Cities Meetings of City Councils](#)
- [League of Minnesota Cities Meetings, Motions, Resolutions, Ordinances](#)
- [Good Start to Good Governance](#)
- [Official Conflict of Interest](#)
- [Sample Resolution from Duluth City Council](#)
- [Race Equity Toolkit: An Opportunity to Operationalize Equity](#)
- [5 Ways Cities Can Use Data to Become More Efficient and Effective](#)
- [Draft Sample Statement of Values](#) (adapted from [League of Minnesota Cities Minnesota Mayor Handbook](#) pages 73-76)

Articles/Reference Documents

- [Driving Diversity and Inclusion through Governance](#)
- [Director Onboarding and the Foundations of Respect](#)
- [Organizational Culture and Leadership](#)
- [Defining Culture and Organizational Culture](#)