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[A Tale of Cool Cities](#)

Some communities are hip. Others aren't. But "unhip" places are trying to change their image and attract young professionals. **Ross Atkin, Boston, Massachusetts.** [READ ARTICLE](#)

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Perhaps, the stereotype of local government career paths isn't accurate.

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Interesting ways to reduce or eliminate views of cellphone transmission sites are becoming popular.

governments attempting to turn base closure into a

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The U.S.

Department of Defense needs to rely on hard, quantifiable data and force structure

requirements as much as possible to make base closure and realignment decisions. **Bryan Barnhouse, Washington, D.C.**

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Ethics in Local



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**What Is Your
Community's
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A Tale of Cool Cities

by Ross Atkin

Creative workers, such as artists, scientists, writers, and computer programmers, are the most sought-after group. They hold the key to modern economic vitality, says author Richard Florida, a Carnegie Mellon University professor whose book on the subject *The Rise of the Creative Class* is influential in urban planning circles.

Forbes magazine rates Cincinnati No. 39 on a list of the 40 best cities for singles ([see list](#)). This hardly thrills Sid D'Souza, a native who opted to return home after graduating from Yale three years ago.

He knows the old joke that Cincinnati is the place you'd want to be when the world ends because everything happens 10 years later there. But despite the city's image problems, D'Souza believes that Cincinnati, like other cities in the same boat, is waking up to the need to attract and retain young residents.

They have to, experts say, because a younger population means a stronger economy.

But what does it take to be considered "cool" by 20- and 30-somethings? And is it likely that places like Cincinnati and 40th-ranked Pittsburgh are ever going to become as hip and desirable as, say, Austin, Texas (No. 1), San Francisco (6), or New York City (8)?

Some cities have built-in advantages that would be hard to duplicate in Kansas City (36) or Cleveland (37). Austin's music and high-tech scenes, for instance, Boston's culture, which pushed it into third place, or New York's night life.

But other cities need major makeovers because in today's mobile society, young people seem less tethered than ever to where they grew up. After college, many look as much at lifestyle as jobs in deciding where to locate.

Nothing is more important for singles than to meet and mingle with other singles, according to *Forbes*. Fun lures them to cities, and jobs keep them there.

The Appeal of Creativity

Creative workers, such as artists, scientists, writers, and computer

programmers, are the most sought-after group. They hold the key to modern economic vitality, says author Richard Florida, a Carnegie Mellon University professor whose book on the subject *The Rise of the Creative Class* is influential in urban planning circles.

A central tenet of the book is that the sense of place and the existence of opportunity-rich job markets are leading factors in helping members of the creative class decide where they will live.

Nick Spencer, a 20-something candidate for Cincinnati's city council, agrees. Today, he says, college grads don't expect to spend an entire career with an established Fortune 500 company. "They think, 'I'm going to have five jobs during the next 10 years,' and because of that they're driven to cities where they know they're not going to have to move every time they change jobs."

Spencer, who grew up in Cincinnati and attended Xavier University there, believes the Queen City's future is worth fighting for. But he also knows that in the past, Cincinnati has been almost the prototype of a city that doesn't excite young people. That's why Spencer founded Cincinnati Tomorrow, a group that supports efforts to make the city appealing to young adults.

There's a parochial quality to Cincinnati that can be a drawback for young singles new to the city, D'Souza says. If they don't quickly crack the social network, they may move away before ever discovering what the city has to offer.

A Group of Their Own

He got a taste of this when he returned to the city after college and noticed that most alumni groups were geared toward older alums and their families. So D'Souza created the Greater Cincinnati Ivy League and Seven Sisters Alumni Club, known more casually as the Cincy Ivy Young Alumni Club. It welcomes graduates of a number of top-notch universities.

The popular group, whose membership is racially diverse, was strictly social at first but has branched out into mentoring and other service projects. It is also part of a larger network the Greater Cincinnati Chamber of Commerce has pulled together called Young Professionals of Cincinnati. These 34 groups include everything from the Young Republicans to black accountants and engineers, and a Jewish sports and social organization.

Success Stories

Forbes's Best Cities for Singles

1. Austin, Texas
2. Denver-Boulder
3. Boston
4. Washington-Baltimore
5. Atlanta
6. San Francisco-Oakland
7. Los Angeles
8. New York
9. Raleigh-Durham, North Carolina
10. Dallas-Fort Worth
11. Chicago
12. Miami
13. San Diego
14. Philadelphia
15. Seattle
16. Minneapolis-St. Paul
17. Phoenix
18. Houston
19. St. Louis
20. Orlando, Florida
21. Sacramento, California
22. Salt Lake City
23. New Orleans
24. Nashville, Tennessee
25. Milwaukee
26. Portland, Oregon
27. Tampa, Florida
28. Columbus, Ohio
29. San Antonio, Texas
30. Las Vegas
31. Norfolk, Virginia
32. Detroit
33. Charlotte, North Carolina
34. Indianapolis
35. Providence, Rhode Island
36. Kansas City, Missouri
37. Cleveland
38. Greensboro-Winston Salem, North Carolina
39. Cincinnati
40. Pittsburgh

Published with "A Tale of Cool Cities," *The Christian Science Monitor*, copyright 2003.

Not all cities are having to work so hard to attract young professionals. During the 1990s, Indianapolis experienced a 24 percent jump. Columbus, Ohio, enjoyed a Gen-X bump then, too.

What's their secret? They possess the "three T's" that Richard Florida has identified as building blocks for youth-friendly cities: technology, talent, and tolerance.

Columbus benefits from having Ohio State University, one of the largest research universities in the country, and also from being at the heart of a college-rich region, with 17 schools and 103,000 students. What's more, much new housing is being built downtown, and the city has trendy hockey and soccer franchises. It also has a growing reputation for social tolerance.

All of this has helped it become the third fastest-growing midwestern city, behind Minneapolis and Indianapolis. Cincinnati, in comparison, also has talent and several universities but isn't known for the third T—tolerance. Instead, it has a reputation for strained race relations.

Yet, as it turns out, the very area where racial tensions have erupted in riots is now seen as a linchpin in the city's possible regeneration. The low-income Over-the-Rhine neighborhood, with its numerous vacant properties, sits between the central business district and the University of Cincinnati. It includes the country's largest collection of 19th-century Italianate architecture, which represents the kind of funky, affordable housing that draws young adults who want to experience edgier urban living, with a near-campus flavor.

Terry Grundy, a professor at the University of Cincinnati and a founder of the Urbanists, a local redevelopment group, says the presence of gays is viewed as a good gauge of a city's attractiveness to younger residents.

Young professionals, Grundy says, like the liberal atmosphere and texture that bohemians and gays can bring to an urban neighborhood; besides, gays often are pioneers in reviving old neighborhoods.

Cincinnati's goals have been outlined in a 42-page Creative City Plan. The document advocates, among other things, establishing weekend, all-night buses that connect cultural institutions, night-life venues, and energetic neighborhoods. It also recommends making extreme sports a priority in planning new parks and overhauling existing ones.

"We don't have mountains and oceans, but we've got great waterways," says Sherry Kelley Marshall of the Greater Cincinnati Chamber of Commerce, who believes young people increasingly care more about taking part in sports rather than just watching.

Other suggestions in the plan call for spotlighting local artists and musicians by filling vacant storefronts with art and replacing "elevator music" with local music in airports, office lobbies, and shopping complexes. Showcasing local character over the homogenized mass culture plays well with young people, who crave authenticity in their living environments.

But even though Cincinnati is finding new ways to feature its special flavor, can the city ever expect to make a quantum leap in the *Forbes* ratings of the best singles cities?

Davide Dukceovich, who compiles the *Forbes* ratings, acknowledges that

significant change is really a long-term, glacial process. And even then, there's sometimes an unpredictable quality to it, driven by unforeseen events. For example, he says the technology booms in Seattle and Austin grew out of the entrepreneurial genius of two individuals: Bill Gates of Microsoft (Seattle) and Michael Dell of Dell Computers (Austin).

Cities might not be able to intentionally replicate such success, but they can work at cultivating a more conducive climate for innovation, says Rod Frantz, president of the Richard Florida Creativity Group. "Cities have to be embracing of their entire population because you never know where the next Andy Warhol or Bill Gates or Georgia O'Keeffe is going to come from," he observes.

Support for Innovation

Cleveland hopes to nurture cutting-edge thinkers through its new Civic Innovation Lab, which will fund and mentor individuals with innovative ideas.



Richard Florida, renowned economist and author of the book *The Rise of the Creative Class*, will be a keynote speaker at ICMA's 90th Annual Conference in San Diego, California, October 17–20, 2004. For more conference information, visit icma.org/conference2004.

Raleigh, North Carolina, which has been making waves with high ratings for everything from its rock-music scene to its livability, has benefited from visionary thinking and planning, as well as from taking advantage of what it already has. The creation nearby of a forward-looking Research Triangle, conceived decades ago, is an example of the former; a mild climate, a three-and-a-half-hour drive to the ocean, a university environment, and a college basketball culture are examples of the latter.

As for Cincinnati, civic leaders are confident that there's a lot to interest young people in the city, including distinct neighborhoods tucked into the city's hills and valleys, as well as a strong, progressive arts community.

The opera company has branched out to perform contemporary works such as *"Dead Man Walking,"* and the symphony orchestra holds three College Night concerts each year, at which, for \$10, college students can hear the symphony and afterward attend a reception that features rock and pop bands.

Without such a shift in demographics, young people may not discover what D'Souza calls "the amazing work/life balance" in Cincinnati, which encourages

people to enjoy life. His friends in New York work 80 to 90 hours a week and only occasionally take in Broadway shows, while he puts in 50 or 60 hours a week working for a venture-capital firm.

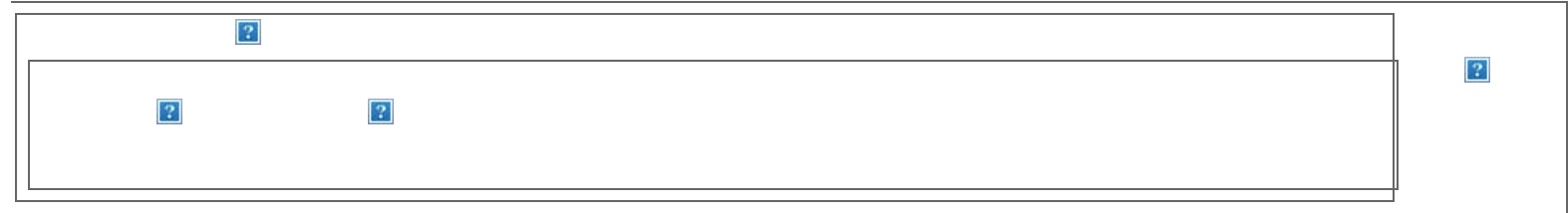
Not only is there time to go out for dinner, shows, and movies, even on weeknights, but young people are able to devote time to families and civic commitments. "I don't think I could be as involved in a community anywhere else," he says.

Ross Atkin is staff writer, *The Christian Science Monitor*, Boston, Massachusetts.

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Ethics in Local Government: It's More Than Not Doing Bad Things

When managers talk about ethics in local government, we tend to discuss codes of conduct and not doing bad things like stealing, lying, cheating, favoritism, self-aggrandizement, and profiting from our positions. Most of us, thankfully, do not need a code of ethics to keep us from doing obviously bad things.

Nonetheless, some people do bad things regardless of ethics codes and criminal codes. Why they do so varies: greed, arrogance, stupidity, and sometimes merely bad judgment. Regardless, the conduct is bad, and the people who do it, know it.

There are also a host of gray areas where we who work in local government must avoid even the appearance of impropriety. Unfortunately, some of us slip on this slope, failing to take the "A1" test: Would I be willing to defend my actions on the front page of the newspaper, and could I do so successfully?

In both areas—egregious misconduct and the appearance of misconduct—extensive professional literature and guidelines are available to help us as local leaders to maintain our individual, personal ethics. Doing so is a core value of our profession as public administrators.

Two less-examined areas of professional ethics are unique to those of us who serve in senior leadership positions. These areas are ensuring the ethics of the individuals for whom we have oversight, and ensuring the ethics of the very institution of government.

Not long ago, the former executive director of the United Way of the National Capital Area pled guilty to illegal conduct involving almost a half-million dollars of donor contributions. His behavior was clearly wrong and had a devastating impact on this critical nonprofit agency, whose fundraising dropped dramatically and at tragic expense to the region's nonprofit and at-risk communities.

But the executive director was not the only one who failed in upholding his ethical responsibility. He was supervised by a board of directors, whose members (many of whom I know personally) are good, honest, highly ethical people who agreed to be volunteer members of the board simply because they wanted to help people.

Unfortunately, they failed in their stewardship responsibilities and must also assume responsibility for the consequences. Were their failures from complacency, from intimidation by an overbearing personality (the executive director), or from being too trusting? Most of us might not have done anything differently; regardless, the consequences would have been the same and were not acceptable.

Are we, the senior leaders of government, fulfilling our oversight responsibilities? Do we have people in our organizations engaged in unethical behavior or not performing their jobs? How do we know, and what are we doing about it? Are we complacent, intimidated, too trusting, or too busy? If a major case of unethical conduct surfaced in our governments, what impact would it have on our organizations and on the public trust? Would the public say, "They should have known"?

Our responsibilities as heads of government go even further. We are responsible for ensuring the ethics of government itself.

I had the rare honor of meeting Archbishop Desmond Tutu when he received an Ethics Award from Marymount University in Arlington County, Virginia. As I watched him in both informal and formal settings, I was awestruck by how special he is: his demeanor, his gentleness, and his infectious laughter. As I listened to his formal remarks, it occurred to me that in honoring Archbishop Tutu for his leadership in opposing apartheid, we were actually honoring him for his brave opposition to overt, intentional discrimination by government.

In the United States, the level of government that most directly affects people's lives, day to day, is local government. From the time people get up in the morning and turn on the water, flush the toilet, walk down the sidewalk, drive on the streets or take transit, send their kids to school, visit parks and recreation

centers, use libraries, record their deeds and marriages, open their businesses, or build their homes, people are dealing with local government. In moments of greatest need, people dial 911, and local government responds.

This country—and the governments therein—was founded on egalitarian principles of freedom and equality, and it falls heavily to the leaders of local government to make the principles reality because we are the face of government that people actually see. The leaders of local government make these principles real, or not, by the decisions we make. We decide who gets served and how they get served. We allocate the resources of government by political pressure, by bureaucratic norms, by need, by demand, or by the seat of our pants.

Author Robert Lineberry (*Equality and Urban Policy, The Distribution of Municipal Public Services, 1977*) wrote that “made once, a decision is an exercise in administrative discretion; made twice, it is precedential [sic]; made ad infinitum, it is a decision rule for the treatment of classes of cases.” In other words, it becomes the way things are done.

Are these myriad administrative decisions made ethically? Are they consistent with our egalitarian values? And are allocation decisions then implemented ethically in a way that is respectful of all people?

Archbishop Tutu’s experience was shaped by the apartheid carried out by the government of South Africa. Growing up in the Jim Crow environment of Birmingham, Alabama, shaped my own experiences. In both cases (and many, many others), governments—that is, the people working in government—were actively and intentionally engaged in systematic discriminatory, unethical administration.

Today, rarely does anyone dare suggest that local governments should discriminate based on race or color. Even racists are much more sophisticated than to advocate overt discrimination. But what really happens subtly at the line levels of government on a day-to-day basis across the full range of people we serve?

- Are people of color equitably represented throughout our organizations?
- Are women always given the same deference as men?
- Are immigrants with limited English met with impatience?
- Are people who appear to be Middle Eastern met with a certain suspicion?
- Do people with severe physical or mental disabilities confront awkward discomfort and condescension?
- Why do we deny gays and lesbians equal rights, and why would we consider a constitutional amendment to ensure that discrimination?

It is a scary thought, especially for those of us who grew up in the 1960s and 1970s, but we are in charge. We are the government.

We are obligated to behave with high personal standards, and we are obligated to ensure the high personal ethics of individuals in our organizations. But this is not enough. We are entrusted with ensuring that the very institution of government is ethical.

Ron Carlee, County Manager, Arlington County, Virginia. This article is an adaptation of presentations to the Montgomery County, Maryland, Leadership Forum and the George Mason University chapter of Pi Alpha Alpha National Honor Society for Public Affairs and Administration, Fairfax, Virginia. Carlee is an adjunct instructor at the George Washington University, Washington, D.C.

Ethics advice is a popular service provided to ICMA members. The inquiries and advice are reviewed by the Committee on Professional Conduct, the ethics committee of the ICMA Executive Board. Some of the inquiries are revised and published as a regular feature in *PM*, to give guidance to members in the big and little ethical decisions they make daily. If you have a question about your obligations under the ICMA Code of Ethics, call Elizabeth Kellar at 202/962-3611, e-mail, ekellar@icma.org or Martha Perego at 202/962-3668, e-mail, mperego@icma.org.

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Corporate Profile: Waste Management

Focusing on Local Government Needs

"Waste Management is committed to building strong partnerships. Across the United States, Canada and Puerto Rico, we partner with local communities to serve their needs and protect the environment for now and the future." Everett Bass, Vice President, Public Sector Services



As a provider of comprehensive waste and environmental services, Waste Management serves nearly 21 million residential, commercial and industrial customers throughout the United States and Canada. Headquartered in Houston, Texas, the company's network of operations includes 429 collection operations, 366 transfer stations, 138 recycling plants, 17 waste-to-energy plants, 85 beneficial use landfill gas projects, and 289 active landfill disposal sites.

Though large in scale, Waste Management tailors its services to each customer group and to local communities to ensure timely and effective response to customer needs. Waste Management is strongly committed to the safe and responsible management of waste, regulatory compliance, and the protection and enhancement of the environment.

Promoting Efficient Collection Services

With the largest trucking fleet in the waste industry and a vast network of facilities, Waste Management maximizes productivity through efficient routing, pricing, and utilization of labor and equipment. Solid waste collection services are performed for public sector, commercial, industrial, and residential customers.

Utilizing State-of-the-Art Disposal Methods

Waste Management operates the largest network of landfills in its industry. The company utilizes the most advanced engineering, construction, and monitoring methods in its landfills, along with operational procedures that help ensure the highest standards of safety and environmental responsibility.

Waste Management's wholly owned subsidiary, Wheelabrator Technologies,

also provides disposal options, with 17 waste-to-energy facilities across the U.S. that convert trash into electrical or steam energy. Collectively, these plants have the capacity to process more than 24,250 tons of waste each day and generate 690 megawatts of electric energy, enough to power 800,000 homes.

Offering Comprehensive Recycling Initiatives

Waste Management is the largest collector of recyclable materials from businesses and households in North America. Through the resources of Recycle America Alliance, a majority-owned subsidiary, Waste Management provides waste paper, glass, plastic, wood, electronic scrap, metal, tire, demolition, and construction debris recycling services. The company's 138 material recovery facilities process more than five million tons of recyclable materials each year.

Serving Local Governments Nationwide

Waste Management serves local governments nationwide with a "one-stop" approach for environmental services, focusing on meeting customer-specific needs with specialized programs.

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Third Annual Swimming Pool Issue

The December 2003 issue of PM magazine featured an eight-page special section on swimming pools owned and operated by local governments. The December 2004 issue will feature this swimming pool section for the third time. If you serve in a community that provides a public pool for its citizens that has not already been featured in the magazine, and if the pool is distinctive in style, structure, operation, location, cost, or other management aspect, share this information in PM. Send a 250- to 500-word description telling why the pool is distinctive to PM Editor, ICMA, 777 N. Capitol Street, N.E., Suite 500, Washington, D.C. 2002-4201; e-mail is preferred, at bpayne@icma.org. Electronic photo files in high-resolution PDF format are welcome. The deadline for information is August 16, 2004.

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Cave Creek Manager Thriving in New Life



Usama Abujbarah is town manager of [Cave Creek, Arizona](#).

Cave Creek, Arizona, Town Manager Usama Abujbarah once described Sheriff Joe Arpaio's Tent City as a vacation.

He was comparing it with prison conditions in Jordan.

Abujbarah would know. As a young adult, Abujbarah was imprisoned in Jordan for his support of democracy. He was only released after intervention from Amnesty International. Fifteen years ago, Abujbarah and his wife, Juman, a physician, came to the United States and have never looked back. "Life here is very rewarding," Abujbarah said.

Despite cultural differences, the Abujbarahs have thrived. Son Masser is a business student at Arizona State University. Daughter Kinda will be attending ASU next fall. Abujbarah received a master's degree in building design from ASU. He already had a degree in architecture and worked as a planner in Jordan's capital city, Amman.

At first glance, a Muslim family in Cave Creek's Wild West town of horses and loose cannons would seem an odd fit. But Abujbarah has become a part of the community. He even looks good in a cowboy hat. "Usama is more solid than Black Mountain," Cave Creek Mayor Vincent Francia said.

Abujbarah has brought stability to the town manager's position. Before he took over the job in 1999, Cave Creek was averaging a town manager a year.

Abujbarah even escaped the backlash against Muslims and Arabic people after the September 11, 2001, terrorist attacks despite having a first name similar to that of terrorist leader Osama bin Laden. "No one has treated him any differently post-9/11, and that's a tribute to the community," Francia said.

Abujbarah's proudest moment took place on July 4, 2002, when he and Juman became naturalized U.S. citizens. "I really enjoy living and working for this community," Abujbarah said. "We have become completely part of this society."

Thomas Ropp, *The Arizona Republic*, Phoenix, Arizona. Reprinted with permission from *The Arizona Republic*, Phoenix Newspapers, Inc., Phoenix, Arizona.

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PM Bulletin Board

What Is Your Community's Claim to Fame?

Here are answers received in response to the PM Bulletin Board question posed on page 2 of the March 2004 issue of *Public Management* magazine: What is your community best known for?

The Bulletin Board announcement noted that Hastings, Nebraska, is the birthplace of Kool-Aid; New Holland tractors are from New Holland, Pennsylvania; and Hershey Foods Corporation is based in Hershey, Pennsylvania. Take note of these distinguished places:

Galesburg, Illinois, a council-manager community since 1957, is known for several things. The inventor of the Ferris wheel, George Washington Gale Ferris, was born and is buried in Galesburg. World-famous poet and author Carl Sandburg was born here, and his ashes are in Galesburg. And both Ronald Reagan and his (future) wife Nancy Davis Reagan lived in Galesburg as children.

- Gary Goddard, City Manager (garygoddard@usa.net)

Andover, Massachusetts, is best known as the home of the Phillips Academy, the song "America," and the author Harriet Beecher Stowe.

In 1778, a young Harvard graduate named Samuel Phillips, Jr., the grandson of the first minister of the town's South Parish, convinced his father and uncles to supply the funds for a new school for boys. From its humble beginnings of educating a handful of boys in a remodeled carpenter's shop, Phillips Academy, Andover, has become one of the premier private coeducational prep schools in the nation. Abbot Academy, a school for girls, was founded in 1829 and merged with Phillips Academy in 1973.

In 1807, the Massachusetts General Court authorized the founding of the Andover Theological Seminary, which remained in Andover for 100 years, training missionaries for the Orient and the Pacific islands. An agreement was reached in 1908 with Harvard Divinity School to move Andover Theological seminary to Cambridge, and the school's land and buildings were purchased by Phillips Academy. In 1931, the seminary joined with the Newton Theological Seminary to become the Andover-Newton Theological Seminary.

In 1832, Samuel F. Smith, a 24-year-old student at Andover Theological Seminary, wrote the words of the song "America" while living in what is now called the America house, located at 137 Main Street.

An old carpenter shop of the Andover Theological Seminary, where students once made coffins, was remodeled in 1852 as a home for Professor Calvin E. and Harriet Beecher Stowe. It originally stood on Chapel Avenue on the site of the present Andover Inn, built in 1929, when the Stowe House was moved to its current location at 80 Bartlet Street.

In this house, Mrs. Stowe wrote the books Dred and Pink and White Tyranny and supervised the publication of Uncle Tom's Cabin. The house, now known as Stowe House, is a Phillips Academy residence. Mrs. Stowe is buried in the cemetery at Phillips.

- Steven Bucuzzo, Assistant Town Manager (sbucuzzo@town.andover.ma.us)

Here are some of the "claims to fame" that can be found on the Key to the City Web site at www.usacitiesonline.com:

Holyoke, Massachusetts, is where volleyball was invented in 1895, and **Galesburg, Illinois**, is where tinkertoys were invented in 1914. The hamburger sandwich was invented at the **Seymour, Wisconsin**, fair in the 1880s. **Watertown, Wisconsin**, had the first kindergarten in the United States, and **Bennefontaine, Ohio**, is the home of the first concrete street in the U.S. Among other events, the Web site also notes that **Dublin, Texas**, is the home of the first Dr. Pepper bottling company, and that the song "Jingle Bells" was written in **Savannah, Georgia**. The oldest functioning airport in the U.S. is in **College Park, Maryland**.

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