

AGENDA
GIG HARBOR CITY COUNCIL RETREAT
Friday, February 2, 2024 - 9:00 AM
Community Rooms

This meeting may also be accessed through Zoom at <https://zoom.us/j/93216056382> or by calling (253) 215-8782 and entering Meeting ID 932 1605 6382.

9:00 - CALL TO ORDER/ROLL CALL

9:05 - ICEBREAKER

9:30 - DISCUSSION ITEMS

1. Council & Mayor Roles & Responsibilities/Council Guidelines & Procedures Review
2. Strategic Plan Review & Prioritization
3. Department Work Plan Presentations
4. Legislative Update

12:00 - LUNCH

12:30 - DISCUSSION ITEMS

1. The Dignity Index
2. Downtown Parking/Zoning
3. Parks District Discussion
4. Study Session Discussion (Virtual/Hybrid)

4:00 ADJOURN

PUBLIC COMMENT & DECORUM

Public comment will be not be accepted at this retreat.

AMERICANS WITH DISABILITIES (ADA) ACCOMMODATIONS

ADA accommodations can be provided upon request. Those requiring special accommodations should contact the city clerk at cityclerk@gigharborwa.gov or (253) 853-7613 at least 24 hours prior to the meeting.

City of Gig Harbor

Respecting the Roles of Policy Makers and Administrators

Daniel Kenny

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Guiding Principles

- Must follow existing statutes, ordinances and resolutions until amended
- City Council has only those powers specifically granted by statute
- The “public’s work” must be done in public
 - Open Public Meetings Act

Common Characteristics

- Formal action must be taken in a public forum
- Regular meetings
 - Time set by ordinance
 - Location
 - Rules of conduct
- Subject to Open Public Meetings Act (RCW 42.30)
- Special Meetings

City Council Power and Authority

- Exercised by a majority of council (sometimes a supermajority) in an open, public meeting
- Council Members have the right to speak in accord with City Council rules and cast a vote
- Outside of the meeting context, City Council Members have more limited roles/responsibilities

The City Council's Most Important Functions

Adopting Policy

- Councils use ideas from staff, community groups, advisory committees, chambers of commerce, and others
- Council's responsibility is to consider the merits of proposals and then approve, modify or reject them
- In doing so, council members analyze community needs, program alternatives, and available resources
- The budget and comprehensive plan are powerful policy tools that are adopted by ordinance

Budget

Employee Salary: Typically large majority of budget with multi-year Collective Bargaining Agreements

Limits on Revenue

Long Term Planning: Capital Improvement Plan (CiP) and Transportation Improvement Plan (TIP)

- ✓ Six-year documents
- ✓ Key to successful Grants
- ✓ GMA, Citizen Involvement Plan and Transparency

Responding to constituents

1. Residents often contact a council member when they have a problem
2. Keep in mind that you lack the authority to take action in administrative matters
3. Council Member may:
 - a) Refer to appropriate staff member
 - b) Raise at council meeting
 - c) Discuss complaints against public officials in executive session

Other Key Elements

- Contracting - delegation of contracting authority
- Labor Negotiations
- Special Meetings
- Quasi-Judicial matters
- Set legislative priorities to convey to State and Feds
- Regional boards and commissions

Roles of Mayor & City Council

Policy-Making & Implementation

Mayor

- Keep council informed on city affairs
- Propose policy
- Implement policy adopted by council
- Report back to council regarding policy implementation and possible improvements

Council

- Listen to city residents – keep track of their concerns and wishes
- Discuss, develop, and adopt city policies governing many aspects of city operations
- Make broad-based policy decisions

Labor and Personnel

Mayor

Hire & fire subject to:

- Civil Service System
- Collective Bargaining Agreement and employment contracts
- Within the budget
- Council confirmation when required

Direct employees within

- Budget
- Job descriptions
- Ordinance structures

City Council at public meetings and by ordinance when required

- Create Civil Service System
- Direct negotiation of and approve all Collective Bargaining Agreements and employment contracts
- Approve budget, provide for salaries and benefits through salary ordinance
- Establish departments, positions and job descriptions

Budget

Mayor

- Prepare and present preliminary budget and budget message
- Administer budget
- Make intrafund transfers (within General Fund and Utility Funds) unless limited by ordinance
- Request council authorization for amendments for unforeseen situations or use contingency funds

City Council

- Hold public hearing(s), adopt budget
- Establish tax rates, fee schedules
- Set salaries and benefits (CBA limits)

Day-to-Day Activities

Mayor

General supervision over administrative affairs of City

- a) Within the budget
- b) Enforce ordinances through police and code enforcement
- c) Administer contracts
- d) Request approval for civil litigation to enforce contract provisions

City Council

Create administrative structure

- a) Budget process
- b) Address health, safety and welfare needs by ordinance through exercise of police powers
- c) Approve contracts
- d) Budget for city administrative structure

Legislative Roles

Mayor shall preside over the meetings of Council when present.

Mayor's Limited Legislative Role

- Tie breaking vote - only in matters other than:
 - A. Passage of ordinance
 - B. Grant or revocation of franchise or license
 - C. Resolution of payment of money
- Veto power - override by majority plus one of City Council

Questions??

Daniel Kenny

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Ogden Murphy Wallace, PLLC

Administration Department 2024 Work Plan

Katrina Knutson, City Administrator

Focus & Goals for 2024 - City Administrator:

- Leadership and executive management of organization.
- Oversight of all city departments and programs.
- Training and leadership development:
 - o Executive Team – high performance leadership ICMA.
 - o Leadership Team – emotional intelligence training, communication training.
 - o Spring leadership retreat – off-site.
 - o Develop Emerging Leaders Training Program.
- Legislative:
 - o Maintain relationships with 26th Legislative Delegation and staff.
 - o Oversee and manage contracted state lobbyists:
 - Support city's legislative policy agenda.
 - o Participate in Pierce County Public Safety Coalition in support of increased public safety.
 - o Participate on AWC Legislative Committee (Term 2024-2025).
- Support to Mayor Markley and Councilmembers:
 - o Bi-weekly 1:1 meetings.
 - o Policy research and recommendation.
 - o Collaboration in support of city initiatives.
- Internal Staff Committees:
 - o Levy Lid Lift Staff Committee.
 - o DEIB Staff Committee.
 - o Others.
- Quarterly "All-Staff" Meetings.
- Collaboration with the judicial branch:
 - o Coordination with Judge Allen.
 - o Prosecuting Attorney contract and review.
 - o Indigent Defense Services contract and review.
 - o Conflict Counsel contracts and review.
- Agency and partner coordination and collaboration:
 - o GH Fire, Peninsula School District, Peninsula Light, Washington Water, Pierce Transit, Pierce County Executive's Office, Pierce County Council, Pierce County Regional Council, Pen Met Parks, Pierce County Library, GH Chamber, Downtown Waterfront Alliance, Peninsula Art League, YMCA, Association of Washington Cities, Washington City Manager Association, RMSA, and others.

City Clerk's Office:

- Revise Safety Manual (due to frozen Risk/Safety Officer position).
- Create employee intranet.
- Migrate Admin and shared files out of Box.
- Develop Communications Plan.
- Council meeting support.
- City-wide external communications:
 - o Weekly Gig-A-Byte.
 - o City website and Facebook.
 - o Bi-weekly Department Update.
 - o Other communications.
- Policy development (in collaboration with other departments):
 - o Facility use and Civic Center art displays.
 - o Harborview Drive banners.
 - o Special events.
 - o Business licenses.
 - o Purchasing authorization.
 - o Fee schedules.
 - o Liquor licenses.
 - o Council Guidelines & Procedures.
- Ballot measure development and communications.
- Policy and administrative support to the City Administrator.
- Liaison support for Arts Commission, Parks Commission, Salary Commission, and Lodging Tax Advisory Committee.

Housing, Health, and Human Services Program:

- Update and develop codes, ordinances, and policies:
 - o Low-income utility billing.
 - o Homeless encampment response.
 - o Safe parking.
 - o Co-response with GHPD, GHFD, and code enforcement.
- Build and maintain community relationships.
- Resource Navigation for:
 - o Community partners.
 - o Community members.
 - o Interdepartmentally.
- Maintain community resources webpage.
- Affordable Housing - collaborate with Community Development Department on affordable housing opportunities:
 - o Comprehensive plan.
 - o Identify affordable housing preservation options.
 - o Community awareness/outreach.
- Training and education for H3 matters:

- o Policy implementation.
 - o Secondary trauma.
 - o Selfcare.
- Develop Youth Council.
- Community Diversity and Engagement Mayoral Ad Hoc Committee.
- Diversity, Equity, Inclusion, Belonging (DEIB).
- H3 program growth, needs, and development.
- Gather and maintain data:
 - o Identify and apply for funding sources.
 - o Tracking data to support program development.

Community Development Department 2024 Work Plan

Carl de Simas, Community Development Director

Focus & Goals for 2024:

- Maintain:
 - o Excellent customer service.
 - o Effective partnerships with internal departments and community stakeholders.
- Update/Amend:
 - o Comprehensive plan annual docket.
 - o Charting Our Course 2044.
 - o Title 15 – Buildings and Construction (per WA State Building Code Council).
 - o Code compliance/enforcement code.
 - o Sign code.
 - o Permit fee schedule.
- Develop:
 - o Internal CAP team and 2025-26 CAP work program.
 - o Illegal Tree Removal Enforcement Program.
 - o Urban Forestry Advisory Board (per UFMP).
 - o Climate Change Comprehensive Plan Element consistent with House Bill 1181 (grant dependent).
 - o Work program for Historic Preservation Commission.
 - o Code Compliance/Enforcement Program.
 - o Online small business resource center.
 - o ADU ordinance (per House Bill 1337).
- Implement:
 - o Climate Action Plan (CAP).
 - o Urban Forest Management Program (UFMP) (grant dependent).
 - o Lean Kaizen permit process proposals.
- Host:
 - o Developer's forum/open house.
 - o 2nd Annual HOA and Neighborhoods Fair.
- Review:
 - o Business License Program and Fire Inspection Program.
 - o Permit fee schedule.
 - o Permit process improvements.
 - o Crescent Creek Park and Sandspit/Lighthouse Annexations.

Finance Department 2024 Work Plan

Dave Rodenbach, Finance Director

Focus & Goals for 2024:

- Maintain existing levels of service.
- Treasury (cash management).
- Budget and budget monitoring.
- Accounting and financial reporting (paying bills and year-end reporting).
- Succession planning for looming retirements.
- Reach sufficient staffing levels.
- City's financial security (levy lid lift, B&O tax, etc.).
- Manage the creation of 2024-25 budget/budget process.
- 2023 financial statements (new standard requires inclusion of subscription-based contracts).
- EFT Disbursement Policy.

Human Resources Department 2024 Work Plan

Shannon Costanti, HR Director

Focus & Goals for 2024:

- Culture/Wellness/Engagement:
 - o Assess and enhance wellness committee purpose and function – broadening scope to include staff engagement.
- Diversity, Equity, Inclusion, Belonging (DEIB):
 - o Conduct city-wide learning experience on fundamental DEIB principals.
 - o Integrate DEIB more wholistically in city operation and staff experience.
- Labor Relations:
 - o Complete contract negotiations with general and supervisor units.
 - o Establish routine labor/management meetings once bargaining has concluded.
- Leadership/Supervisor Development & Coaching:
 - o 2024 leadership team retreat.
 - o Continue with 90-day check-ins with supervisors following new hire.
- Payroll/Compensation/Benefits:
 - o Conclude city-wide wage study with consultant.
 - o Complete training for full cycle payroll processing.
 - o Benefits & Wellness Fair – education and engagement.
- Performance Management:
 - o Assess and update performance evaluation tools and materials.
- Policy/Procedure:
 - o Conduct full review and update of the personnel regulations (employee handbook).
- Process/System:
 - o Implement ESS in Springbrook in 1Q, providing access to electronic pay stubs – reducing time and material costs.
 - o Conduct RFP for HRIS/Payroll/Timekeeping system enhancements and improvements.
 - o File purging according to state retention schedule.
 - o Prepare for and implement NEOGOV onboard module in 2Q to enhance and dramatically improve the new hire onboarding experience.
- Recruiting/Retention:
 - o Recruit candidates for final 4 police officer vacancies.
 - o Continue to strengthen and enhance recruiting presence on city website and multiple social media outlets.
 - o Prepare for and successfully support recruiting and placement of 11 summer seasonal staff (10 operations, 1 wastewater).

- Staff Recognition and & Appreciation:
 - o Continue with annual department celebration events.
 - o Enhance birthday and anniversary celebration efforts.

Information Technology Services 2024 Work Plan

Keith Smith, ITS Manager

Focus & Goals for 2024:

- vCenter alarms:
 - o ITS staff will be able to receive email notifications on issues related to the virtual environment.
- DRBC implementation:
 - o Processes and techniques to recover from disasters and continue or resume routine business operations.
- Alternative internet service providers:
 - o Create redundant internet services from diverse providers to increase availability/access to the internet.
- Multi-factor Authentication (MFA) on all Office 365 access:
 - o MFA to access Office 365 resources remotely to improve the security posture for all services and resources used by staff.
- POTS fax lines to e-fax:
 - o Analog fax lines will have the ability to send and receive faxes electronically like email. E-fax service will introduce a cost savings to the city.
- Authentication in email deliverability:
 - o Implement DKIM and DMARC records into our external DNS to further reduce spam and phishing attempts.
- PD NetMotion upgrade:
 - o Absolute Software is renaming NetMotion Mobility and Mobile IQ to Absolute 'Secure Access' and 'Insights for Networks'. The release also contains updates to the user interfaces and documentation reflecting the new product names. This will require coordination with SS911 when they upgrade the NetMotion server.
- Public Works iPads – Phase 2:
 - o Operations staff will be able to complete tasks on iPads (e.g., updating and submitting timecards, checking email, completing online training).
- Genetec software:
 - o Genetec security software will replace the pointguard system, which is currently running on an old computer with windows xp with no support available.
- Microsoft 365 tenant changes:
 - o Complete all recommended changes to the Microsoft 365 prod tenant.
- Full asset inventory review and corrections:
 - o Create accurate asset assignment and updated inventory list information.

- Power automate flows:
 - o Use power automate to do conversions on email attachments that are webpages to pdf.
- BrainStorm Quickhelp relaunch:
 - o Reintroduce this service to staff, which will serve as a learning management system for user adoption on apps and best practices.
- CJIS audit 2024:
 - o City compliance with the FBI CJIS Security requirements and pass the CJIS 2024 audit.
- Windows 10:
 - o The LTSC image build of windows will be updated to 21H2. This is a maintenance project to keep our system builds current and up to date.
 - o The Ent image build of windows will be updated to 22H2.
- Windows 11 dogfooding:
 - o Discovery project to determine if we will deploy this version of the operating system or not.
- Server room cabinet air flow management:
 - o Blanking panels will be installed in the cabinets' unused rack space to maximize and improve the airflow containment.
- 2023 hardware surplus:
 - o All retired hard drives will be erased using US DoD 5220-22-M method and hardware removed by a 3rd party.
- Public Works Operations supervisors rugged tablets:
 - o All four Public Works Operations supervisors will be assigned a rugged tablet to increase productivity and access to software and services while in the field.
- Municipal Court desktop refresh:
 - o All four Municipal Court staff members will receive new desktops.
- PD web-based logs:
 - o PD admin staff will have a web-based case log for information management.
- Mitel Connect deployment:
 - o The Connect client presents a single interface to manage communications using a desk phone, computer, or mobile phone, enabling remote staff to answer calls to their desk line, transfer calls, and make changes to their phone in the office, increasing availability for remote staff via the phone system.
- PD patrol upgrades and updates:
 - o The MDCs and DVRs will be updated with Endpoint protection, Windows 21H2, Configuration Management, .net 8.0 for the new version of sector and all officers enrolled into Bitwarden and SSIM.

- ST4 Temperature Sensor Kit:
 - o The P.E.T. will be able to monitor the temps of the fridge that hold temp sensitive evidence. This is also a requirement for the PD department accreditation.

Police Department 2024 Work Plan

Kelly Busey, Chief of Police

Focus & Goals – Next 90 Days:

- Recruit and hire:
 - o Four budgeted FTEs (two candidates currently in background and hiring process).
 - o Police Services Specialist (candidate is currently in background and hiring process w/expected start date of March 4).
- Police vehicle readiness:
 - o Four new vehicles awaiting full outfitting.
- State ACCESS audit:
 - o Biannual audit of records division practices with focus on use of a secure criminal justice information system (called ACCESS).
- Enhance training program:
 - o Improve current internal training program with complete training calendar in place by end of February.

Focus & Goals – 2024:

- Accreditation:
 - o On schedule to earn certification in November 2024, with on-site inspections to occur in the months prior.
- Additional Lieutenant position:
 - o Lieutenant position needs to be divided into two positions – Administrative and Operations to greatly improve efficiencies of the department, reduce liabilities, and make it easier to maintain state accreditation.
- Peer Support Program:
 - o Consistent with current officer-involved crisis response protocols and an increased emphasis on officer wellness.
- Increase participation in metro teams:
 - o Such as the Pierce County Force Investigation Team (PCFIT), the Collision Response Team (MCRT), Honor Guard, and the Crime Response Unit (CRU).
- Additional bicycle and marine patrols:
 - o This form of patrol enhances community interaction and provides a police presence in areas not normally or easily patrolled (e.g., Cushman Trail, wooded areas, etc.).

Focus & Goals – 2024 & Beyond:

- Communications services and costs:
 - o Replace the departments 57 radios (which will increase with additional FTEs).
 - o Currently, the department pays a per radio monthly fee to Pierce County Department of Emergency Management for access to the 700mHz system. It is unclear how this system will be funded moving forward. Alternatives to this system should also be considered.

Public Works Department 2024 Work Plan

Jeff Langhelm, Public Works Director

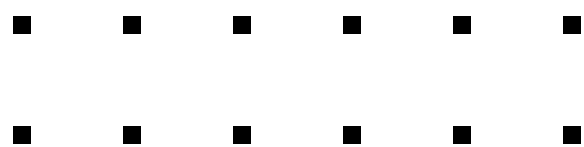
Focus & Goals for 2024:

- Administrative Tasks:
 - o Restart franchise agreement negotiations with Peninsula Light Co.
 - o Participate in labor negotiations.
 - o Review staffing needs for vacant positions.
 - o 2025-26 budget development and support.
 - o Complete the Sports Complex Phase 2 & 3 feasibility study.
 - o Complete the Crescent Creek Park master planning process.
 - o Work with the YMCA to begin construction of Sports Complex Phase 1A.
 - o Support the Comprehensive Plan update, including the Transportation Element and the Capital Facilities Element.
 - o Complete the wastewater comprehensive plan amendment.
 - o Develop various policies and procedures, including a policy on unopened/unmaintained right of way.
 - o On-street parking code development.
 - o Develop and establish park standards.
 - o Develop and implement conservation property/open space management plans for newly acquired conservation properties.
 - o Develop a plan for security upgrades at the Civic Center.
 - o Finalize utility rate adjustment proposals and present to council and public.
 - o Prepare a plan to begin charging customers at city-owned electric vehicle charging stations.
 - o Update GHMC 5.28 (Special events).
 - o Update GHMC 8.25 thru 8.29 (over water structures).
 - o Continue support of the Great Peninsula Conservancy on acquisition of Phase 4 of the tx^waalqəł Conservation Area.
- Operations Division Tasks:
 - o Develop and manage contract to complete restriping of various city sport courts.
 - o Support field supervisor development.
 - o Implement backflow/cross connection control software system.
 - o Manage the installation of furnishings and move into the PW Ops Center.
 - o Manage the installation of the new Police Department security gates.
 - o Support the installation of new engraved pavers at Ancich Park View Plaza.
 - o Develop and implement geese deterrent systems at various city parks.

- o Develop and implement native tree replacement options in Gig Harbor north and throughout the city.
- o Develop and institute roadway shoulder management program.
- o Work with WSDOT to purchase and install battery back-up systems for both the Pt Fosdick/Olympic traffic signal and the 50th St/Olympic Dr traffic signal.
- o Replace spinner toy at Civic Center playground.
- o Review and present options for city fueling station.
- o Review and present options for fleet leasing.
- o Review and present options for Civic Center video security.
- o Install various electric vehicle charging stations.
- Wastewater Division Tasks:
 - o Upgrade the air distribution system in the digesters at the treatment plant.
 - o LS#2A (Bogue View Platform) Generator Replacement.
 - o Replace the influent screen at the treatment plant headworks building.
 - o Implement a new process and maintenance program for monitoring fats, oil, and grease (FOG).
- Engineering Division Tasks:
 - o Prioritize capital project design and construction based on input from council and direction from administration. Prioritized capital projects include:
 - Skansie Netshed construction.
 - Commercial Fishing Homeport design, permitting and construction.
 - Sports Complex Phase 1B construction.
 - Cushman Trail connection to Harborview Drive design.
 - Burnham Drive Phase 1A construction.
 - Prentice Ave/Fennimore St half-width project construction.
 - Wollochet Dr/Wagner Wy intersection construction.
 - Wollochet Dr/SR-16 right turn lane designs.
 - Peacock Hill Ave half-width project design and permitting.
 - Lift Station #1A design and permitting.
 - Lift Station #5A design and permitting.
 - North Creek Culvert replacement design and permitting.
 - Storm pipe slip lining design and permitting.
 - Public Works decant facility design and permitting.
 - Well #9 design, permitting, and development.
 - Soundview Drive watermain construction.
 - Shurgard water tank repainting.
 - Gig Harbor North redundant water main design and permitting.
 - Civic Center HVAC construction.

- Public Works Operations Center building construction and furnishing.
- o Update the city's Public Works Standards.
- o Review, comment, and provide solutions-oriented responses to private development review projects.

THE DIGNITY INDEX



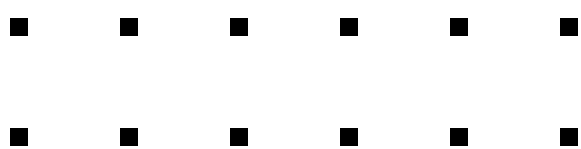
WHAT IS THE DIGNITY INDEX?

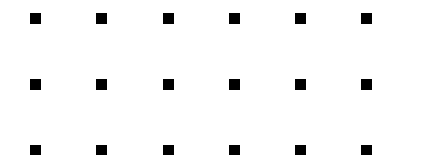
The dignity index is an eight-point scale that measures what we do when we disagree. Ranging from:

- **one**: which sees no dignity at all in the other side
- to **eight**: which sees the dignity in everyone.

Each point on the scale reflects a particular mindset, and each mindset is associated with certain beliefs and behaviors.

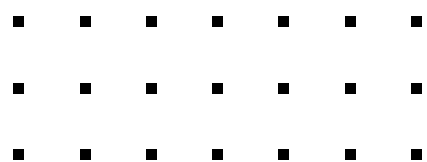
The aim is not to remove disagreements but rather to learn to have disagreements with dignity rather than contempt.





“Contempt causes division;
dignity eases division.”

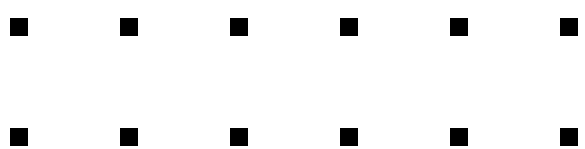
-Dignity Index



WHAT IS THE ORIGIN OF THE DIGNITY INDEX?

The University of Utah:

- **2018** - UNITE, a national initiative to ease divisions, prevent violence, and solve problems was formed to find ways to help ease divisions in the country.
- **2021** - UNITE began developing the Dignity Index - The Dignity Index grew out of UNITE's founding mission to discover ways to heal America's polarized partisan divide and allow important policy issues to be productively addressed.
- **October 2022** - the Dignity index was publicly introduced in Utah during the mid-term elections, scoring political speeches on a weekly basis.



The Index focuses on language that is spoken in moments of conflict. It's not *that* we disagree; it's *how* we disagree.

It can reveal how we *treat* each other when we *disagree* and how we *respond* when we're angry or hurt or afraid.

1

"They're not even human. It's our moral duty to destroy them before they destroy us."

2

"Those people are evil and they're going to ruin our country if we let them. It's us or them."

3

"We're the good people and they're the bad people. It's us vs. them."

4

"We're better than those people. I don't trust them."

5

"The other side has a right to be here and a right to be heard. It's their country too."

6

"We always talk to the other side, searching for the values and interests we share."

7

"We fully engage with the other side, discussing even the values and interests we don't share, so we know where they're coming from."

8

"Each one of us is born with inherent worth, so we treat everyone with dignity—no matter what."

Contempt / Dignity



- It's our moral duty to destroy them.
- They're not even human.
- They're the source of all evil.
- They're destroying everything we value.
- They don't deserve to live.
- We have to kill them now before they kill us.
- Name-calling and negative labels: source of all evil, scum, subhuman, poison.

NOTE

One escalates from violent words to violent actions based on an unquestioned belief in the irredeemable evil of the other side and the conviction that violence against them is heroic.

One is a combination of believing that the other side is evil and in the midst of destroying us –and inciting or taking part in violence against the other side.



- Those people are evil and a danger to everything we value.
- They're going to ruin us if we let them.
- It's us or them.
- They're an existential threat.
- In this mindset, we obsess over the evil of the other side and tell alarming stories about the things they do and the danger they pose.
- Name-calling and negative labels: evil, traitors.

NOTE

Two means accusing the other side not just of doing bad or being bad, but promoting evil.



- We're the good people and they're the bad people.
- We're responsible for the good things and they're responsible for the bad things.
- They hate us and want to hurt us.
- It's us vs. them.
- We win only if they lose.
- Contempt for them becomes a key part of our personal identity and a requirement of group membership.
- We tell stories about the other side that make us angry, and then get addicted to the anger.
- Name-calling and negative labels: Liars, cheaters, thieves.

NOTE

Three attacks the other side's moral character, not just their capabilities or competence.

4

- We're better than those people.
- They're different. They don't really belong.
- They don't share our values.
- They're not one of us.
- They're just in the way.
- We shouldn't trust them.
- Name-calling and negative labels: "those people" -reckless, careless, incompetent, failures.
- May include generally dignified language that lauds their own side in a way that suggests the other side is lesser or does not support your values.
- Can include statements of expressing caution, suspicion, or lack of confidence that the other side will do the right thing.

NOTE

Four mocks and attacks the other side's commitment, competence, performance.



- I believe everyone has a right to be here and a right to be heard.
- Even if they don't share our point of view, it's their country too.
- They belong.
- At this level, there is no name-calling or negative labels.

NOTE

Five listens to the other side and is willing to have a working relationship, will respectfully put forward ideas and proposals, explain their views, their goals, their reasoning, but is not actively engaging the other side to find common interests and values.

Five and up, criticism is based on decisions, actions, and outcomes, not on motives or moral character.



- I have strong beliefs and a strong sense of belonging to my group, but I'm also curious about the other side, and I want to engage them in discussion, compare ideas and proposals, and talk about what we believe, because I think we have a duty to find common values and interests and use them as a basis for cooperation.
- It gives me a feeling of pride to accomplish something with the other side.
- My intent or openness to engaging with the other side to solve problems is explicitly stated or clearly implied in some way.

NOTE

Six sees it as a welcome duty to work with the other side to find common ground and act on it. Finding common interests is key for people at six, but they are not quite ready to examine what we don't share or how the other side came to believe what they believe.



- I have strong convictions and I'm loyal to my group, but I fully engage with people from other groups, discussing even the values and interests we *don't* share, so we can learn from our disagreements.
- I want to find out how they came to believe what they believe.
- I'm not afraid of being criticized, losing an argument or being told I'm wrong.
- I see how we divide ourselves by believing we're always right and the other side is always wrong, we're good and they're bad - that's false. It's polarizing, and I won't be part of it.
- I'm willing to admit mistakes and change my mind if people can show me something I haven't seen.
- A level seven statement is vulnerable and open to accepting some responsibility for difficulties related to a highly contentious topic between their group and the opposition.

NOTE

Seven will work with the other side to openly discuss their deepest disagreements to see what they can learn and what problems they can solve. Friendship and good will can flourish in the face of disagreement.



A level eight is extraordinary, particularly in political speech, because it involves standing with the demonized and defending their dignity --in the face of the people who are demonizing them. It involves a higher degree of difficulty than other speech because the person is risking exclusion from their own group.

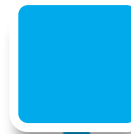
- I love and cherish my own group, but I can connect with most anyone.
- I see myself in others.
- I will talk and work with anyone to find solutions.
- I don't insist on my approach.
- I don't need to be right.
- I don't care who gets the credit.
- I just want decisions and solutions that protect the dignity of everyone.
- I don't hate or condemn anyone, and it doesn't hurt me if others hate me.
- I believe everyone has inherent worth so I treat everyone with dignity no matter what.

NOTE

Eight would say: I don't hate anyone, and I refuse to condemn anyone. If I had lived their life, I might have done what they did.

How to disagree with dignity.

Honoring someone's inherent worth can be difficult, especially when situations get **heated**. Follow these research-based steps to join the movement of Americans **easing divisions, preventing violence, and solving problems** by choosing dignity over contempt.



BASELINE BLUE

Treat everyone with dignity.

Standing for principles doesn't mean standing against people. Tune out hate and outrage in your thoughts and actions – and in the people you listen to as well



CODE GREEN

Take a breath.

If a sensitive issue arises, count to ten before you speak.



CODE YELLOW

“Tell me more.”

If conflict arises, ask to hear more, and listen without interrupting.



CODE ORANGE

Answer with dignity.

If contempt arises, focus instead on facts, decisions, actions, and outcomes.



CODE RED

Prioritize safety.

Dignity can be a powerful tool in preventing the conditions that lead to violence. But if you feel the threat of violence, seek safety.

DEFUSE CONTEMPT WHEN THINGS GET HOT...

“Can you tell me more about that?”

“Wow. I think just the opposite. Can you tell me how you came to that view?”

“Let’s figure out what we disagree on; it can’t be everything.”

“I want to hear what you think.”

“Can you tell me what I’m not getting?”

“Can you explain that to me?”

“How do you think we fix it?”

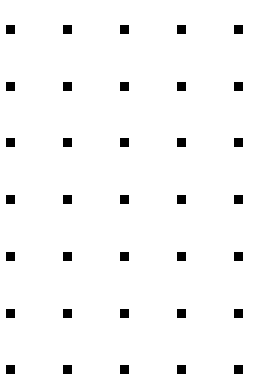
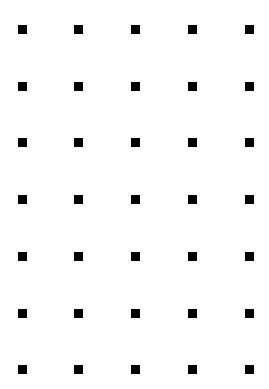
“That’s fascinating; I need to think about that.”

“Thanks for talking with me; a lot of folks won’t talk to people they disagree with.”

“If we talk long enough, we’re going to find out we share some values.”



QUESTIONS



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8

“Each one of us is born with inherent worth, so we treat everyone with dignity—no matter what.”

7

“We fully engage with the other side, discussing even values and interests we don’t share, open to admitting mistakes or changing our minds.”

6

“We always talk to the other side, searching for the values and interests we share.”

5

“The other side has a right to be here and a right to be heard. It’s their country too.”

4

“We’re better than those people. They don’t really belong. They’re not one of us.”

3

“We’re the good people and they’re the bad people. It’s us vs. them.”

2

“Those people are evil and they’re going to ruin our country if we let them. It’s us or them.”

1

“They’re not even human. It’s our moral duty to destroy them before they destroy us.”

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THE **DIGNITY** INDEX



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DIGNITY PHRASES

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Honoring Dignity

Most of us are quite good at honoring the dignity of others, but there is always more to learn. Here are some questions that might be helpful in raising even a greater awareness of what it means to honor others. Go through the list of essential elements of dignity, ask yourself the following questions:

ACCEPTING DIGNITY

Do I communicate that I value those who I come into contact with, especially those who are different from me? Do people feel they can be their authentic selves with me?

RECOGNITION

Do I routinely give praise and credit to members of my family, friends, co-workers, to my boss?

ACKNOWLEDGEMENT

Do I routinely actively listen to others when I am with them? Do I validate their concerns, especially if they are saying something that is not easy to hear?

INCLUSION

Do I go out of my way to include others in ways that make them feel like they belong?

SAFETY

Do I routinely put people at ease when they have difficult things to say to me? Do I communicate to them that it is safe to “speak up”?

FAIRNESS

Do I think about the impact my decisions and behavior have on others so that they feel that I treat them fairly?

INDEPENDENCE

Do I routinely give people the opportunity to exercise their power so that I am careful not to be too controlling?

UNDERSTANDING

Do I routinely give people the chance to speak their mind, especially at times when I may not initially agree with them? Do I “rush to judgment” before seeking a deeper understanding of their point of view?

BENEFIT OF THE DOUBT

When I have an interaction with others, do I assume that they have integrity or do I assume they are not trustworthy?

ACCOUNTABILITY

Do I routinely take responsibility for my actions when I hurt others (violate their dignity)? Do I apologize for my mistakes and make a commitment to change my hurtful behavior?

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Dignity Conversations: Workplace

CONVERSATIONS THAT LEAD TO INSIGHT AND ACTION

Conflict expert Donna Hicks was holding a workshop with employees of a global corporation and asked them which of the [Ten Elements of Dignity](#) is most often violated at their firm. They answered “Safety.” People did not feel safe speaking up; they were afraid of being embarrassed in front of their co-workers.

- Do you feel safe speaking up at work?
- Are you able to make other people feel safe when offering you feedback, especially people who report to you? How do you do that? When you want to discourage feedback, how do you do *that*?
- The first step in ending a fight is always to offer an expression of dignity. Can you think of a dispute you had at work that you brought to an end? Can you see the role dignity played?

It can be hard to treat others with dignity when you disagree. But it can be especially difficult to treat them with dignity if they say something contemptuous.

- Have you ever seen someone defuse a hostile debate by treating the other side with dignity? If so, what did they say and what made it work?
- Some experts say the most important first step in defusing hostility is to listen without interruption, to say things like “Tell me more.” “Can you explain that?” Why do you think this might defuse a hot debate? Have you tried this?
- Have you ever been in a disagreement at work that you didn’t handle as well as you wished you had? Was it because you didn’t know how, or because you were too angry to care?
- Do you think practicing phrases to defuse hostility could have helped? What phrases would you like to be ready to use the next time a discussion turns hot?

A happy and productive workplace requires candid communication, which includes challenging contempt and standing up for your own dignity and that of others. This means giving honest feedback, and receiving feedback with dignity.

- Donna says when offering feedback, you should first say that the relationship is important to you. Then describe the situation, the dignity violation, and the impact it had. Why would it help to focus the feedback on one event and its impact? What can happen if the feedback is broader? Where is the discussion likely to go – and with what effect?
- Have you ever been embarrassed at work and just let it go? Would you like to give feedback to the person who embarrassed you? Why haven’t you done it? What would it take for you to give it a try?
- Good working relations are always marked by dignity and are always disrupted by contempt. Can you think of your most difficult relationship at work and explain it with dignity and contempt? Does this offer you any ideas for improving the relationship?

Dignity Conversations: Public Meetings

CONVERSATIONS THAT LEAD TO INSIGHT AND ACTION

Safety is an Element of Dignity that needs to be upheld at every public meeting. People need to feel safe speaking up and offering feedback. If we're afraid of being embarrassed or getting attacked, we can't have a candid conversation, and we can't solve our problems.

- When you speak in public, do you get nervous? What tends to make you nervous? On occasions when you're not nervous, why not?
- Can you recall a time when you felt especially anxious or unsafe speaking in public? What was that experience like for you? Have you ever intentionally made others feel unsafe? What were the circumstances?
- What happens when people do not feel safe speaking up? What happens to the public discussion? What happens to the relationships? What happens to the community? What happens to the problems you need to solve? What steps have you taken, or might you take, to make sure people feel safe speaking up and offering feedback?

Researcher Daniel Kessler, creator of the Tolerance Project, finds that when people hear those on the other side offering opposing opinions, the listener's empathy drops. But when people hear someone on the other side tell personal stories to explain their point of view, the listener's empathy rises – even when they don't agree with the point of view.

- How might this insight be used to improve the tone of a school board meeting?
- Do you think asking a person to share a personal story would defuse hostility? Would it be practical for a town to make this storytelling a feature of its public meetings?
- Would there have to be more dignity in the culture for people to feel safe sharing personal stories, or would the personal stories themselves help lift dignity in the culture?

Archbishop Desmond Tutu once said that the best way to put the past to rest is acknowledgement. When we have been roughed up, he said, we want to be acknowledged for what we've been through.

- How could this insight apply to holding an effective town hall meeting?
- Some officials have said that – on the advice of their attorneys – they can't respond to citizen feedback expressed in public meetings. How would you feel if you went to a public meeting, expressed a deep concern, and heard no response?
- Have you ever seen the mood shift when someone is acknowledged for their hardship and told, "That should not have happened." Can you think of a time this happened to you?
- Some experts say the best way to defuse hostility is to let the angry person speak without interruption and when they pause, ask them to say more. Why do you think this would work?