

Town and County of Nantucket Select Board • County Commissioners

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C. Elizabeth Gibson
Town & County Manager

AGENDA FOR THE MEETING OF THE SELECT BOARD JUNE 4, 2024 - 8:30 AM to 10:30 AM ROOM A OF MEETING TRAILER, 131 PLEASANT STREET NANTUCKET, MASSACHUSETTS

- I. CALL TO ORDER***
- II. ANNUAL SELECT BOARD GOVERNANCE RETREAT***
- III. ADJOURNMENT***

MEMO

Date: May 30, 2024

To: Select Board Members
C. Elizabeth Gibson, Town Manager

From: Julia Novak, Executive Vice President, Raftelis

Re: Governance Retreat

I look forward to being with you on June 4th to facilitate the Board's governance retreat. The purpose of this memo is to share the agenda and provide some questions for you to reflect upon in preparation for our conversation.

Logistics

When: Tuesday, June 4, 2024
8:30 AM to 10:30 AM

Where: 131 Pleasant Street
Nantucket, MA 02554

Purpose

- Discuss Public Service Values and how to engage the community in understanding how current decision making impacts the future of the Island
- Continue to build upon the Select Board's ability to govern together effectively

Preparation

Scholars at the University of Kansas School of Public Affairs and Administration have identified and framed four values that underpin our democratic process. Dr. John Nalbandian, Professor Emeritus from the University of Kansas, and I adapted that work in 2023 to more specifically address how local elected officials balance these competing values.

Frequently, when we think of values, qualities like honesty, reliability, love, and sincerity come to mind. These are values—deep-seated beliefs that lead to judgments about right and wrong—but they have to do with individuals and how we lead our lives individually.

Public service values influence public policy development, implementation, evaluation, and governance design, as opposed to the lives of the individuals who make policy and program decisions. The primary public service values in our culture in response to public wants and needs are accountability/representation; efficiency and effectiveness/professionalism; social equity, diversity, and inclusion; and justice/individual rights.

Accountability/Representation: Government and public service providers answer to the will of the people. In government, there is a deep-seated belief that the wishes of residents should be represented by elected officials in governing bodies. In other types of public service providers, such as nonprofit organizations and public service enterprises, managers and decision-makers are held accountable to their trustees and governing bodies according to their public service mission. If a public policy or public program is going to have an impact on a group of residents, that group should have the opportunity to be heard. Regardless of the accountability mechanisms, either through representative or trustee, public expressions of preferences are to be acknowledged. And, public involvement in the governing process is essential for the legitimacy of governing processes.

Efficiency and Effectiveness/Professionalism: Residents expect public service providers to be run prudently and for programs and policies to achieve intended outcomes, not only in the short run but also in the long run. This is accomplished through cost-consciousness and rational, analytical decision-making and through an emphasis on expertise and professionalism, planning, and merit. As such, this value goes beyond financial sensitivities and emphasizes the need for policymakers and program managers in public service organizations to be responsive to diverse outcome expectations of the public and also be good stewards of public resources.

Social Equity, Diversity, and Inclusion: Our society is often differentiated by physical conditions such as ethnic, economic, work, age, gender, and social background, as well as by political, social, and cultural preferences. Public service providers are expected to respect these differences and treat all people equally in policymaking and program implementation.

Justice/Individual Rights: Our government structures preserve property rights and civil rights through ordinances, statutes and laws, and the constitution. Individuals also have the right to due process that protects them from arbitrary decisions by majorities or by those who govern, and are to be treated equally before the legal system despite their individual background. Both elected and non-elected decision-makers are expected to respect these rights in the processes of policymaking, implementation, evaluation, and adjudication.

While we cherish each value, it is a common observation that one cannot optimize all four values simultaneously. Thus, policymaking and managerial decisions focus not only on outcomes and policy goals, but also upon ways of accommodating these four values in order to connect what is politically and socially acceptable with what is administratively feasible and sustainable. One's political philosophy can be expressed as preferences for one value over another.

Dr. John Nalbandian prepared a video that explains the values you must navigate as elected officials when doing public business. We will share this video during our governance workshop on June 4th.

[2023 03 20 SOC VIDEO HOW 30 Second 1 0 \(youtube.com\)](https://www.youtube.com/watch?v=20230320SocVideoHow30Second10)

Norms

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - **BOLD**
 - Positive and realistic
 - Candid and honest
 - Patient and self-aware
 - Engaged and fully present
- Strive for consensus
 - Look for opportunities to agree
 - Remember the power of “if” and “and”
- Have fun!

Agenda

Setting the Stage

- Welcome and introductions
- Agenda review
- Norms and expectations

Public Sector Values

We will review the four fundamental values that underpin local decision making using a video that includes a presentation by Dr. John Nalbandian, Professor Emeritus from the University of Kansas. We will discuss how these values play out locally and how they connect with the Town's Strategic Plan.

Deciding What Consequences Will Prevail

The Chair will be asked to share her observations about the four values and how decisions are shaping the future of the Island – perhaps without a comprehensive understanding of where we are and what the Vision is for the future of Nantucket.

Values-Based Discussion – Next Steps

We will discuss where the Town goes next with leading values-based conversations on Nantucket, and the Board's role in modeling this for the community.

Process and Working Relationship Check-in

Given there are no changes to the make-up of the Board, we will check-in on how things are working and ensure a common understanding of the agenda process, etc.

Closing/Adjourn

As the session comes to a close, each participant will be asked to share a parting thought about the retreat and what lies ahead.

Town of Nantucket

Governance and Values

June 2024

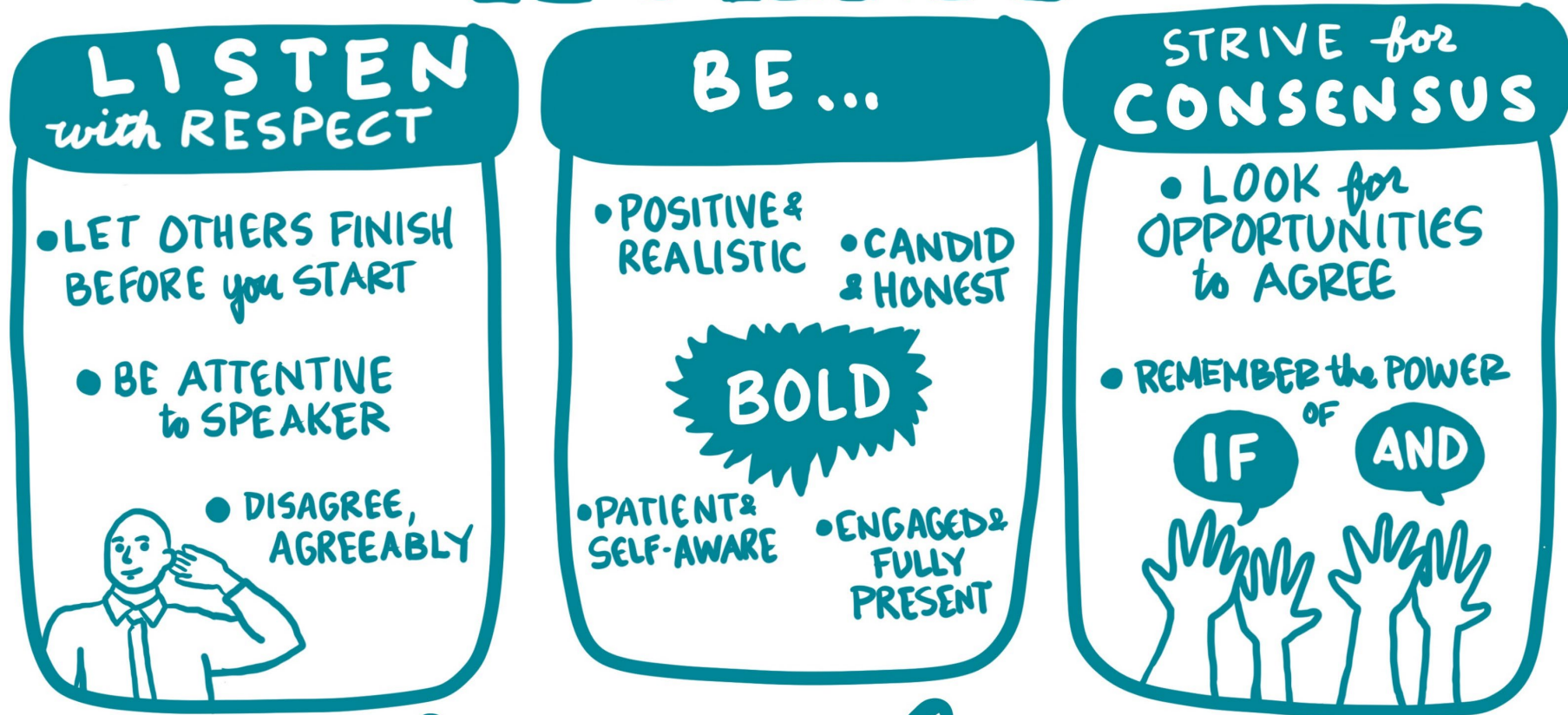


Agenda

1. Setting the Stage
2. Public Sector Values
3. Deciding What Consequences Will Prevail
4. Values-Based Discussion – Next Steps
5. Process and Working Relationships Check-in
6. Closing/Adjourn



meeting NORMS



★ *have fun* ★

Check-in

- Name and Role
- Years on Board/With Town
- What are you most looking forward to this summer?



Public Sector Values

A Refresher



Refresher – Part One

A gap exists and is growing between what is politically acceptable (what we want to do) and operationally sustainable (can we do it?)

This gap is growing because of contemporary trends – disruptive forces – that are impacting local governments and local governance

Drivers of Disruption



National politics filtering into local governance

“All politics are local” has become “All politics are national”



State and local relationships

State government encroaching on local control



Technology

Social Media Platforms
The Media
Cyber-Security



Social Issues

Equity and Racial Issues

Refresher

Bridging the gap must be intentional, and is facilitated by understanding that politics involves choices among conflicting values—no value profile is best (unless it is yours!)

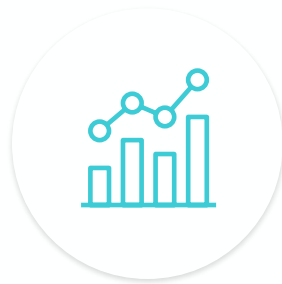
Politics and administration involve more than different behaviors; they are different ways of thinking

Values ([Values video](#))

Responsiveness =



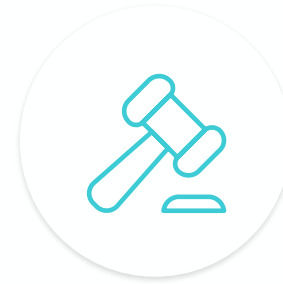
**Representation/
Participation**



**Efficiency and
Effectiveness/
Professionalism**



**Social Equity,
Diversity, and
Inclusion**

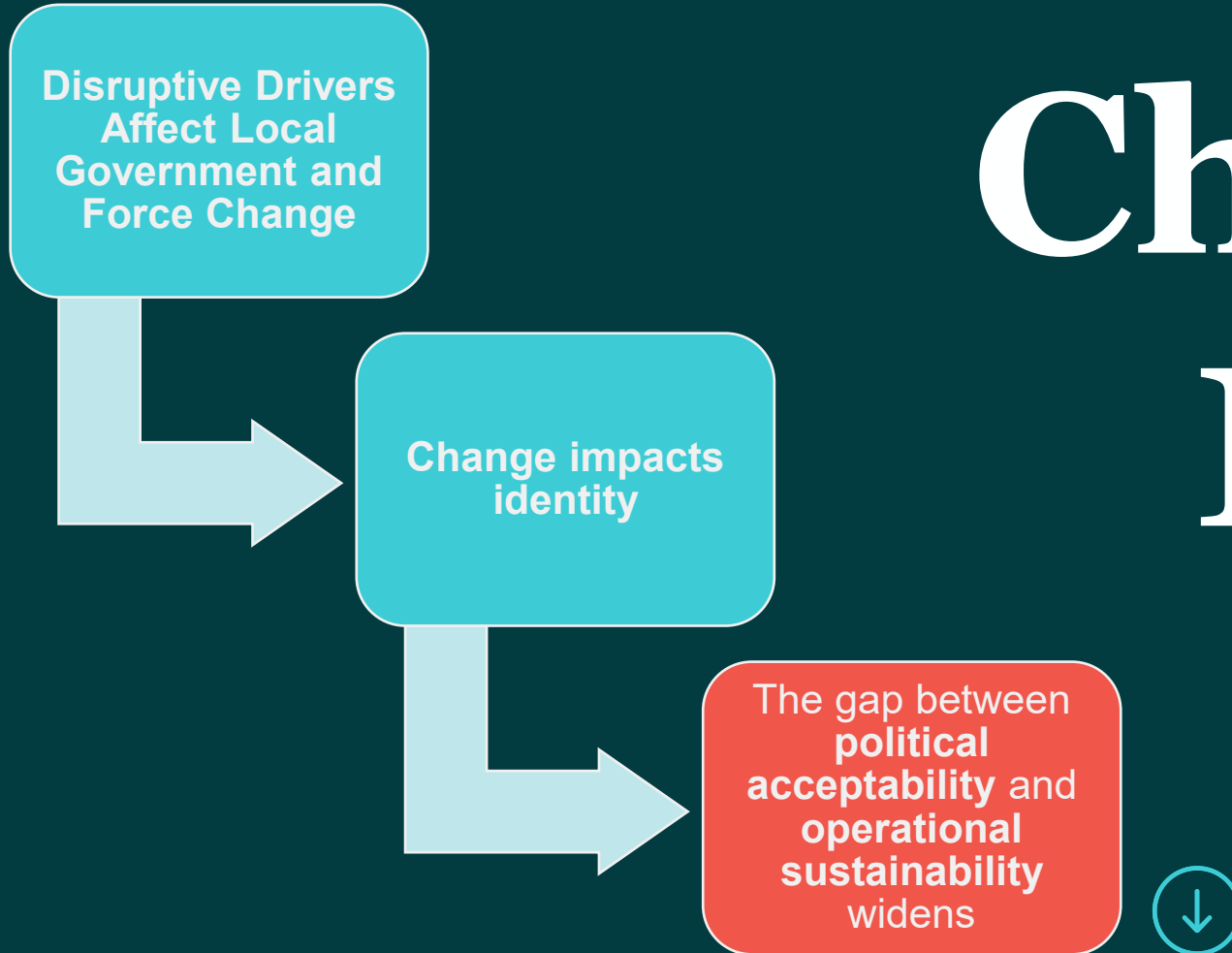


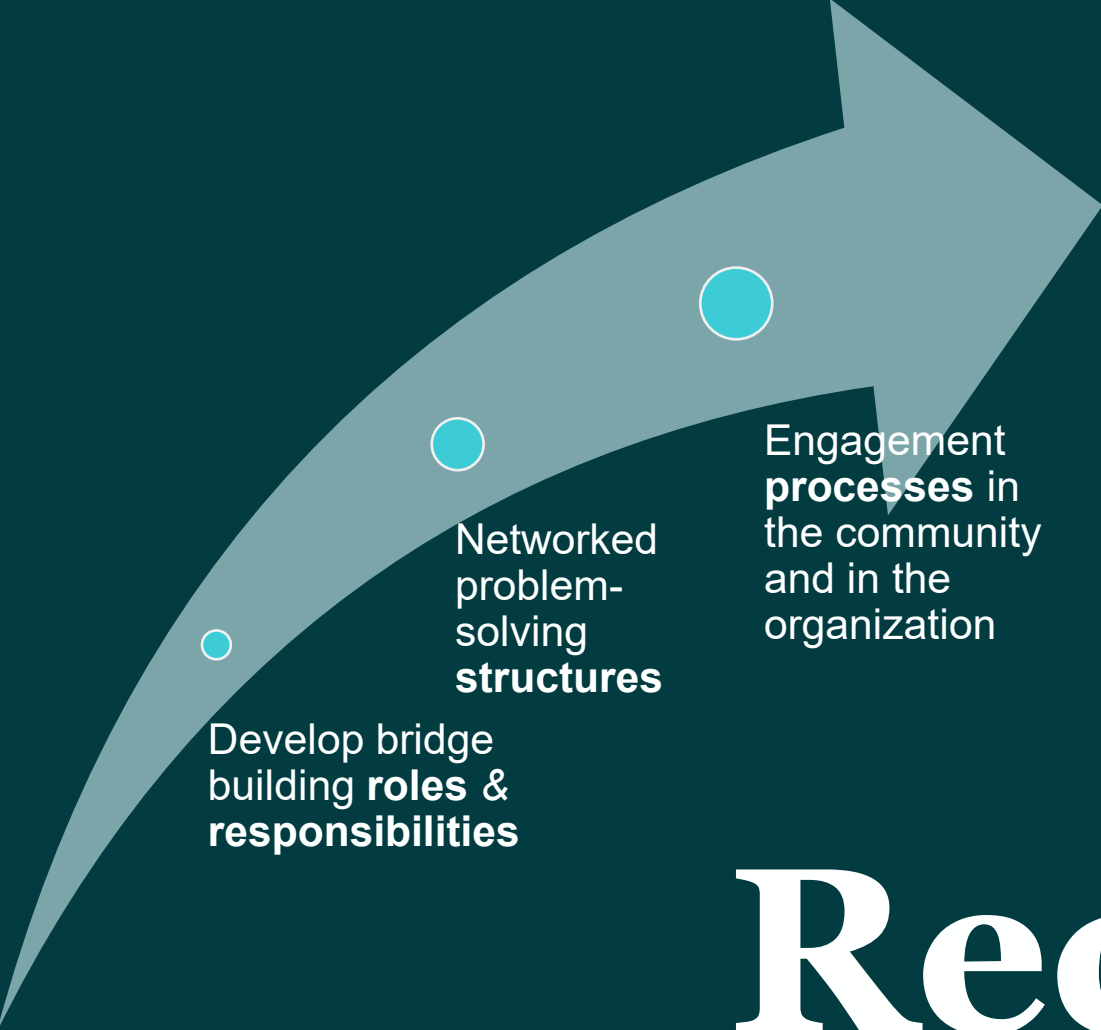
**Justice and
Individual
Rights**

Who is obligated to speak to the unspoken value?



Change and Identity





Develop bridge
building **roles &
responsibilities**

Networked
problem-
solving
structures

Engagement
processes in
the community
and in the
organization

Paths to Reconciliation



Paths to Reconciliation

Roles and Responsibilities

Political and administrative actors moving into the gap

Structures

Developing skills/mindset where the problems to be solved drive the work and boundaries adjust –
acknowledge identify/issues of loss

Processes

Imperative for engagement that incorporates public values and deliberative processes

If the political currency is stories not facts, the most powerful stories are those of identity

Three classes of change and resistance:

1 Change that may be self-initiated and/or is substitutional in nature. Some reorganization/adjustment may be required.

2 Change that is significant but builds on one's past—requires adjustments but can be seen as growth. Bumps in the road, but in the long run, past is unchallenged.

3 Change that challenges identity anchored in the past. Change is experienced as loss and will be resisted.



Thank you!

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