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ADVANCING PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT WORLDWIDE

PM PUBLIC MANAGEMENT

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BY MARTHA PEREGO

SOCIAL MEDIA: THE GOOD, BAD, AND UNCHARTED

Hard to describe or define in advance

Social media outlets can be great for distributing the public information that local governments generate. They also are a powerful forum for public debate on the issues of the day. At the personal level, social media can be how we stay connected and communicate with friends and family.

But both at the individual and organizational level, defining with clarity an appropriate strategy for use of social media is often a challenge. Perhaps good or bad social media usage is akin to pornography—hard to describe or define in advance, but you sure do know it when you see it!

As part of the dialogue about Tenet 12 of the ICMA Code of Ethics and related guidelines, the ICMA Committee on Professional Conduct drafted a guideline on social media to assist members. The draft stated: "To preserve impartiality and not compromise their objectivity, members should exercise common sense when using social media platforms to express their views and opinions, and refrain from postings that undermine the ethical principles of the Code of Ethics."

Significant Member Reaction

That statement generated lots of feedback from members. Many observed that the guideline was unnecessary. The Code already requires members to act with high integrity in personal and professional conduct in order to merit the trust of those they serve. So why have a standard around social media?

Given the infiltration of social media into so many aspects of life and

PM
PUBLIC MANAGEMENT

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the impact of social media, numerous other members supported some professional statement on the matter. From their perspective, the draft version was too vague and recommended more detailed rules of engagement. Common sense is, after all, not so common. And relying on one's own discretion isn't helpful for those who may not have good judgment or impulse control.

Not surprisingly, there was general consensus that all public administrators and leaders need to maintain proper and ethical behavior on social media. Here are notable observations from colleagues:

1 Social media is just another form of public speech. Would you be willing to read your comments from Facebook or Twitter on the steps of city hall, at a press conference, or in another public forum? If the answer is no, then the content is not appropriate. How is social media different than, say, a letter to the editor or an e-mail to a resident?

2 Is it personal or professional? Should the guideline require that the member disclose whether or not he or she is speaking in a professional or personal capacity? And is it even possible to draw such a clear distinction?

One member noted that local government managers in particular should not express their personal views or opinions on social media platforms because the audience will not make the distinction between the individual as a private resident versus the individual as the manager. They will give weight to the comments because the member is the manager and view it as representative of the local government's position.

On the flipside, some members viewed the guideline as not providing enough leeway. A member who freely expresses her opinions on national social issues using her Facebook page, which is open only to her close friends and family members, fully envisions the day when something she has written is perceived negatively in her community. Does being part of the profession require that she give up her right to express her opinion on national issues?

3 The profession should focus on social media because it is a powerful and new communications channel and one where it's virtually impossible to un-ring the bell. Too often postings are written in the spur of the moment without proper reflection on the content and potential impact.

4 Use of social media is an interesting dilemma. It is fast becoming the preferred communications tool for constituents. Some governing bodies encourage their managers to have a personal blog and be active in social media.

Blogs by their nature are informal, and they are intended to generate response. How do you manage the debate that might occur? What do you do if it gets uncivil? Do you respond to every misstatement posted in a response or just the outrageous ones?

5 The expectation of privacy is extremely misleading. One member noted seeing other managers and assistants commenting on elected officials and political candidates in the region and state. As a public official, objectivity is necessary to maintain the public's trust. Social media posts may have the unintended consequences of creating the appearance of bias.

The ICMA Committee on Professional Conduct reviewed the feedback members offered and is back at the drawing board to develop reasonable and effective guidance on social media. PM

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WHAT HAVE YOU CROSSED OFF YOUR (PERSONAL OR PROFESSIONAL) BUCKET LIST?

CAROL JACOBS
City Manager
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I don't have a specific personal bucket list, because I like to try new things as they come up. I have been fortunate to have traveled to Europe (England, Austria, Scotland, and Germany); run two half marathons; jumped out of a perfectly good airplane (twice); and gone white water rafting on the Rogue River in Oregon.

I have ridden in a helicopter and been chased by a K-9 dog. (He caught me by the way.)

My professional bucket list took somewhat longer to achieve; that is, becoming a city manager. It took 19 years and an extremely long and winding road to get there. That accomplishment has been the most satisfying.

Next up is hiking some 30 miles of the Appalachian Trail.

ANNE KLEPFER, ICMA-CM
Borough Manager
Schwenksville, Pennsylvania
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There are many accomplishments that I have a check mark next to: college, graduate school, first municipal position, first managerial position, second managerial position, marriage to a loving husband, mother to two wonderful children, a beautiful home—just to name a few.

To me, being successful is about working and living in an environment that you enjoy, with people you enjoy, and working together to accomplish shared goals. It's about finding that position that satisfies you professionally and gives you the flexibility and balance needed to keep all of your personal "balls in the air."

Schwenksville Borough gave me the opportunity to cross "work for a close-to-home, family-friendly, and stable community" off my bucket list.

JAMES LENNER
Village Manager
Johnstown, Ohio
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My professional bucket list continues to grow, but I was able to cross off speaking in front of a large group (100 people or more) in 2013 when I was selected to speak at the ICMA annual conference. I have always admired people who choose to speak on various topics at the conferences I attend.

I was pleased to speak to more than 100 people, and it felt wonderful.

I was able to share my experience and guidance as a husband and father with two children under three years and discuss how to balance professional and personal stresses as a city manager.

SERENIAH BRELAND
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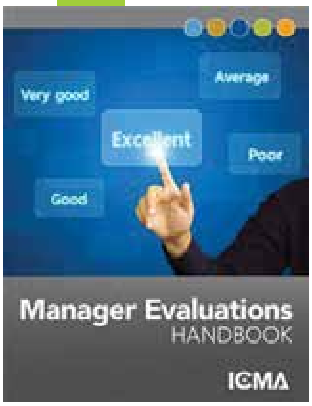
"What would you do if you had no fear?" a friend asked. I answered without hesitation: "I'd become a professional sports team mascot." So after mastering a back flip on the kid's trampoline next door, I signed up for trapeze lessons.

I was the first in the class to volunteer to climb the ladder, but part way to the top, I began to tremble. Despite knees shaking, sweat dripping, and confidence destroyed, I jumped.

The trapeze operators lowered me to the net after I refused to let go, and I faced my irrational fears while trying not to make eye contact with other participants. Determination forced me to climb that ladder twice more, knowing that only I had created my fears.

I think I'll cross professional mascot off my list and stick to professional management. PM

1 PROVIDING AN EVALUATION ASSIST



To help develop an effective manager evaluation tool, ICMA offers the complimentary *ICMA Manager Evaluations Handbook*, which was released in January 2014. Managers can share the handbook with elected officials or use it to develop their own evaluations.

▸ icma.org/evaluations

2 IMPROVING WASTE MANAGEMENT IN GEORGIA, THE COUNTRY!

ICMA is assisting the government of Georgia by helping design adequate waste management and recycling systems in two regions of the country. USAID awarded ICMA a four-year cooperative agreement for the project under the CityLinks program.

▸ icma.org/georgia

icma anniversary

MOMENT IN HISTORY

Since 1989, ICMA has implemented programs in 70 countries.

In September 1989, the year in which ICMA celebrated its 75th anniversary, the U.S. Agency for International Development (USAID) awarded the association its first multimillion-dollar municipal development and management project contract to assist local government officials in developing countries. ICMA in turn established the International Municipal Programs Department, which eventually evolved into ICMA International.

This municipal development contract made it possible for ICMA to work with local government officials in countries around the world, including Eastern Europe and the former Soviet Union. ICMA responded to 66 requests for services around the world during the initial year of the contract. The two largest projects funded that year were in Honduras and Poland.

ICMA received a second contract award from USAID, which focused on "Local Government and Housing Privatization in Eastern Europe" and further expanded the association's worldwide activities. ICMA's international program continued to expand throughout the 1990s and 2000s.

To learn more about the many milestones in the history of ICMA, its members, and the professionalism of local government management, visit icma.org/anniversary and scroll through the anniversary timeline on the homepage. Also watch this space in *PM*, where an anniversary moment is highlighted each month this year.

ICMA 100th ANNIVERSARY 1914 ▪ 2014

INTRODUCTION

ISSUES THAT WARRANT OUR ATTENTION

As timing would have it, *PM* magazine Managing Editor Beth Payne was putting the finishing touches on the October issue when on August 9, a Ferguson, Missouri, policeman fatally shot an unarmed, 18-year-old African-American man. The shooting sparked days of civil unrest and destruction of property within the city. This incident followed on the heels of a July 19 episode in which a New York City police officer's choke hold on a 43-year-old man being arrested for selling loose cigarettes killed the man.

The aftermaths of these and other incidents are still unfolding as I write. But already those of us in local government recognize that these stories are not new. They have many layers; elicit worldwide attention and a range of individual emotions; and beg for meaningful, thoughtful examination that will help other communities prevent such occurrences or, at the least, be prepared to respond to similar events.

Compassion and trust are qualities that grow only when people and organizations within the community commit to building a better community together. During good times, these qualities help move us toward priorities and services that benefit all. During tragic times, these same qualities make room for healing to begin. And as this *PM* issue's cover story makes clear, collaboration across all sectors of a community to marshal resources to achieve shared goals, strategies, and tactics is achievable. It is a sustainable, strategic approach to creating a quality of life to which we are all committed.

Future issues of *PM* magazine will address various aspects of the complex issues raised by such events as those in Missouri and New York. It's not difficult to imagine that we are on the cusp of implementing changes in our community engagement, public safety, and public service models that will enable us all to be a part of building communities. PM

– **BOB O'NEILL,** ICMA Executive Director

FEATURE

THINKING "SMART" ABOUT 21ST CENTURY POLICING

COLLABORATIVE APPROACHES TO PUBLIC SAFETY

By Vivian Elliott

TAKEAWAYS

› Collaboration is an effective public safety strategy for leaders and communities faced with smaller budgets and resources.

› Various agencies in Reno (NV), Palm Beach County (FL), and Pullman (WA) have implemented effective collaboration strategies to reduce crime, address social concerns, and build community trust.

› The Bureau of Justice Assistance's Smart Policing Initiative (SPI) is supporting more than 30 local law enforcement agencies in testing and evaluating such innovative policing strategies as building internal and external collaborations.

For years, the public safety community has recognized that managers must establish open lines of communication with residents and community leaders in order to perform their jobs effectively. In most cases, it is neither possible nor advisable to go forward with a new public safety initiative, especially one that targets offenders or neighborhoods, without public outreach and engagement, education, and buy-in.

The importance of interorganizational dependencies—collaboration and partnerships with other public and private organizations—has grown even more critical due to the "new normal" for public safety. This new normal, which author Leonard Matarese described in the September 2013 *PM* cover story, "Is the Current Model for Public Safety Service Delivery Sustainable?", is one in which operating under smaller budgets and reduced staffing will become commonplace.

Thus, collaboration is vital for maximizing and leveraging available resources. This approach is one that law enforcement agencies across the country are embracing, particularly those participating in the Smart Policing Initiative (SPI).

SPI is a U.S. Department of Justice, Bureau of Justice Assistance (BJA)–funded initiative focused on building and testing evidence-based, data-driven law enforcement strategies that are effective, efficient, and economical.[1] Working with research partners, police agencies nationwide use smart policing to address a range of crime problems, including street robberies, homicides, traffic crashes and fatalities, prescription drug abuse, repeat violent offenders, victimization of immigrants, neighborhood drug markets, burglary, and quality-of-life issues.

Law enforcement agencies are tackling these crime problems with such diverse strategies as intelligence-led policing, problem-oriented policing, community policing, focused deterrence, place-based policing, social network analysis, and predictive analytics (see Figure 1, "SPI Targets and Strategies").[2]

A Look at Three SPI Initiatives

When implementing these strategies, SPI sites can engage in partnership, outreach, and collaboration, one of the five core components of Smart Policing.[3] As noted by BJA Director Denise E. O'Donnell, "A central principle of SPI is ensuring effective collaboration between law enforcement agencies and other stakeholders, including prosecutors, community organizations, and researchers who each play a crucial role in protecting the public.

"SPI has facilitated partnerships among all the stakeholders in a community that must be at the table when devising a comprehensive crime reduction strategy. Communities with long histories of chronic violence have been able to reduce violent crime, save lives, and improve community safety as a result."

Here are descriptions of such efforts in three SPI sites.

RENO, NEVADA: COMBATING PRESCRIPTION DRUG ABUSE

The Reno SPI (its project recently completed) combated prescription drug abuse using a prevention and intervention strategy that involved collaboration with many nontraditional partners in the public and medical communities.

When the initiative began in 2009, the Reno Police Department partnered with local schools in order to understand the nature and extent of the problem.

Working with a university research partner, the department surveyed more than 1,100 students across six different middle schools and high schools on drug-use patterns, including self-reported drug use and perceptions about prescription drugs. Results of the teen surveys validated the hypotheses that the team had about teen drug abuse and revealed several key findings on the level of use:

- 15 percent of students reported recreational use of prescription drugs in the past year and more than half found these drugs easy to obtain from friends.
- Drugs commonly abused were painkillers (56 percent) followed by stimulants (14 percent) and depressants (15 percent).


A portion of the 268,000+ pills collected at Reno SPI's fifth prescription drug roundup in October 2011.

This knowledge helped guide the development of informational videos aimed at educating students and parents about the dangers and effects of prescription drug abuse.[4]

Involving the medical community was also critical. Medical partners included the local school of medicine; pharmacy tech schools; retail associations; pharmacy, medical, and dental boards; and individual pharmacies and employees.

Through interactions with these partners, the team learned that many

FIGURE 1. Smart Policing Initiative Targets and Strategies.

JURISDICTION	RESEARCH PARTNER	PRIMARY TARGET/FOCUS	SPI STRATEGY
Baltimore, MD	Johns Hopkins School of Public Health	Gun violence	Offender-based policing
Boston, MA Project 1	Harvard University	Gun violence	Place-based policing, community- and problem-oriented policing, offender-based policing
Boston, MA Project 2	Harvard University	Homicides	Organizational change, offender-based policing
Brooklyn Park, MN	George Mason University	Crime, community relations	Collective efficacy, hot spot policing
Cambridge, Everett, and Somerville, MA	Justice & Security Strategies	Gun violence	Coordinated approaches to policing (involving multiple police agencies)
Chula Vista, CA	North Carolina Central University	Domestic violence	Problem-oriented policing
Cincinnati, OH	University of Cincinnati	Robbery	Place-based policing, offender-based policing, intelligence-led policing
Columbia, SC	University of South Carolina	Violent and property crime	Institutionalization of evidence-based policing
East Palo Alto, CA	University of California, Berkeley	Gun violence	ShotSpotter, hot spot analyses
Evans County, GA	Georgia Southern University	Intelligence gathering	Technology implementation, organizational change
Frisco, TX	The University of Texas at Dallas	Property crime	Community outreach, place-based policing
Glendale, AZ Project 1	Arizona State University	Crime at convenience stores	Place-based policing, problem-oriented policing
Glendale, AZ Project 2	Arizona State University	Offender crime at hot spots (mall, apartment)	Offender-based policing, organizational change
Indio, CA	University of California, Riverside	Residential burglary	Place-based policing, predictive policing
Joliet, IL	Loyola University of Chicago	Gangs, gun violence, drugs	Place-based policing, offender-based policing
Kansas City, MO	University of Missouri at Kansas City	Violent crime	Social network analysis, offender-based policing
Lansing, MI	Michigan State University	Drugs, violent crime	Place-based policing, offender-based policing
Las Vegas, NV	University of Nevada, Las Vegas	Violent crime	Place-based policing, hot-spot policing
Los Angeles, CA	Justice & Security Strategies	Gun violence	Place-based policing, problem-oriented policing
Lowell, MA Project 1	Suffolk University	Drug-related crime	Problem-oriented policing, place-based policing, offender-based policing
Lowell, MA Project 2	Suffolk University	Gun violence, drugs, organizational change	Community- and problem-oriented policing, hot-spot policing, organizational change
Memphis, TN	University of Memphis	Robbery, burglary	Place-based policing, offender-based policing
Michigan State Police	Michigan State University	Violent crime, organizational change	Evidence-based policing, hot-spot policing
New Haven, CT	University of New Haven	Violent crime	Evidence-based policing, hot-spot policing, problem-oriented policing
New York City, NY	Temple University	Police staffing, operations efficiency	Experimentation with impact model of force deployment, hot-spot policing
Palm Beach, FL	Lynn University	Robbery	Place-based policing, victim-based policing
Pharr, TX	The University of Texas - Pan American	Domestic violence	Problem-oriented policing, hot-spot policing
Philadelphia, PA	Temple University	Violent crime	Experimentation with place-based policing, offender-based policing, and foot patrol
Phoenix, AZ	Arizona State University	Neighborhood disorder	Technology implementation
Port St. Lucie, FL	Florida Atlantic University	Repeat offenders, organizational change	Institutionalization of offender-based and evidence-based policing
Pullman, WA	Washington State University	Violent crime	Place-based policing, technology
Reno, NV	University of Nevada-Reno	Prescription drug abuse	Offender-based policing, problem-oriented policing
Rochester, NY	Rochester Institute of Technology	Violent retaliatory disputes	Data-driven research, offender-based policing, place-based policing
San Diego, CA	San Diego Council of Governments	Gangs	Place-based policing, offender-based policing, intelligence-led policing
Savannah, GA	Georgia Southern University	Violent offenders	Place-based policing, offender-based policing, problem-oriented policing
Shawnee, KS	Benedictine College	Data-driven approaches to crime and traffic safety (DDACTS)	Place-based policing
Winston-Salem, NC	Winston-Salem State University	Drugs	Place-based policing, intelligence-led policing
York, ME	Justice & Security Strategies	Data-driven approaches to crime and traffic safety (DDACTS)	Place-based policing

medical professionals were unaware of the prevalence and consequences of prescription drug abuse, as well as strategies employed by abusers to obtain their pills. Thus, the team developed and delivered focused training on prescription drug abuse to more than 800 physicians, nurses, pharmacists, and dentists.

The prosecutor's office also played an important role. The Reno SPI team learned it was critical to include representatives from this office early in the initiative. In addition, the team learned that officers were less likely to pursue prescription drug abuse cases vigorously if they believed that the prosecuting attorney would allow the case to be pleaded down to a minor charge.

As a result, law enforcement explained its goals and strategies and obtained prosecutor buy-in. This partnership with the prosecutor's office also revealed challenges faced by the prosecution and how to document investigations to improve the likelihood of conviction.

Reno SPI's outreach and collaboration efforts have resulted in positive outcomes, including a reduction in new prescriptions and increase in unused pills collected. Analysis showed that medical professionals trained through SPI prescribed fewer drugs compared to the control group not given training.

In addition, community outreach through the youth campaign and the distribution of 100,000 educational stickers that pharmacies placed on prescription bags given to customers, resulted in the collection and destruction of more than 1,000,000 pills.

Community liaison Benito Gaspar interacts with community members while on the job in Palm Beach County, Florida.

Collaboration is vital for maximizing and leveraging available resources. This approach is one that law enforcement agencies across the country are embracing, particularly those participating in the Smart Policing Initiative.

PALM BEACH COUNTY, FLORIDA: INCREASING POLICE LEGITIMACY AND PROTECTING THE COMMUNITY

The Palm Beach County SPI team is addressing a robbery problem, as well as challenges encountered when providing public safety services to immigrant communities. In this case, members of a Mayan community with little English-language familiarity were being repeatedly robbed due to their mistrust of such American institutions as banks and police.

The strategic centerpiece of this SPI involved hiring a community liaison—a Guatemalan-born naturalized citizen who speaks English, Spanish, and the Mayan language Kanjobal—to serve as an advocate and intermediary between law enforcement and the immigrant community.

This liaison position focuses on developing partnerships with community-based organizations, including clergy, business leaders, county health department, banks, media, and local schools. These partnerships provide outreach events where issues related to victimization, crime prevention, and social services availability can be discussed.

The liaison, for example, has worked with the Guatemalan Consulate and local banks to host events that provided immigrants with information on behaviors that put them at risk for victimization. Such events have also focused on crime prevention, explained the importance of opening bank accounts, and outlined methods for securing formal documentation.

The community liaison has also been instrumental for overcoming fear and resistance among the residents of the Guatemalan immigrant community, who did not trust the police in their native country and did not use banks to secure their money.

The liaison's ability to connect with individuals on a familiar level has laid an important foundation for increasing police legitimacy in the eyes of the residents. It will continue to help the sheriff's department achieve its long-term objectives of community engagement and crime reduction.

Analysis of crime data also shows positive impacts of the liaison position. Robberies in the immigrant community dropped 22 percent between 2010 and 2011.

PULLMAN, WASHINGTON: ENHANCING CAMPUS SAFETY USING CAMERA TECHNOLOGY

The Pullman SPI, which began in 2011, is using fixed safety cameras to deter criminal behavior, increase investigations of previously unreported crimes, and boost clearance rates for reported crimes.

Collaborations with the community and the research partners played an important role in this technology-based initiative. Due to the public—and sometimes controversial—nature of using cameras, garnering community support was a critical first step for the project.

The Pullman SPI team used feedback from public meetings, student surveys, and business owner interviews to craft a security camera policy and implementation plan that satisfied community concerns. The community-at-large has been supportive of the use of security cameras in public places, though some individuals expressed concerns about data storage and privacy.

Active engagement with the community has not only garnered support for implementing cameras, but has also improved community participation in responding to police calls for assistance. The Pullman Police Department has provided both still images and video clips of alleged suspects on the police department's website for local media and to reach out to potential witnesses of crime.

This has been invaluable for public identification of suspects when witnesses have been unwilling to provide concrete information. Footage from the cameras, for example, was used to help solve a serious crime involving the assault of a Washington State University professor, who sustained a serious brain injury.

With the suspect fleeing the scene and witnesses at the scene uncooperative, the police department provided still images and video clips of the suspect and possible witnesses to the local media. The multimedia information was posted to its department website and social media sites, which resulted in an anonymous tip that led to the identification and arrest of four suspects.

As noted by Pullman Police Chief Gary Jenkins, "Given the initial unwillingness of witnesses at the scene to provide any concrete information, it is very likely that this serious assault would have gone unsolved without the assistance of the camera footage."

Analysis of crime data in Palm Beach County, Florida, shows positive impacts of the community liaison position. Robberies in the immigrant community dropped 22 percent between 2010 and 2011.

Lessons for Managers

Agencies that reflect the spirit of smart policing are heavily reliant on analysis to understand problems and evaluate interventions as well as partnerships to bolster their intervention strategies. Local government managers can take away these lessons learned from SPI agencies when approaching collaboration and data-driven decision making:

1. **Create a diverse "smart" project brand.** Before building relationships, identify your relevance, purpose, and connection to all internal and external partners. Do so while gaining input, agreement on goals, and buy-in from partners in order to help all build a sense of ownership and commitment. Ask how you can help them, especially resistant groups.
2. **Look beyond typical police and public safety approaches.** Show interest in the problem as a whole, not just from the law enforcement or public safety perspective but also from economic (cost-benefit), community, and public health perspectives.
3. **Communicate early and often.** When trying to establish new principles and strategies, create a compelling elevator pitch that can be shared from the onset of the initiative and delivered to diverse audiences. Be sure to also listen, add value, and be a trusted partner.
4. **Inform, consult, coordinate, and partner.** To build effective relationships, facilitate communication and sharing through face-to-face meetings, focus groups, surveys, social media, e-mail blasts, or open meetings.
5. **Be consistent.** Some partnerships are sensitive and fragile, so it's important to show continuous commitment to the efforts, especially beyond the initial project or grant funding.
6. **Remember that small successes are important.** Celebrate and advertise the successes of the efforts, no matter how small they may be, to build positive perceptions of the efforts.

In my organization's experience, these are the key activities regarding outreach and collaboration that contribute to the success of innovative public safety initiatives. For more information on SPI, visit www.smartpolicinginitiative.com. PM

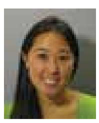
ENDNOTES

1 Since its inception in 2009, the Bureau of Justice Assistance has provided more than $14.4 million to 35 local and state law enforcement agencies conducting 38 Smart Policing Initiative (SPI) projects.

2 More information on each SPI project is detailed on the SPI website at www.smartpolicinginitiative.com/SPIsites.

3 The five core components of Smart Policing are performance measurement and research; partnership, outreach, and collaboration; organizational change; strategic targeting; and informed use of data and intelligence.

4 The informational video can be viewed on the SPI website at http://www.smartpolicinginitiative.com/SPIsites/reno-nevada.



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TAKEAWAYS

› Healthy communities and economically vibrant communities are often one and the same.

› Policymakers play a vital role in creating an environment that supports residents' efforts to achieve and sustain good health.

"It's not our job."

Think again. In cities like Decatur, Georgia; Birmingham, Michigan; and Warwick Township, Pennsylvania—all ICMA *Life, Well Run* featured communities—leaders have recognized the direct connection between economic and resident health. Local governments are increasingly engaged in planning for improved community health, often as part of broad coalitions that include health providers, public health, and civic and social service organizations.

The impetus is clear: Awareness is growing that health is not just a matter of access to medical care—though prevention and treatment are assuredly factors in good health–but also a function of the broader environment that affects the individual.

Social Determinants of Health

The socio-ecological model, first proposed in the 1970s by Urie Bronfenbreener (see Figure 1), describes the real-world model in which multiple, overlapping factors influence the health

A HEALTHY COMMUNITY = A STRONG LOCAL ECONOMY

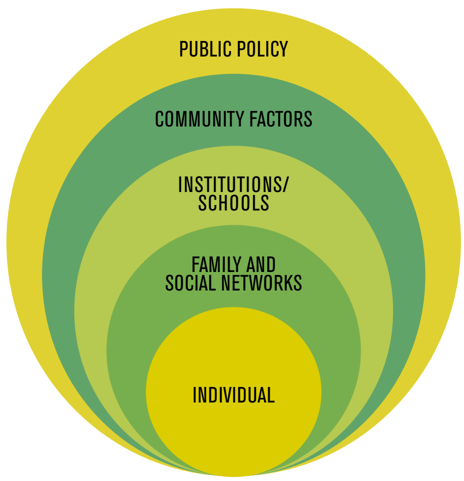
How managers can help achieve both outcomes

By Mary Eleanor Wickersham

of an individual. While the individual may be responsible for making lifestyle choices that determine health status, the ability to make these choices and changes is also dependent on the environment that extends beyond the individual.

These "social determinants" of health include the prevailing culture, the physical environment, the schools, the workplace and other organizations, health care institutions, and public policy. If there are only fast-food restaurants or convenience stores in a neighborhood, or if fear of crime is so rampant that people stay indoors and away from playgrounds, or if there are no sidewalks to access schools, then community residents are less likely to have access to nutritious foods and exercise that are essential components of good health.

Figure 1. The socio-ecological model illustrates how multiple, overlapping factors affect the health of an individual. The ability of an individual to make choices depends in part on the individual's environment, which includes public policy decisions.



Social determinants of health are recognized in the health promotion and disease prevention goals set by the U.S. Department of Health and Human Services' *Healthy People 2020*, which includes as a primary objective the development of "social and physical environments that promote good health for all." Here is where local governments have a vital role. Three broad areas of involvement are logical extensions of the public interest responsibility of local government:

- Local elected officials represent the best interests of the residents.
- Good health is related to improved quality of life and, therefore, to economic health.
- Local governments provide opportunities to address public policy issues that foster improved health in the community by incentivizing best practices, regulating potentially harmful or illegal behaviors, and reducing barriers to improved health.

Figure 2. County Health Rankings Data: Correlation Between Health Factors and Health Outcomes Rankings

Data from The County Health Rankings, www.countyhealthrankings.org, illustrates the strong relationship between individual counties' rankings on "health factors" and "health outcomes," as defined in the chart. Counties are ranked within states, not across states. County Health Rankings explains that the data "confirm the critical role that factors such as education, jobs, income, and environment play in how healthy people are and how long they live."

Representing Residents' Broad Interests

A renewed interest in local government participation in community health planning has been fostered in two primary ways. First, changes in the Internal Revenue Service (IRS) code driven by the Patient Protection and Affordable Care Act now require nonprofit hospitals "to conduct a community health needs assessment (CHNA) every three years and adopt an implementation strategy to meet the community health needs identified."

Second, public health agencies across the nation are engaging in a process of accreditation, part of which requires these agencies to take a hard look at their operations within the larger community and how, in the context of the socio-ecological model, community partners can engage to achieve the common goal of improved health outcomes.

In thousands of communities across the nation, community health needs assessments and health improvement planning are under way. Local governments are increasingly expected to accept a leadership role in the process.

Public health accreditation efforts require broad participation of the community, including input from policymakers. The IRS requirement is that "the community health needs assessment must take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health."

Elected officials and public managers bring expertise through their knowledge of the residents and neighborhoods they represent. Through strategic policy making, they can carry out their public interest responsibility to make improvements or reduce risks that can positively impact health.

The Centers for Disease Control (CDC) also urges participation of local government leaders. Among the best practices recommended to reduce obesity is that "local government is an active member of at least one coalition or partnership that aims for environmental and policy change to promote active living and/or healthy eating."

An Economic Issue

Good health is an economic issue. Figure 2, based on data from the University of Wisconsin Population Health Institute and the Robert Wood Johnson Foundation's County Health Rankings, illustrates the undeniable relationship between health factors and health outcomes rankings across each of the nation's counties.

"Health Factors" rankings are based on three major types of measures: 1) social and economic issues, including measures of education, employment, income, family and social support, and community safety; 2) clinical care, including access to care and quality of care; and 3) individual health behaviors.

"Health Outcomes" rankings refer to measures of length of life and quality of life. County Health Rankings is a free and valuable resource that provides, on an annual basis, data that can help communities monitor their progress in health and related factors.

The socio-ecological model, as interpreted in Figure 2, stands as a reminder to local governments that everything is connected. Educational attainment, which affects poverty, is a primary predictor of good health and a fundamental component of job creation.

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Jobs not only reduce poverty, but they also affect health care infrastructure and access to care, which affect quality of life. A measure of quality of life is good health. Figure 2 also provides strong evidence that healthy communities and economically vibrant communities are often one and the same.

Public Policy and Healthy Choices

Local leaders clearly have a role in crafting policy that impacts individual choices and local health concerns. In fact, some public managers recommend that in any policy-making checklist, resident health should be a decision factor.

There are dozens of ways local government decisions can impact health. This article provides a list of functional areas of opportunity that comes from community health improvement plans around the country and from the CDC report, *Recommended Community Strategies and Measurements to Prevent Obesity in the United States*—a report in which ICMA local government representatives participated in 2009.

There are other ways to effect change, but this list provides a starting point for thinking about health outcomes in relation to local government policy decisions.

Zoning

- Decisions that affect the number of stores that sell alcohol.
- Consideration of open space to provide active play areas in high-density neighborhoods.
- Building permits that require safe play spaces and open areas for children.
- Encouragement of mixed-used development.
- Pedestrian, non-motorized vehicle spaces.

Law Enforcement and Safety

- Law enforcement compliance checks at stores and restaurants that sell alcohol and tobacco.
- Law enforcement compliance checks on child safety seats and seatbelt use.
- New construction inspections that consider safety and environmental hazards.
- Sidewalks and safe crosswalks that encourage walking and biking.
- Access routes to schools that allow and encourage walking and biking.
- Inspection and efforts to reduce substandard housing.
- Controlling crime to make people feel safe to be outside.

Environmental

- Control of toxic/hazardous waste dumping and emissions.
- Monitoring water quality.
- Limiting the number of septic tanks.
- Grant funding for enhanced water treatment and monitoring.
- Establishment of recycling programs to reduce landfills.
- Enforcement of landfill rules.

Revenue and Taxation

- Tax incentives for grocery stores and markets to reduce food deserts.
- Free or low-cost space to encourage farmers' markets on public property to provide an outlet for farmers and fresh vegetables for residents.
- Seeking grant opportunities for water enhancements, parks, natural areas, bike trails, and analysis of the community's "walkability."

Parks and Recreation

- Sufficient parks and active playgrounds and adequate sidewalks to provide access within a half mile from all homes to encourage exercise.
- Healthy foods in vending/food service areas in government-operated venues.
- Policies that allow public use of school recreation facilities after-hours through cooperative agreements.
- Programs that engage all ages in physical activity.
- No smoking allowed in parks.

Regulation and Licensure

- Healthy food standards for schools, daycare centers.
- Establishment of no-smoking areas.
- No alcohol community events.

Emergency Response

- Planning for terrorism, infectious disease outbreaks, and natural disasters.
- Emergency response for incidents and accidents.

Internal HR Issues

- Tobacco-free policies.
- Wellness incentives for employees.
- Access to healthy snacks, foods at work.

Tourism/Resident Quality of Life

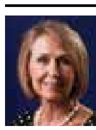
- Creating hiking trails, even within the city.
- Becoming a bike-friendly community.
- Establishing access points to rivers, lakes, streams for non-motorized boats.
- Conversion of abandoned railroad beds to walking/biking paths.
- Historical walking tours.
- Using cemetery green space for walking/biking.
- Improved signage that promotes recreation opportunities.

Communications

- Sharing information.
- Setting an example.

Ultimately, some local governments may shy away from involvement in conducting health assessments or health planning because they already have enough issues on the table or fear political pushback, but smart cities and counties are on the bandwagon.

Engagement with public health to achieve common goals can benefit residents, business and industry, and local governments as they collaborate to build healthier and more economically vibrant communities. For best practice recommendations, visit the website at http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/tools/index.htm#ag. PM



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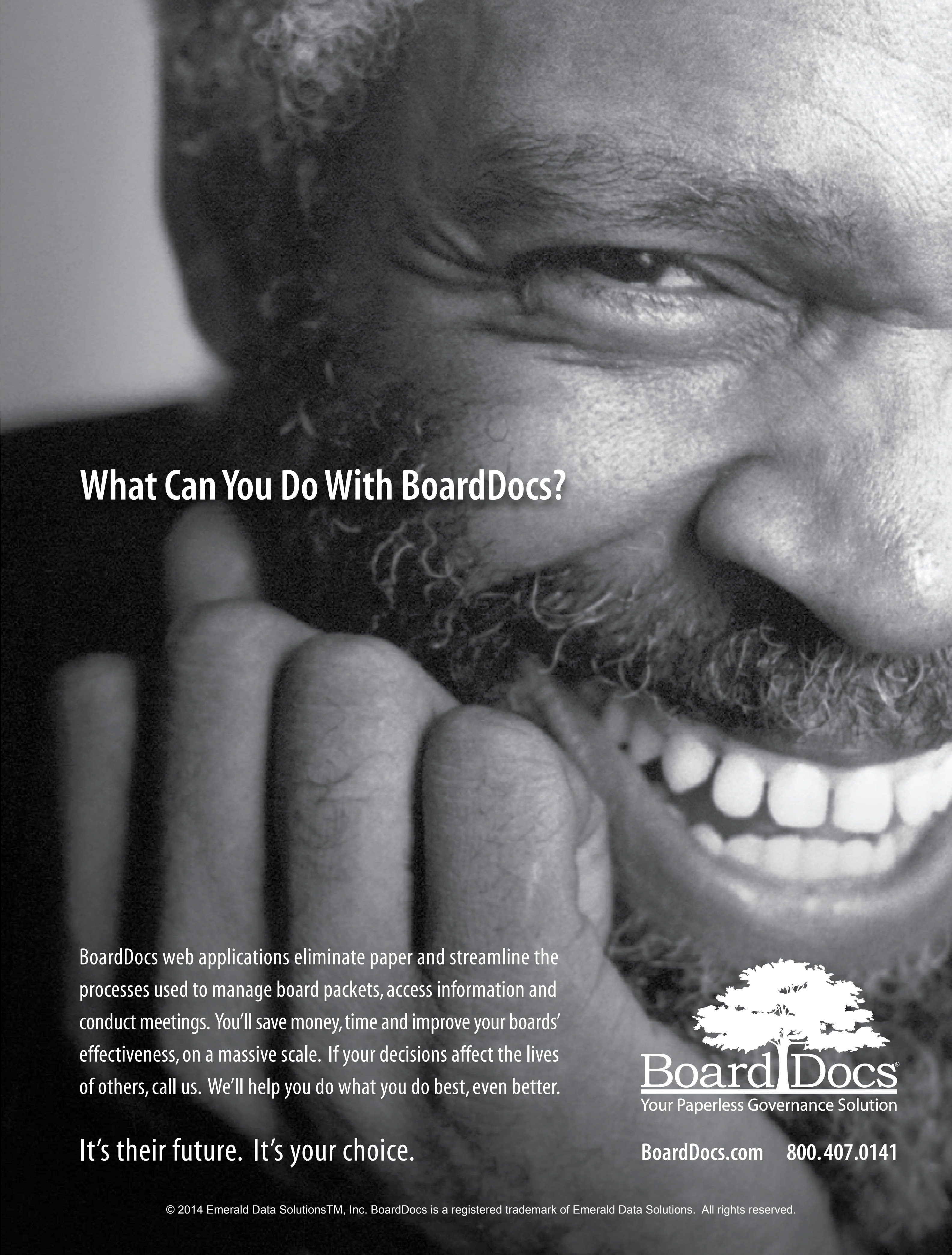
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STEP 1
Don't take it personally
STEP 2
Listen with compassion
STEP 3
Hear the communicate
STEP 4
Give up being right
STEP 5
Look for the best in people
STEP 6
Acknowledge people
STEP 7
Forgive others
STEP 8
Communicate upsets

CREATING A WINNING WORK ENVIRONMENT

Practices that make all the difference

By Scott Hunter

TAKEAWAYS

› Your level of enjoyment and fulfillment at work is much more under your control than you may have thought.

› A specific set of skills, if used, will dramatically improve the quality of all of your relationships, both at home and at work.

In its ongoing survey of the American workplace, Gallup found that only 30 percent of workers "were engaged, or involved in, enthusiastic about, and committed to their workplace" as reported in the *Los Angeles Times* on June 17, 2013. Although this number is the highest since 2000, it is overshadowed by the number of workers who aren't committed to performing at a high level.

In fact, the remaining 70 percent have either "checked out" at work or are "actively disengaged," according to the survey. It is our experience that poor communication in the workplace is a leading cause of this high level of job dissatisfaction.

If everyone would like to work in a thriving and nurturing environment, why is it that almost no one loves being at work? Why is it that most of us simply acquiesce when confronted by the drudgery and suffering that, according to seemingly every statistical measure, characterizes life within many organizations?

Why is it that, given the possibility of real fulfillment and satisfaction, we tolerate the gossip, petty jealousy, personal undermining, and adversarial communication that seem to pervade many offices, assured of the inevitability of this condition?

But is this condition inevitable? Are we destined to exist in an environment where the most we have to look forward to is Friday afternoon?

I say, not at all. There are specific steps that you can take to begin to reclaim some of the enthusiasm, some of the air of celebration, and some of the fundamental respect for individual human dignity that is apparent within flourishing business organizations.

1. Don't take it personally. Given the dysfunctional communication strategies demonstrated by most adults, repressed anger and upset are frequently brewing just beneath the surface within many individuals. Their angry and offensive outbursts have little or nothing to do with any occurrence in the present moment. Some unresolved upset from the past has simply been triggered and bursts forth in an inappropriate manner.

Under such circumstances does it make sense to take another's outburst personally? Logically, the answer is no. Taking someone else's anger personally is insane because it simply never is a personal phenomenon.

This is not to say, however, that it is easy to remain calm in the face of another persons' anger, recognizing that it is not personal. It is never easy, but armed with this insight you can begin to develop an ability to stand firmly in the face of another's upset without taking it as a personal attack.

2. Listen with compassion. Life is a difficult and challenging enterprise for everyone, and this fundamental truth goes largely unrecognized. Given this knowledge, rather than reacting to someone's anger or upset, demonstrate empathy for his or her feelings and experience. Rather than reacting to someone's anger or upset, just try to demonstrate empathy.

3. Just hear the communication. In order to lessen tension within the workplace, it is necessary to provide a safe environment for open, honest communication. Get people to talk about what is going on with them, to describe their present experience, and then just listen.

Don't respond. Don't offer advice. Don't try to console. Just listen with compassion and understanding. In the vast number of cases, quiet and attentive listening will allow the upset to disappear.

4. Give up the need to be right. For most human beings, the necessity to be right, the unconscious desire to win, is all important. This drive is expressed with employees, coworkers, and even with family.

Individuals are reduced to objects, and friends and family are sacrificed simply to preserve an egocentric point of view. We would rather be right, would rather win the argument than coexist happily, but being right and being happy are mutually exclusive.

5. Look for the best in people. Focusing attention on oneself, caused by one's own sense of insufficiency, drives people into competition with one another and creates a bias toward critical, negative analysis of another in order to enhance one's own social standing and appearance.

We literally look for the worst in others in an attempt to conceal or dilute our own self-perceived shortcomings by comparison. In order to counter this seemingly natural tendency, learn to look for and expect the best in all coworkers.

What is it about each individual that makes him or her a valuable contribution to the company? Who are these people really, and what are their best attributes and strengths?

6. Acknowledge people. Everyone craves positive attention because most individuals live with a sense of insufficiency and an awareness of their own shortcomings. Look for opportunities to acknowledge coworkers. What positive impact are they making on the organization?

Acknowledge people for doing a good job, for making a deadline, for keeping their promises. Acknowledge them for their appearance, for the way they manage their workload, or for the way they treat others.

Always remember to keep it authentic and sincere, and look for and find numerous opportunities to thank people for the many large and small contributions that they make to the organization.

7. Forgive others. Given the unconscious desire to win at all costs and the necessity to be right, we tend to hold on to every injustice, every wrong, every resentment, and every regret. What often goes unnoticed is that unforgiven resentments must always be suppressed, managed, or controlled.

They arise, again and again, whenever the person who is the object of the resentment comes into the room or is mentioned in conversation. What makes matters worse is that the suppressed anger also arises whenever any similar instance resembles a past transgression. Resentments divert attention, breed gossip, and provoke physical illness.

For your own sanity, it is critically important to forgive others. Forgiveness is a gift you give yourself. Forgiveness does not deny the inappropriate nature of another's acts; it does not condone or tolerate future abuse. But in forgiveness, in giving up the resentment and the right to punish, you are left with serenity, freedom, and peace of mind.

8. Communicate upsets. Human beings embrace the illusion that unexpressed anger, upset, and disappointment will simply disappear over time. Nothing could be further from the truth.

Like resentments, unexpressed upsets inevitably arise, again and again. They divert your attention and sap energy. Also, unfulfilled expectations, thwarted intentions, and undelivered communications—the stuff of which upsets are made—provide the "evidence" by which other individuals are tried and sentenced. Only communication can provide salvation for continued viable and productive relationships. PM

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BY MERRETT STIERHEIM

A REFERENDUM BATTLE

A fight worth joining

ICMA Ethics Director Martha Perego's August 2014 *PM* Q & A ethics department on "Navigating the Campaign Season" really hit the recall button for me.

During the first of my two tenures as a Miami-Dade County, Florida, manager, a successful grass-roots charter initiative generated enough signatures to put the fate of Miami-Dade County's billion-dollar metrorail and downtown people mover system on a March 1978 ballot for an up or down vote.

The county was about to start construction on the 21-mile system—initially approved in a 1972 "Decade of Progress" general obligation bond (GOB) referendum—with 80 percent federal, 10 percent state, and 10 percent local GOB funding in a county with well over 2 million people.

Passionate Opposition

The leader of the opposition was indefatigable, speaking passionately against the system three, four, or more times a day for several weeks and getting plenty of media coverage. He had cleverly adopted the logo "STOP" or Stop Transit Over People.

I had to decide whether my role ethically and professionally was to enter the battle or rely on the mayor and commissioners to carry the fight. I chose to join the struggle. While I took a lot of heat, I took some comfort from the fact that the county commission unanimously supported the system.

An Uphill Battle

Being well known in the county and with the electronic and print media intently focused on the referendum, I soon became the leading proponent and virtually followed my opponent, speaking morning, noon, and night for several weeks trying to save the system.

It was an uphill battle because the metrorail route didn't directly benefit many heavily populated areas, but we still won the vote 51 to 49 percent.

I never doubted the ethics of my decision, but if supporters of STOP had been serving on the county commission, it would have been a much tougher decision. Today, 36 years later with metrorail and the people mover running strong every day, I believe I would still have joined the fight. PM

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BY WILLIAM (BILL) DILIBERO, ICMA-CM

MANAGERS IN TRANSITION

How to help your colleagues in need

I recently returned to employment as a city manager following two years in the dreaded "manager in transition" (MIT) status. During that period, I applied for more than 300 state, county, and local positions in public management, planning, and administration.

During these two years, I suffered through numerous difficulties and would have appreciated better support from my local government colleagues. I believe the assistance falls into four categories: visit, listen, assist, and advocate.

Visit: ICMA was extremely helpful in keeping members who are unemployed in the association. ICMA holds monthly conference calls, webinars, and sessions at the annual conference that focus on providing advice to MITs on dealing with being unemployed and on finding employment.

One of ICMA's recommendations to MITs was to stay in touch with their colleagues, to continue to contact them, and to stay involved with their local associations. My suggestion to employed managers is to stay in touch with your colleagues who are seeking employment.

Compare an MIT's situation to having a friend in the hospital or suffering from a lengthy illness. Would you expect that friend to call and ask you to come and visit him or her? It is awkward for MITs to continually contact colleagues to arrange lunch, coffee, or other outings. The longer a MIT has been separated from a position and his or her management colleagues, the more difficult it becomes.

Remember: Take the time to stay in touch with your out-of-work colleagues.

Listen: During my time in transition, I was often in one of two moods: angry or depressed. As bad as being angry and needing to vent to someone is, being depressed is clearly a more disconcerting state of mind.

If the MIT is continually in one of these two states of mind, therapy is the preferred advice. Once the health insurance expires, however, therapy may not be available. So lend an ear to your colleagues in transition. Recommend that they participate in healthy lifestyles, physical exercise, or continuing education.

Remember: Listen to your out-of-work colleague. Let them vent, then help them get in a better state of mind.

Assist: Do what you can to help an MIT recover from a professional fall. If you have an open position that would provide some financial help to a colleague, take the chance and help him or her out. If the individual previously served as a public works director or planner, consider hiring him or her for an interim or subordinate position.

You may have to have an agreement on the period of time that the person can serve, but take the risk. What I found was once a manager, always a manager. In almost every case, hiring managers were unwilling to hire me in a subordinate position for fear that they might be hiring their replacement should things go south with their job.

Most unemployed MITs are likely earning approximately $25,000 in unemployment benefits and most would be willing to accept a position that pays much less than their prior salary and happy to work under a former colleague.

Remember: Take a chance on your out-of-work colleagues. It may be the opportunity they need to help them transition into a new position.

Advocate: MITs need help in obtaining a new position. If you believe yourself to be a true friend to an unemployed manager, reach out to that individual and offer to provide a stellar recommendation.

If you are unwilling to do that, then maybe it is best for you to tell them why you think they should not be a manager and recommend other employment advice.

In this age of Internet slander, there is a great deal of misleading information that might sway officials toward not hiring a person. A strong reference can counter much of the misinformation.

In my case, a former employee of mine was called and asked about my management style. Among the accolades, the employee told the human resources manager that I was such a good manager that he never knew he was being managed.

I believe that a strong reference is one of the reasons I am employed today. Our conversation about his comments, prior to my interview, helped boost my confidence when I needed it the most.

Remember: Let your out-of-work colleague know that you are available to give him or her a strong professional reference.

The bottom line is that at some point in managers' professional careers, we are all faced with forced resignations or other events that leave us in a "transition" status. Take the time to visit, listen, assist, and advocate for your friends and colleagues who are experiencing this difficult situation. They—me included—are in a noble but often thankless profession. It is important that we help each other in trying times. PM

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BY MIKE CONDUFF, ICMA-CM

LEADERSHIP LEGACY MATTERS

Where trust and support align

ICMA's regional summits, usually held during the spring months each year, just keep getting better, and this year's "TED Talk" format may have been the best yet. For those of you who were unable to attend, each of the five events featured a handful of successful professionals from the host region who made 12-minute presentations on managing positive change, followed by small-group sharing. This is peer learning at its best.

These are people attendees might know personally who have made or are in the process of instituting significant improvements in process, focus, innovation, and culture in their organizations. Their talks were crisp, entertaining, and heartfelt. Starts, stops, wins, losses, breakthroughs, setbacks, bursts, and pauses were all part of the journeys they described. Each talk was similar while also being unique.

While I was unable to attend as many summits as ICMA President Simon Farbrother or President-Elect Jim Bennett, I was blessed to be at both the Mountain Plains (my home region) and West Coast (where I spend most of my professional time). In both cases, I came away impressed, energized, and with the same thought: legacy matters, and legacies take trust and time to build.

Trust Is Key

Virtually all colleagues who spoke talked about trust being the key component of change: trust from the organization in the manager and trust from the elected officials in the staff and organization. Bennett described this intersection as the "neck of the hourglass."

In discussions, some managers said they were hired with a mandate for change, and some were pushed into change by the economy or community service needs. Some communities came with a reputation for embracing excellence and some were eased into excellence. In every story and description, successful sustained change came about over time as the trust grew; often over a period of numerous years.

Of the 21 presenters, the average organizational tenure was 13.5 years, with 24 years being the longest. Many said their greatest contributions have come about later in their tenures, that the first several years were spent in getting the right people on the bus, followed by getting them in the right seats. Only after the managerial moves were made were our colleagues able to move on to their leadership legacies.

From a governance perspective I was especially intrigued by the discussion on how the quality of the council impacted the manager's ability to effect change, and how the council's own policies, practices, and behaviors reflected this quality. Further, those councils with a lower velocity of turnover—longer tenures marked by elected officials mentoring each other and embracing positive conflict-resolution strategies—also had a high correlation to the tenures of their managers.

Mutual Support

Darin Attebury, city manager, Fort Collins, Colorado, I think is doing some of the best work in the area of quality in the country. The quote I wrote down from his presentation was: "Without a cohesive council [that] understands its key role in the process, we could never have undertaken these efforts."

ICMA's Past President Dave Childs, city manager, Palmdale, California, whose heart for cultural improvement is widely known among his many admirers, also commented on this key factor: "For a city manager to be successful in creating permanent change in the culture of an organization, the council needs to be as supportive of the manager as the manager is of the employees. Success comes when trust is high at all levels within the organization."

Does this mean that managers with shorter tenures or who have been challenged by disruptive governing bodies cannot or do not do excellent work? Of course not.

In fact, sometimes the especial heroes in the management profession are those folks who take on the Paladin role of a knight and as a result, are able to turn around a community with a difficult history, or as the Teddy Roosevelt quote I use so often says, "Spend themselves in the worthy cause."

What I think it does mean though is that if your heart's desire is to do a significant work in your community that requires significant change, you must focus first on the foundation of trust and be willing to invest the time it takes to build that. Folks will not follow you far without it.

Take Small Steps

If you have a great council, do not take it for granted, but rather help councilmembers grow their governance capacity and their trust in you and the organization. If you are not so blessed, start with the basics of group process, facilitate council interactions within the confines of your open meetings statutes, and find solace in small steps on your journey to trust.

Remember, legacies matter. They take time to build, and trust is their foundation. PM

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BY JEFF DAVIDSON

CONTAINING INFORMATION OVERLOAD

Practical steps to manage the flow

All government agencies and the individuals who lead them have a reasonably good idea of the kind of information they need to be gathering. This includes data about their own agency; significant developments; citizen and consumer information; relevant as well as pending legislation; special applications; breakthroughs; and prospects for the future.

In every field, a handful of key publications, news sources, websites, and blogs represent the cream of the crop in terms of accuracy, completeness of coverage, timeliness, and reliability due to overlap, redundancy, meta-reporting, and outright lifting of news among sources. Rest assured that the top three-to-five information purveyors often provide 85 percent of the coverage of what all other sources could collectively provide. So it's prudent to focus on the highest sources of information in the field.

Stay Focused

Everything is for naught unless you have a way to gather, synthesize, apply, and disseminate that information so that it benefits you, your organization or department, or end-users.

Keep information flows as simple as possible. Stay focused on your strategic objectives. What do you seek to achieve, and what information supports that quest? Keeping your eyes on the prize and staying focused will help you to achieve goals more effectively than any other way of proceeding.

Much of the information we encounter and retain supports what we already know, believe, and don't need to retain. Much of the information you need to assemble to prepare a report or a presentation is but a few key strokes away. Hanging onto reams of hard copy information or various files of online information, in anticipation of a future need, is of limited value.

The information glut that we each experience occurs partly as a result of not having guidelines in place within our own agency that could otherwise spare us from exposure to data, reports, and verbiage that do not address our challenges.

Streamline Correspondence

Each of us needs to be kinder and more thoughtful as well in disseminating information to one another within the department. Eliminate buzzwords, acronyms, abbreviations, and symbols that could be misunderstood in your e-mail correspondence.

Limit the length of the correspondence to those phrases that are vital to ensuring that the proper message is received. Encourage one another to avoid cc-ing and bcc-ing individuals who do not need to be in the loop.

When practical, include executive reports, briefings, and summaries that enable the recipient to understand the essence of what larger documents contain. Avoid sending FYI types of information altogether. Keep attachments to a minimum.

Organize E-mail Signatures

In the course of your professional life, a variety of routine responses will emerge that should be saved as part of your e-mail signature capability. Most popular e-mail software programs support 20 or more different signatures.

Thus, you can compose and retain signatures in particular categories so as to be able to respond quickly and effectively to inquirers. Pre-identified signatures could include standard letters, rosters, fees, descriptions, credentials, background, and history.

The more you automate your system, the faster and more effectively you can respond to a correspondent. Any signature on file obviously can be adapted to address specific inquiries as they arrive.

Assess Periodically

Finally, recognize that the information that you retain on a periodic basis needs to be reassessed for its applicability. The most effective information managers are in the habit of constantly updating and eliminating, merging and purging, and synthesizing and applying the vital information that they chose to collect in the first place.

Make an effort to pare down the amount of paper that you retain in your desk, filing cabinet, and office. For each document you receive that merits retention, evaluate its potential as a scanned document.

If the scanned version of the document will serve just as well as the hard copy, then scan it and recycle the hard copy. Also, effective computer backup systems take on an advanced role in an age in which it makes sense to reduce the physical holdings of reports, documents, and sheets of paper.

Managing to Be Effective

The future belongs to effective managers who engage in appropriate information management. Regardless of size, budget, or other resources, they are consistently able to point the organization in the right direction, as a result of the information they have assembled, the knowledge they extract from it, and the wisdom they are able to share. PM

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BY JERRY IRVINE

TACKLING THE WEARABLE DEVICE SECURITY CHALLENGE

Extending security measures to a new category of devices

Wearable technologies increase collaboration and information sharing. But these benefits, including the ability to record and store data in real time and access and share information more easily, present significant vulnerabilities in an environment that houses the personally identifiable information of constituents or the nation's top secret security information.

The major difference between wearable and such other mobile devices as smartphones and tablets is their inconspicuous forms and persistent access. Wearable devices are designed to fulfill the role and appearance of once low-tech consumer products like glasses, watches, and wrist bands, while providing highly available IT services 24/7.

Nevertheless, wearable technologies must be included in security measures put in place to protect against mobile devices' vulnerabilities, which should be documented in an organization's mobile device management (MDM) or bring your own device (BYOD) policies.

Associated Risks

The way that wearable devices connect to your smartphones and tablets or can be configured to connect directly to the Internet by Wi-Fi presents major risks to government organizations.

First, wearable device users can access all enterprise data and systems through an organization's Wi-Fi network. While wearable devices generally have limited data storage built into them, they generally transmit all data to cloud-based storage systems.

Once information is accessed, they could then bypass firewall and web-filtering applications, gaining access directly to the Internet through their own smartphone's Internet. Finally, as defined, all data accessed, photographed, and recorded is automatically transferred to a third-party storage site. All of this usually happens concurrently.

Because of the multiple network connections and limited built-in security measures within wearable devices, these functions can go undetected by internal systems security solutions already in place. Also, because wearable device users have unfiltered access to the Internet, they could unintentionally or maliciously infect enterprise systems with viruses or other malware picked up from their mobile device's Internet through the enterprise Wi-Fi.

In short, neither security of information being accessed, recorded, or transmitted nor protection from malicious activity are provided within the standard offerings of wearable devices, and both can be completed easily with little or no detection.

Develop Detailed Security Policies

The greatest challenge in securing wearable technologies is the same challenge being faced in providing secure MDM or BYOD policies. Before government entities allowed employees to bring and use their own devices, the organizations could maintain separate enterprise mobile devices and controls.

By segmenting enterprise and personal devices, it was possible to put more stringent and automated security measures in place. Today, it's more difficult, requiring written rights and authorization from employees to manage, support, and control their personal devices.

All organizations should develop a detailed BYOD policy, which includes an acceptable usage policy signed and accepted by all users before they use any wearable or mobile devices in the workplace environment.

In this evolving environment, security policies must be altered and implemented to protect against the vulnerabilities of wearable devices. For example:

- Wearable devices should only be allowed for employees who require the device as an integral part of their position. Users bringing in personal devices only for their own personal enjoyment or recreation decrease productivity and increase security risks with no enterprise benefit.
- Specific access controls must be implemented, allowing the pairing of wearable devices only to mobile devices or Wi-Fi networks that are monitored and controlled by enterprise security applications.
- MDM software designed to register, monitor, manage, and wipe mobile devices should be centrally installed and implemented by the organization to control all wearable solutions as well as the mobile devices to which they connect.
- Internet filtering applications should be configured to specifically detect and manage wearable and mobile devices, both locally on the enterprise location as well as remotely outside of the organization's network, as remote access may still be available to an employee away from the organization's internal network.
- Data loss prevention (DLP) systems should be implemented to protect specific categories and levels of data to include private, confidential, and personally identifiable information. PM

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BY MARK OSSOLINSKI

HIRING AND RETIRING ANEW

How to cope with the rise of retirements

First, the good news: After years of layoffs and hiring freezes stemming from the 2008 economic downturn, state and local governments are finally hiring again.

In a survey of 300 human resources managers conducted earlier this year by the Center for State and Local Government Excellence (SLGE; http://slge.org), the International Public Management Association for Human Resources (IPMA-HR; http://ipma-hr.org), and the National Association of State Personnel Executives (NASPE; http://www.naspe.net), 66 percent of respondents reported hiring new employees in 2013. Fifty-five percent hired more than they did in 2012 (see Figure 1).

This uptick in hiring—at its highest rate since the recession hit—is a sign of the country's improved economic growth, and it is a welcome development for local officials.

The Rising Tide

At the same time that new workers are coming in, however, older ones are going out. Forty-nine percent of survey respondents also reported an increase in retirements in 2013, while 22 percent said eligible employees accelerated their retirements. These realities, combined with widespread hiring freezes and layoffs in the first years after the Great Recession, translate into smaller local government workforces compared with 2008 levels.

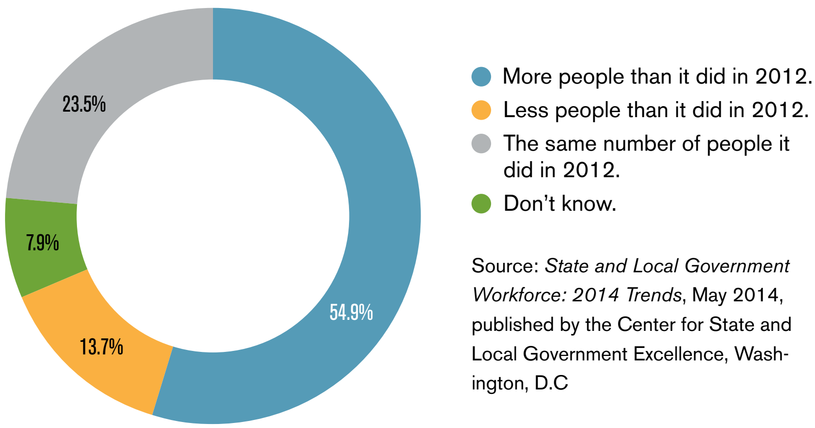
This recent increase in retirements around the country signals that the "silver tsunami" of retiring baby boomers is in full force. With many boomers now eligible for retirement, and others who postponed retirement plans when the recession hit now leaving the workforce, governments are facing a considerable exodus of talent.

This wave of retirements comes at a time when many local governments also face increased benefit costs, particularly for health care. Sixty-one percent of respondents reported that their governments made changes to health benefits in the past year for both current and retired employees, with the most common change—at 53 percent—being to shift costs from the employer to employees (see Figure 2).

Meanwhile, 35 percent of respondents reported changes to retirement benefits, with about one-fourth of those requiring increased contributions to pensions from both current and new employees.

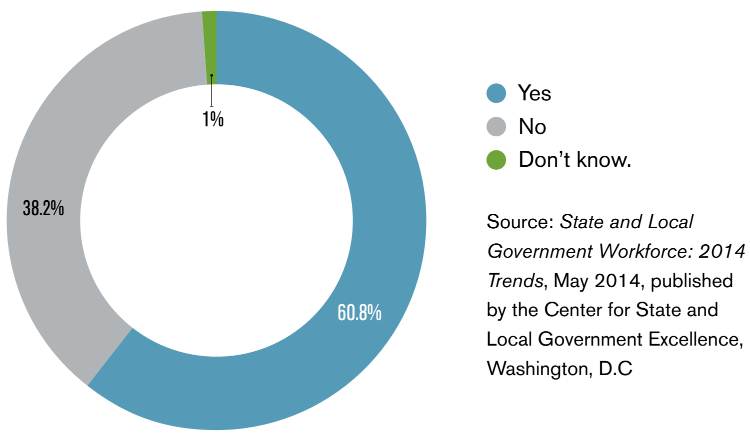
With pressure on benefits mounting and the pace of retirements intensifying, local governments are paying more attention to succession planning and what they can do to attract and retain talent. Recruiting and retaining qualified personnel, staff development, and workforce succession planning were the

FIGURE 1. In 2013, Your Local Government Hired ...



Source: *State and Local Government Workforce: 2014 Trends*, May 2014, published by the Center for State and Local Government Excellence, Washington, D.C

FIGURE 2. Over the Past Year, Has Your Local Government Made Any Changes to the Health Benefits You Offer to Your Employees and Retirees?



Source: *State and Local Government Workforce: 2014 Trends*, May 2014, published by the Center for State and Local Government Excellence, Washington, D.C top three workforce issues that human resources managers identified as important to their organizations.

So, what can be done to address the problems posed by an aging local government workforce and an acceleration of retirements? And what have local governments done already?

A Multipronged Approach

When San Mateo County, California, hired a consultant in 2006 to conduct a review of its workforce, the 30 recommendations ultimately made to the county "created a sense of urgency" among its city managers and department heads to make succession planning a top priority, said Donna Vaillancourt, San Mateo County human resources director.

The county has since worked with its local governments to implement a systematic, multidimensional workforce management and succession strategy to perform a spectrum of functions, from promoting the county as an employer of choice to supporting career growth and development at all organizational levels.

This effort includes an annual executive leadership academy that targets potential candidates for promotion at the management level. This program and others like it have largely been successful, with a high percentage of selected candidates receiving promotions.

San Mateo County has also partnered with neighboring Santa Clara County to form the Two County Next Generation Committee, through which local government agencies in both counties come together to address common workforce challenges. The committee's primary goals are to accelerate employees' development, retain high-potential talent, and attract young and diverse employees to local government.

Key initiatives include a management talent exchange program that has seen 75 percent of participants gain promotional opportunities within two to three years, as well as a regional internship program for college students.

Success Breeds Success

Like San Mateo County, San Antonio, Texas, has benefitted from a multidimensional succession strategy. When City Manager Sheryl Sculley was appointed in 2005, one-third of executive-level positions in San Antonio were either vacant or had interim directors. Naturally, the city council was looking for dramatic change, Sculley said.

What the city came up with was a comprehensive succession strategy that addresses the full range of San Antonio's organizational needs. It includes an executive leadership program, a management development institute for mid-level managers, and a supervisor training academy for front-line supervisors.

Each of these programs has been extremely effective, according to Sculley. "You can see how success can breed success. Employees who have gone through the programs are putting into practice what they're learning, and it is improving the overall quality of the organization," she added.

Both Sculley and Vaillancourt acknowledge that support from leadership is essential to the success of these initiatives. "The biggest challenge is always the ability of current executives and managers to embrace the value of coaching younger employees. It takes time, resources, and a strong commitment from everyone involved," Vaillancourt said. "But I don't think we have a choice."

Sculley added, "It's all about investing in people now to be sure we have a well-prepared workforce that can meet the needs of our community now and in the future." PM

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BY LLOYD PAYNE, ICMA-CM

GETTING BACK ON YOUR FEET

A personal plan for staying engaged

I was speechless, confused, and tired. I had spent countless hours researching and constructing a specific policy statement in accordance with the board's wishes, only to have my presentation get ripped apart and my recommendation returned without action.

I was sent back to the drawing board by the elected officials for alternative courses of action they could consider. I am willing to bet that many of you reading this article have likewise spent many passionate hours working on a project, idea, document, and the like for a governing body only to have it rejected.

Early in my career, when it happened to me for the first time, I was devastated. Even my loving wife could not console me amidst my pity party. The next day at the office was difficult, and I was left asking myself: What have you gotten yourself into?

Managers are all probably passionate about at least one thing in their lives, both personally and professionally. Passion is a great motivator, but it can also be an inhibitor if misguided.

When the passion doesn't equate to the satisfaction we anticipate, stress and bewilderment can result. For me as a manager, the personal sense of accomplishment I had expected was a rude but real dose of reality.

Coping With Setbacks

Thirteen years into my management career, I find myself looking back at the events that have shaped me and my career. Coupled with two military deployments (not including a third deployment prior to entering my management career) with the North Carolina National Guard for 20-plus years during my manager career, I would like to think I have acquired two major habits—certainly not all inclusive—for coping with setbacks.

1. Physical. I try to stay in shape, which for me means getting in a good balance of cardio and weights four to five times each week. I find that engrossing myself in physical activity takes my mind off of the stresses at the office or last night's meeting.

Healthy eating is also essential, especially when the schedule is so busy that it is next to impossible to get to the gym—for example, during budget season. I know I have been successful when I finish a workout and realize I have not thought about anything other than my time at the gym.

For me, the physical activity is a critical avenue by which the stress stream can exit my body, even if that means only walking for 30 minutes on the treadmill or on the greenway during the middle of the day.

2. Social. No, I don't mean ensuring your Facebook and Twitter accounts are up to date. Rather, I am referring to maintaining healthy relationships with non-coworkers, which does not include "unloading" on your friends or family about all the problems at the office. Leave the office stuff at the office.

This not only includes your immediate family but also your friends outside of the office setting. Think twice before cancelling that trip/weekend/outing or whatever you want to call it. It is important to stay connected to others who are not necessarily connected to your job.

Not only does this allow you to be yourself, but it also gives you an opportunity to talk about anything except what is going on at the office, which can be a release from the day-to-day issues. The military affords me this outlet at least once a month, where I can interact in an entirely different setting than my Monday through Friday environment.

Helping Our Communities

Few of us, I imagine, got into or continue to stay in public service merely for the money. I desire that sense of accomplishment I get when I am able to help out my community, enact a policy that saves taxpayer dollars, or simply see the smile on the elementary school kids' faces after I have talked with them about what I do on any given day.

Sure, I am still going to receive phone calls at home during dinner with my family, or get caught up with a concerned resident in the grocery store who just has to let me have it about a decision the elected officials made. Those moments are opportunities for me to influence the minds of others about the management profession and how we managers attempt to make our communities a little better each day.

While there may be days where I wonder what I am doing and if my career choice is still a good idea, I reflect on the successes and opportunities I have been given, which greatly outnumber the times where things didn't go the way I envisioned. I have a lot left to accomplish during the next 20-plus years.

Young members of the profession should know that being knocked down a time or two is not that horrible. It allows you to be creative with the way you get back on your feet. If all else fails, remember this: "They can BBQ ya', but they can't eat ya'!" PM

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