

# ESTABLISH A LONG-TERM VISION

Give people a reason to cooperate.

### → Promote Collaboration

The only thing better than an inspiring vision is an inspiring *shared* vision. Turn stakeholders into co-creators as you define the long-term vision.

# → Balance Long-Term Goals with Short-Term Needs

In all things, seek balance. Advocate for both the big picture and day-to-day needs. Break long-term goals into shorter-term milestones to maintain momentum.

# GREATE CLEAR RULES

Reinforce constructive behavior.

### **→** Well-Defined Boundaries

When the game has clear rules, everyone's set up to win. Create and share expectations about how decisions get made, who has the final say, and timelines.

#### → Monitoring

Everyone must follow the same rules. Hold people accountable. When they understand their reputations are at stake, they're more likely to play fair.

#### → Maintain Oversight

Cooperation is key to thriving communities. Reinforce the importance of cooperation through the power of the purse strings. Encourage a culture of shared values.

#### Sanctions and Rewards

Incentives can encourage both good and bad behaviors. Know the difference and design institutions accordingly.

# BUILD TRUST AND OPEN COMMUNICATION

*Create the conditions for cooperation.* 

## → Create Open Lines of Communication

Communication is key. Create and promote two-way channels to connect elected officials and staff with the public.

# Cultivate Trustworthy Reputations

Trust is everything. Build trust through transparency—say what you mean, mean what you say and follow through.

# TREAT EVERYONE FAIRLY

Promote and protect mutual trust and respect.

# → Proportional Equivalence Between Benefits and Cost

People must get what they pay for and pay for what they get. Be proactive—make sure citizens know what they stand to gain for their tax dollars.

#### Conflict-Resolution Mechanisms

We can't please everyone all the time. Disputes around financial decisions will happen. Anticipate that. Prevent *destructive* conflict. Promote *constructive* debate.

#### Minimum Recognition of Rights

Local governments must have autonomy. Use collective decision-making to develop policies and procedures for protecting local choices and addressing unfunded mandates and grants.

# USE COLLECTIVE DECISION MAKING

Develop forums for participation.

## → Engage Key Stakeholders

Building a sturdy financial foundation is a team effort. We must be proactive and responsive. Let people voice their concerns. Ask for their feedback. Adjust as needed.

### Collective Choice Arrangements

Give citizens a seat at the table. They're more likely to support decisions when they have a say in how public resources are used. Prioritize public feedback.

## → Networked Enterprises

We're stronger together. Share services across local governments to save costs. Build collaborative, cross-sector networks to pool resources for addressing community challenges.

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