

PM

PUBLIC MANAGEMENT

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This issue of PM is available online and mobile at icma.org/pm March 27, 2016.

BY MARTHA PEREGO

HONOR AND INTEGRITY

What it means for this profession

Why focus on honor and integrity? Here are three reasons:

1 Trust relationships are built with the essential character traits of honor and integrity. Building trust with the community a manager serves is more important now than ever.

The negative stories about the failure of some local governments, both real and perceived, to deliver on their obligation to provide effective and equitable services for all, highlights the importance of actions based on values.

2 Integrity is the foundational trait for leadership. For brevity's sake, integrity can be defined as simply oneness of self. A leader with integrity has clear values that drive consistent behavior with singularity of purpose.

Watching a leader in action who actually has integrity doesn't leave observers wondering whether the behavior is true to the person. Or worse, whether or not they can trust this individual.

3 Together, honor and integrity form the substance of Tenet 3 of the ICMA Code of Ethics. Since more than 60 percent of ethics complaints reviewed by ICMA involve a breach of Tenet 3, this is the topic for discussion in the ICMA Committee on Professional Conduct's ongoing review of the Code.

A Look Back on Tenet 3

Tenet 3 was first added to the ICMA Code of Ethics in 1938 as: "The city manager is governed by the highest ideals of honor and integrity in all his public and personal relationships in order that he may merit the respect and inspire the confidence of the administra-

tive organization which he directs and of the public which he serves."

It was edited over time until it reached its current presentation in 1976: "Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public."

This version is broader in scope and applicability. It reflects the fact that leadership happens at all levels of the organization.

It's not just about the city or county manager's conduct anymore. The integrity of everyone working in the organization matters. As does the integrity of those ICMA members who do not work for a local government.

Yes, this tenet applies to ICMA members working in other governmental, private, or nongovernmental sectors; students; and to retired and Life members.

The eight guidelines under Tenet 3, most of which were drafted in 1972, attempt to define what honor and integrity look like for a management professional. Issues addressed include maintaining public confidence, avoiding the appearance of undue influence, appointment commitment, credentials, treating colleagues with respect when seeking a position, and the obligation to report potential ethics violations while adhering to the confidentiality requirements of the process.

The issues are complex, but not necessarily equal in importance.

Moving Forward: The Relevancy of Tenet 3

The ICMA Code of Ethics establishes



Public Management (PM) aims to inspire innovation, inform decision making, connect leading-edge thinking to everyday challenges, and serve ICMA members and local governments worldwide in the pursuit of excellence in local governance.

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“BE DEDICATED TO THE HIGHEST IDEALS OF HONOR AND INTEGRITY IN ALL PUBLIC AND PERSONAL RELATIONSHIPS IN ORDER THAT THE MEMBER MAY MERIT THE RESPECT AND CONFIDENCE OF THE ELECTED OFFICIALS, OF OTHER OFFICIALS AND EMPLOYEES, AND OF THE PUBLIC.” – TENET 3, 1976

the principles, values, and guidance to ensure that members will serve and lead with integrity. To serve its purpose, it must be relevant.

Please take a moment to read Tenet 3 and the guidelines. A complete version is available on the ICMA website at icma.org/en/icma/ethics/code_of_ethics. As you do, consider these questions:

1. Is the tenet relevant to the profession?
2. Are there parts of the tenet that need refinement or clarity?
3. If leadership matters, does this version define the values that leaders should have? Beyond referencing honor, integrity, and respect, are there other values that should be added?
4. Is it possible to describe the actual behaviors that result in building public confidence in the work of staff at all levels of the organization?
5. Is the reference to personal conduct appropriate? Where do we draw the line between our personal and professional lives? Do we, for example, need to add a guideline on navigating personal relationships in the workplace?
6. Private sector CEOs have the luxury of negotiating and sealing the best deal in a competitive but confidential process. In the local government sector where the process requires transparency, public disclosure, and official approval of the job offer and compensation, it gets complicated.

While members can compete for several positions at the same time or consider several offers, once a bona fide offer of a position has been accepted, the commitment must be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

Is it clear what constitutes a bona fide offer? Is a handshake with the mayor or corporate counsel sufficient? Does this guideline even make sense now?

7. Fingertip access to social media outlets where you can share any number of thoughts, often before the personal filter kicks in, can result in uncivil, snarky comments about colleagues, elected officials, and the community.

Or on the positive side, a valid perspective otherwise not shared. This may or may not reflect well on the sender or the profession. Do we need to develop guidance on the proper use of social media?

8. What are we missing?

The commitment to character and serving with integrity is critical to your success as a local government manager. As the review of this important tenet unfolds over the next six months, we look forward to hearing from you on these eight questions. **PM**



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WHAT IS THE MOST REWARDING ASPECT OF YOUR ROLE AS A MANAGER?



JASON SLOWINSKI, ICMA-CM
City Manager
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jslowinski@cityofgolden.net

There are so many rewarding aspects associated with my role as city manager that it is difficult to pick just one!

I particularly enjoy the opportunity to mentor others, celebrate community successes, put efficiencies into place that save taxpayers money, provide leadership to staff, and see the results of our hard work throughout the community.

For me, the single most rewarding aspect is the interaction with people. The relationships that a manager develops in the course of his and her work are extremely gratifying.

As the new manager of Golden, Colorado—a community with highly engaged residents—it is most rewarding to meet with residents, hear why they love our community, and watch their eyes light up as they talk with optimism about the future.



JAMES JAYNE, ICMA-CM
County Manager
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Not many children grow up wanting to be a local government manager. Many of them, however, do have a heart for public service—the aspect of my job that I find the most rewarding.

We all play a leadership role in our local government organizations. Almost more important than this leadership role, however, is that we have the opportunity to help facilitate partnerships with elected officials and members of our organization's management team.

We can also build partnerships with other local governments, including tribal and unincorporated communities and nonprofits to serve people.

This is what gets me out of bed every day. The management role is challenging, yet the ability for partnership to serve people is the reward.

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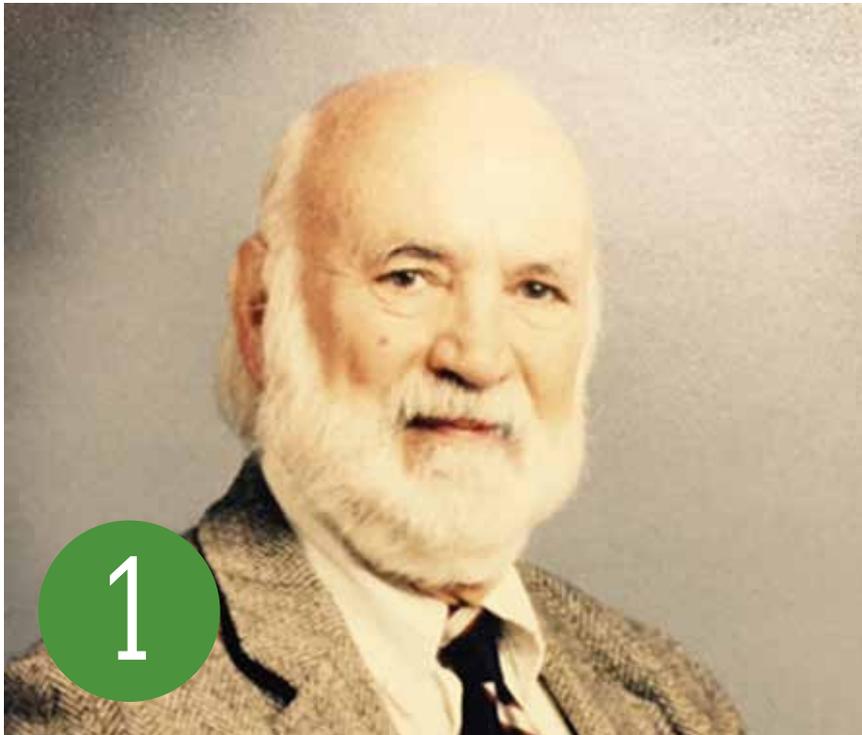
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REMEMBERING BILL CASSELLA

William "Bill" Cassella, former executive director of the National Civic League, who died in September 2015, is remembered for his notable local government contributions.

► icma.org/cassella



WHEN DISASTER STRIKES

This year, the American Planning Association released the new report *Planning for Post-Disaster Recovery: Next Generation* to help communities think about and prepare for possible disasters.

► icma.org/Planning_for_Post_Disaster_Recovery



COMPLEX ATTACK RESOURCES

The Knowledge Network includes a Department of Homeland Security Office of Health Affairs fact sheet with resources to help a manager prepare his or her community through an integrated response to such ongoing threats as active shooter events and complex terrorist attacks.

► icma.org/active_shooter

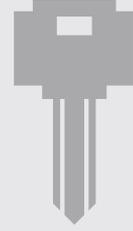
NEIGHBORHOOD PLANNING



This ICMA report covers a three-year study involving three cities (Salisbury, North Carolina; Suffolk, Virginia; and Norfolk, Virginia) that received funding from the U.S. Department of Housing and Urban Development's Choice Neighborhoods Program.



► icma.org/neighborhood_planning



IN SEARCH OF Organizational Excellence?



Just put **eight key strategies** together!



By Jeffrey Parks and Cheryl Hilvert





TAKEAWAYS

- › Achieving organizational excellence is a journey. It requires commitment and effort, but has major benefits.
- › Excellence requires delighting customers, defining and implementing a compelling vision, maximizing employee engagement and competence, and managing change effectively.
- › The results of this journey can be substantial—vision and values driving decisions and behavior, employees bringing their “whole self” to the organization, and a healthy culture and reputation that sustain the progress.

Local government managers strive for excellence in their organizations and in the services they provide to communities. They pursue training and continuing education for themselves and for staff members, as well as strive to learn from the great organizations of both the public and private sectors.

They also work diligently to enhance and measure performance, develop a workplace where the best and brightest employees can thrive, and relentlessly seek to improve the experience delivered to customers.

So, where is the excellence they are seeking?

Unfortunately, while many organizations focus on building pieces of organizational excellence, few address it holistically. An organization that achieves excellence performs deliberate work that simultaneously considers the needs of its customers, along with vision and values, employee engagement and competency, performance measurement, and managing the change that inevitably comes from this work.

The Journey toward Excellence

To achieve organizational excellence, managers have to focus on eight areas. Here are these key strategies (see Figure 1, Framework for Organizational Excellence).

1. Delight your customers. Local governments have multiple types of customers and customer relationships. They include the transactional relationships in which customers receive and pay for services (utility customers, renters of facilities), as well as the more complicated relationships with residents, nonprofits, and business partners with whom local governments work in building a community.

Important internal customer relationships—those where employees ask one another, “What quality, timeliness, and format of work do you need from me?”—also must be fully leveraged to support work of the entire organization.

Regardless of the type of relationship, managers have to ensure that, through effective customer feedback and input, they fully understand the needs and wants of these groups. They should also know

FIGURE 1. Framework for Organizational Excellence.



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them well enough to anticipate future needs and wants.

Ongoing dialogue with customer groups, as well as a focus on the importance of these relationships, will lead to better collaboration, trust, and organizational performance.

2. Get results from vision and strategic planning. Excellent, high-performing organizations know where they are going. They have clearly defined their vision (a picture of success for three to five years ahead); their mission (why they exist); and their strategies (levers for accomplishing the vision).

These have been developed with full employee representation, as well as input of customers and stakeholders to ensure alignment with their needs and wants.

These organizations deploy their strategic direction down through their agencies, departments, divisions, teams, and individual employees through goals that, when accomplished, contribute to the achievement of the organizational vision.

At the front lines, employees have a clear line of sight where they understand how what they do on a daily basis contributes to that accomplishment. When people think and act more

When people think and act more strategically, the vision comes to life and becomes the focus of organizational efforts.

strategically, the vision comes to life and becomes the focus of organizational efforts.

3. Create a culture from your values. Author and management guru Peter Drucker said, “Culture eats strategy for breakfast.” While vision and strategy are critical, this statement underscores the importance of creating a quality work culture from the values your organization identifies.

Core values describe the behavioral and social norms to which an organization dedicates itself. They need to be uniquely yours, not a cut-and-paste version from another organization.

They also need to be embedded in your work and not just posted on the wall or in a strategic planning notebook. The values should include behavioral indicators that tell staff both what the value looks like in day-to-day behavior and how they will be measured.

When defined in an open and inclusive manner, values can drive the culture of an organization in the desired direction. Values should be reflected in all aspects of the personnel management system, including marketing, recruiting, screening, hiring, orientation, performance appraisals, and termination, as well as in other organizational systems, policies, and procedures.

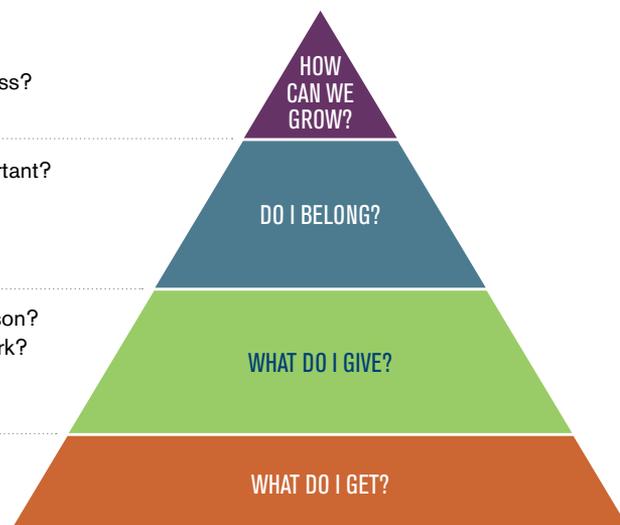
The true test of organizational values is: Do you and your entire organization follow them when it’s difficult or expensive? Hopefully you do, and they become your North Star.

4. Understand and incorporate both leadership and management. Local government managers need to understand the difference between leadership and management and incorporate the critical work of each in their organizations.

Leadership is about creating a vision, which includes thinking longer

FIGURE 2. Employee Engagement Hierarchy.

- In the past six months, has someone at work talked to me about my progress?
- This past year, have I had opportunities to learn and grow?
- Does the mission/purpose of my organization make me feel my job is important?
- At work, do my opinions seem to count?
- Are my coworkers committed to doing quality work?
- Do I have a best friend at work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- In the past 7 days, have I received recognition or praise for doing good work?
- At work, do I have the opportunity to do what I do best every day?
- Is there someone at work who encourages my development?
- Do I have the materials and equipment I need to do my work right?
- Do I know what is expected of me at work?



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Source: 2013 *State of the American Workplace* Report, Gallup.

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term, understanding your customers, and balancing the needs of the many different constituencies an organization serves. It is also about your behavior and its positive influence on others.

Leaders employ effective ways to achieve organizational vision, shape organizational culture, and drive continuous improvement of people, processes, and systems. Leadership also is about inspiring and empowering the organization to excel.¹

The good news is that you don't have to do this work alone. Leadership is not positional. Anyone in your organization can be a leader. Your job is to ensure that people have the skills, understanding, and time to influence the work—and success—of your organization.

While different from leadership, good management is also important to organizational excellence. Management is the execution of the organization's vision and strategies through effective planning; organizing; staffing; budgeting; communication; and achievement of projects, activities, and tasks.

It is about the enforcement of the organization's values. It is about feedback, encouragement, and development of staff to deliver on work in a way that values the individual, yet propels the organization forward.

5. Pay attention to engagement and passion. In its 2013 *State of the American Workplace*² report, Gallup states that less than 30 percent of employees are “engaged” in their work. These figures have remained consistent since the year 2000.

How can we expect to achieve organizational excellence with these disappointing numbers? The answer is: We have to work differently.

Managers need to pay more attention to those things that make our employees feel valued. When employees feel their needs; opinions; professional and personal growth; and they, as key contributors of organizational success, are valued, they generally have higher commitment to the organization.

FIGURE 3. Performance Equation.



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When employees are valued only for the task work they produce, they often lack real engagement and commitment and may show simple compliance or the bare minimum in terms of contribution or work product.

Gallup's Employee Engagement Hierarchy³ (see Figure 2) provides guidance to managers to focus first on employees' basic needs, then work to align the employee and teams to organizational mission, vision, and culture. It also speaks to importance of feedback, personal and professional growth and development, and benefits that can be achieved when organizations and their employees grow together.

6. Maximize performance. While employee engagement is an important focus for managers, maximizing employee competence is also critical work. The Performance Equation (see Figure 3) shows a systematic approach to improving performance in your organization, as well as provides a diagnostic tool to identify issues of poor and weak individual and team performance. Its major messages to managers are:

- Ensure the right employees are hired in the first place and ensure that

they are placed in the right role. This includes hiring for technical expertise, but also for the values that best fit the desired culture of your organization.

- The employee's supervisor should provide clear and detailed performance expectations. Too many times, the employee, especially new employees, are challenged to “guess what's in the supervisor's head.” Employees should be told of the expectations and what is needed, along with how results will be measured.
- Provide timely and specific performance feedback. Help employees know what you appreciate and want more of, as well as what you need changed and why.
- Make sure employees have the right equipment, tools, and materials, as well as a safe, encouraging environment to be successful. Provide what's necessary to make them as successful as they wanted to be on their first day of employment.
- Provide appropriate recognition, appreciation, and rewards when deserved. Thank-you notes and recognizing staff for good performance in front of their peers are key tools for any manager's toolbox. Likewise,

hold people accountable for poor or weak performance. Employees can spot “chicken management” and not holding poor performers accountable from a mile away.

- Ensure that employees get the training, coaching, and mentoring they need to develop the knowledge, skills, and confidence to perform well in their current job or prepare them for advancement in the organization.

If employees are not performing to expectations, chances are that one or more of these steps may be missing or lacking. Use the performance equation to identify where the breakdown is occurring and take action to address what is missing.

7. Measure progress. If managers wish to influence behavior and performance, they should examine what their organization measures and rewards. Most organizations are good at measuring the operational or day-to-day issues.

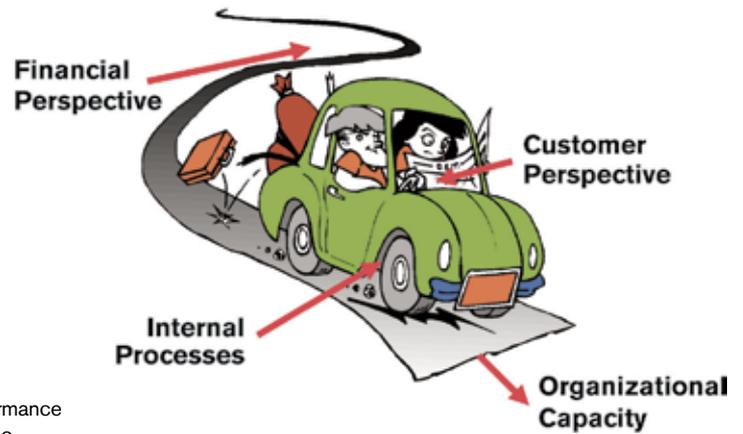
Excellent organizations create a mix of measures that matter, including both strategic and managerial, and map those to the outcomes that are identified in the vision or strategic plan.

Balanced-scorecard thinking is a good place to start. It suggests that there are four perspectives from which to view the organization and its health: customers, financial/budget, internal processes, and organizational capacity (people, technology, and organizational systems).

High-performing organizations develop predictive measures to drive more substantial progress in the journey to excellence. Figure 4, Leading, Current, and Lagging Organizational Success Indicators, demonstrates that organizational capacity measures have the most predictive power. Is the right talent on board? Does the organization have high employee engagement and competence? Does it possess the right technology and do people understand and use it?

Process measures provide a sense of the organization’s ability to execute current processes, improve them, or

FIGURE 4. Leading, Current, and Lagging Organizational Success Indicators.



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ASK YOURSELF

As a manager interested in achieving organizational excellence, ask yourself four questions:

1. What’s the best organization I’ve ever been a part of?
2. Why was it so good?
3. How did it feel to be a part of it?
4. What was done to build it and sustain it?

develop new ones. Customer measures generally answer the question, “How did we do today?” and recognize that it is important to measure both the customers’ outcome and their experience.

Financial or budget measures, while important to understand, typically only reflect how the organization has done in the past and don’t alone lead it forward toward the future.

8. Manage change. Leading change is about winning hearts and minds for the change effort. The change might be the implementation of a major piece of software, a new policy, or a change in organizational structure or approach.

Change efforts should leverage the driving forces already in place and minimize the resistance forces. When people find a “what’s in it for me?” they will usually buy into the change.

Managers and leaders must be able to articulate how the change will improve the organization and how it will affect people. This is best done through manager and employee face-to-face conversations individually or in small groups.

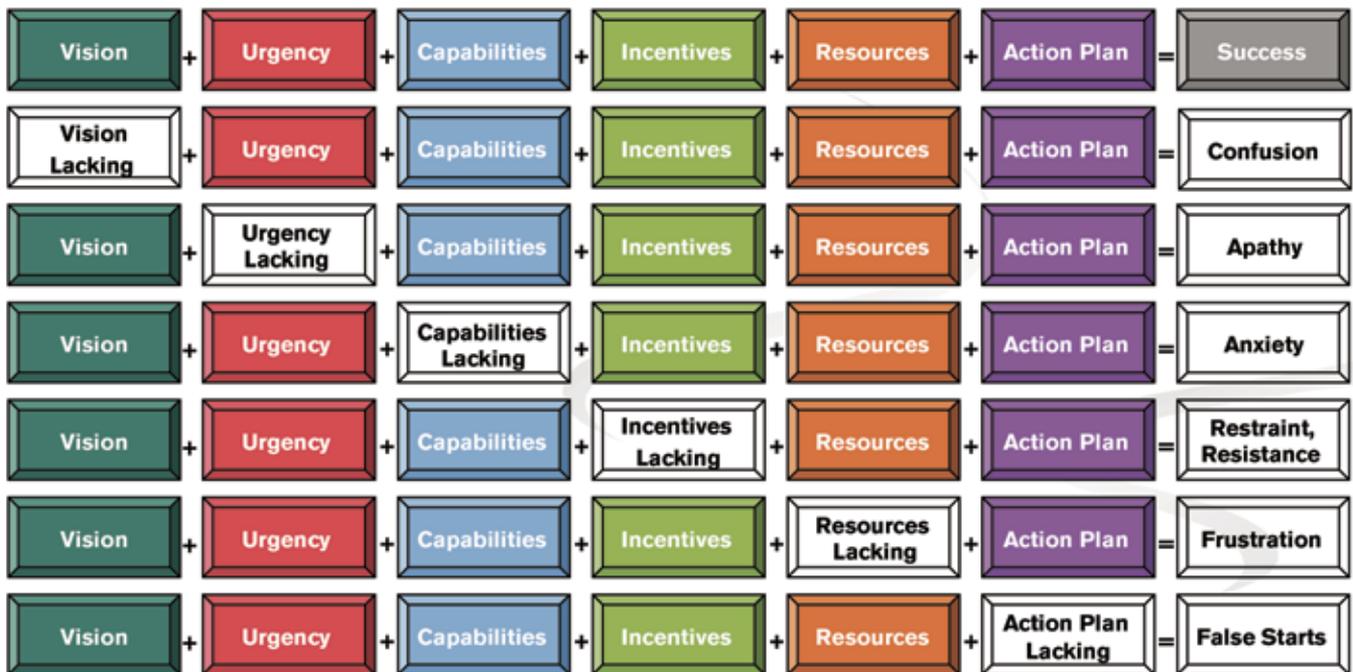
A major factor in the success of change is the level of trust in the senior managers and the history of past change efforts. You can’t wait to fix a trust problem when you decide to embark on a change; it has to be earned and re-earned along the way.

In Figure 5, Six Critical Elements for Success in Managing Change, it becomes clear what happens when a critical element of the change equation is missing. Change challenges can be diagnosed by starting in the right column with the symptom and working backwards to identify the element of success that is missing. This chart is particularly useful when planning a change effort, taking a midpoint pulse check, or doing an after-action review.

Benefits of Excellence

Organizations can expect these positive outcomes from this work:

FIGURE 5. Six Critical Elements for Success in Managing Change.



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The true test of organizational values is: Do you and your entire organization follow them when it's difficult or expensive?

- Vision and strategies are cascaded throughout the organization and guide all work, actions, and decisions.
- Core values drive behaviors, with the goal of achieving the desired organizational culture.
- The organization's measures facilitate effective and confident decision making and contribute to higher performance.
- The organization retains its "All Stars," and they feel valued and equipped for excellence, bringing energy, commitment, and their "whole self" to the workplace.
- Residents and other stakeholders feel they receive excellent

services delivered with a positive experience.

- The organization's reputation—service delivery, attraction and retention of great people and talent, bond rating, and financial performance—is solid and enduring.

A Call to Action

In these times of decreased resources, ever-increasing demands for services, and distrust of government at all levels, managers would be smart to pursue a strategy of organizational excellence.

Most organizations already have many of the pieces in place so the costs and efforts associated with building an

excellence strategy can be less daunting. With attention and focus on the principles, organizational excellence can be achieved. Just remember that the journey forward begins with a single step. . .and putting the key strategies to excellence together. **PM**

ENDNOTES

- 1 Adapted from John W. Gardner, Leadership Papers, "Number 1 The Nature of Leadership," (The Independent Sector, January 1986).
- 2 Gallup, 2013 *State of the American Workplace*, <http://www.gallup.com/services/178514/state-american-workplace.aspx>.
- 3 Gallup, "Business Journal," April 24, 2014; <http://www.gallup.com/businessjournal/168614/really-manage-engagement-without-managers.aspx>.



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MAXIMIZING MANAGER SUCCESS

Cal-ICMA tackles the issues that managers find most challenging

By Kevin Duggan, Frank Benest,
Jan Perkins, and Kevin O'Rourke



HAVE YOU EVER:

- ▶ Found yourself in the middle of a dispute between members of your governing board?
- ▶ Worked with elected officials who didn't understand or appreciate their role versus yours?
- ▶ Had difficulty getting your boards to understand limited resources and set project or service priorities?

If so, you are not alone. These are only a few of the challenges for city and county managers identified in a 2015 study by Cal-ICMA—the official state affiliate for ICMA members in California.

While local government management can be uniquely interesting, fulfilling, and meaningful, there are also unique challenges that are a natural part of the profession. Some in California believe that the profession in our state can do more to promote effective council-manager relationships, and therefore, the success of city and county managers.

Cal-ICMA, with the support of a grant from Bob Murray and Associates, undertook an effort to identify the most significant challenges faced by managers and to identify strategies to help managers address them. An additional goal was to determine how to make existing resources more readily available while identifying resource gaps and developing recommendations to fill those gaps.

This project, titled the City/County Managers Survival Skills Project, resulted in the report *Challenges and Strategies: Maximizing Success for City and County Managers in California*.

Cal-ICMA formed a project team of staff and volunteers, and also created a 25-member advisory group of managers working throughout California. The advisory committee convened through conference calls and e-mails to serve as a sounding board on a number of critical aspects of the project.

Two-Part Methodology

The use of both a survey and focus groups was determined to be the best way to obtain the views of more than 500 managers in the state.

With input from the advisory committee and using SurveyMonkey, an online survey was set up to obtain manager input regarding major job challenges and techniques to address them.

The project also collected a variety of demographic information. The survey garnered an approximate 50 percent response rate with slightly more than 250 responses.

Here are noteworthy findings from the survey:

Most significant professional challenges faced.

- These include:
- The consequences of state actions and other outside factors.
 - Budget and financial issues.
 - Relationships with individual council and board members.
 - Conflicts regarding planning and development issues.
 - Relationships with unions and employee groups.

Most frequent challenges faced in working with elected officials.

These include:

- Councilmember/councilmember conflict.
- Financial issues.
- Personality issues and interpersonal relationship challenges.

- Defining and respecting roles.
- Policy issues.

In response to a question of whether technical or relationship issues represented managers' greatest challenge, the challenge of relationships rated much higher by a 69 percent to 31 percent rate.

In response to a question regarding the techniques used by managers to strengthen their relationship with their governing board, the response was:

- Goal setting: 87%.
- Study sessions: 74%.
- Outside facilitators: 44%.
- Team building: 44%.
- Code of conduct: 36%.

Respondents also had the option of providing narrative responses to the question regarding their greatest challenges. Key themes derived from these responses were:

- Lack of respect for the council-manager form of government; role differentiation; micromanagement.
- Managing difficult financial conditions and budget reductions.
- Organizational impact of controversial issues.
- Conflict between councilmembers and "outlier" councilmember(s).
- Need for elected boards to set priorities and understand workload impacts and limited resources.
- Demands of individual council and board members, versus direction from the council or board majority; bullying conduct by elected officials.

Focus Groups

The second phase of the project involved convening eight focus groups around the state with a combined participation of 75 city and county managers. The goal of the focus groups was to review and comment on the survey findings and to gather additional information regarding primary areas of concern.

The goal also was to develop recommendations to address these concerns and to begin to identify resources to help managers deal with these challenges.

Primary areas of concern identified in focus groups.

These include:

- Councils and councilmembers who don't understand and value the council-manager form of government.
- Uncertainty regarding how to respond to false or inflammatory social media posts and to what extent to be involved in the social media arena.
- Councilmembers who attempt to interfere administratively and micro-manage.
- Impacts of councilmember/councilmember conflict on the manager and staff.
- New councilmembers not being prepared to govern effectively.
- Dealing with bullies—councilmembers and public.

The focus groups then brainstormed potential strategies to help address these challenges. Here is a sampling of the ideas and recommendations from the focus groups:

- Enhance state league training for elected officials, emphasizing best practices and using respected elected officials to communicate the information.
- Develop a 1:1 peer-coaching program for managers using ICMA/league senior advisors to facilitate matches.
- Experiment with regional peer support groups (Minneapolis and Chicago area examples).
- Promote the use of facilitated performance evaluations.
- Use ICMA's "Life, Well Run" resources to help inform elected officials and members of the public regarding the council-manager form of government.
- Use regional manager group meetings within the state to promote peer support and informal coaching.
- Encourage the use of "community leadership academies" to help develop a pipeline for future elected officials.
- Enhance the use of the Senior Advisor Program to support managers in transition.
- Create standard curriculum and materials for council/board retreats.
- Create resource lists of retreat and performance evaluation facilitators.

- Develop materials for executive recruiters to provide to councils and boards on how to attract, retain, communicate with, interact with, and evaluate managers.
- Develop improved training resources regarding dealing with "outlier" council and board members or those with challenging personalities.
- Develop training on how to address controversial issues that split the council/board.
- Develop a toolkit of resources to orient first-time managers.
- Encourage the use of self-assessment tools by managers to help assess areas of further personal/professional growth.
- Develop resources to help managers enhance their communication skills to more effectively address inaccurate or abusive communications within the community (including in social media).
- Better train managers to address issues associated with rapidly changing communities, including demographic changes, changing political alliances, and changed expectations and standards of behavior.

Recommendations

Based on the information generated by the survey and focus groups, a series of short and potential long-term recommendations were developed. These recommendations were premised on the need to coordinate efforts with other local government professional organizations within the state and the need to establish priorities based on resource availability.

Short-term recommended actions.

These include:

- Widely disseminate the report and its findings.
- Review the findings and obtain input from the other local-government-focused professional associations in the state.
- Develop, in conjunction with these associations, strategies to implement priority recommendations.

- Reach out to organizations representing local elected officials regarding the findings to identify cooperative follow-up actions.
- Develop a priority list of new and enhanced resources needed to support managers.
- Create a depository on the Cal-ICMA website of new and existing resources to assist managers with the challenges identified in the report.
- Explore “small circle” peer-support conference calls.
- Develop additional tools to assist managers in “telling their stories” in regard to their work and the work of their organizations (building on *Life, Well Run* resources).
- Enhance manager self-assessment tools.
- Explore developing articles/presentations regarding dealing with the chal-

ferences on the topic of council-manager relations and effective governance.

Fueling Success

This comprehensive assessment of the challenges facing California city and county managers has initiated an important dialogue regarding how managers can be more successful in their roles. This effort also has the potential of providing important resources to elected

THIS COMPREHENSIVE ASSESSMENT OF THE CHALLENGES FACING CALIFORNIA CITY AND COUNTY MANAGERS HAS INITIATED AN IMPORTANT DIALOGUE REGARDING HOW MANAGERS CAN BE MORE SUCCESSFUL IN THEIR ROLES. THIS EFFORT SHOWS LOCAL ELECTED OFFICIALS AND THE ORGANIZATIONS THEY LEAD HOW THEY CAN REACH THEIR FULL POTENTIAL.

- Develop a variety of media/forums to communicate the information.
- Place a higher priority on addressing the identified issues at professional meetings/conferences.
- Create a dialogue among regional manager groups throughout the state to enhance peer support.
- Increase the distribution of ICMA's *Recruitment Guidelines for Selecting a Local Government Administrator* to councils and boards.

Potential long-term actions and initiatives. Recommendations from the survey and the focus groups also identified a variety of follow-up and long-term actions. These include:

- Develop a “Toolkit for First-Time Government Managers.”
- Develop resources for executive recruiters to share with elected officials.
- Develop resources around the concept of facilitated performance evaluations.
- Identify and create additional resources for council and board retreats.

lenges of rapidly changing community demographics.

Taking the First Steps

Cal-ICMA, the League of California Cities, the Institute for Local Government, and the California City Management Foundation have joined forces to begin implementation of the report's recommendations.

Here are the priority actions to be undertaken first:

1. Development of effective governance attributes and model protocols for effective council-manager relations.
2. Development of an online compendium and repository of council-manager relations resources.
3. Identification of existing resources and development of new resources to assist first-time local government managers.
4. Strengthening of regional peer support and peer coaching programs/alternatives.
5. Development of program content for specific League of California Cities con-

officials to help them partner with their managers to maximize organizational and community success.

All of us are hopeful that the initiatives and the resources resulting from this work will help support effective working relationships between managers and the elected officials for whom they work, in turn creating more effective local governments.

Challenges and Strategies: Maximizing Success for City and County Managers in California can be read at icma.org/challenges+strategies. **PM**



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RAISING THE MINIMUM WAGE



COMING SOON
TO A
**COMMUNITY
NEAR YOU**

By Kimbra McCarthy



An organized demonstration to raise the minimum wage was held prior to the city council meeting on October 9, 2014, outside the Mountain View, California, city hall. PHOTO SOURCE: Michelle Le/Mountain View Voice.

Over the past few years, momentum has been growing nationwide to raise the minimum wage to \$15 per hour. While the U.S. economy has improved in the intervening years since the Great Recession, the federal minimum wage has remained \$7.25 per hour since 2009.

At the start of 2016, 30 states and numerous local governments have enacted a higher minimum wage than the federal rate. Even so, advocates assert that minimum wage rates have not kept pace with inflation and are too low for single individuals, especially heads of households, to live on. This belief has been the rallying cry for change and has spurred the recent movement to raise the minimum wage.

This issue is gaining momentum at all levels of public policy and is not unique to one community or one state. Addressing the minimum wage, in fact, is a prominent topic in the current U.S. presidential election, and elected officials across the country are tackling this issue locally by enacting city and countywide minimum wage ordinances (see Figure 1).

A Key Policy Issue

Residents in communities across the country are demonstrating at local events and during public meetings to bring this issue to the forefront of the policy debate. A large-scale protest happened on November 10, 2015, when fast-food workers in more than 1,000 cities across the country walked out on strike for a day in the “Fight for 15.”

Several cities, universities, and major corporations have passed a \$15 minimum wage for their own employees. The campaign for \$15 is also expected to gain further traction in 2016 with pending initiatives in Olympia, Washington; Berkeley, California; Kansas City, Missouri; Minneapolis, Minnesota; and Washington, D.C., as well as with the states of California and Oregon.

Clearly, the decision to raise the minimum wage is an important policy issue that many local governments across the country may face in 2016. This article describes actions taken by the city of Mountain View, California, to respond to this issue, and outlines the proactive steps that staff can take to prepare for adopting a local minimum wage ordinance.

Taking Action

Mountain View (79,000 population) is located approximately 30 miles south of San Francisco in the heart of Silicon Valley, and it is home to the most innovative technology companies in the world, including Google, LinkedIn, and Symantec.

Amidst great prosperity, Mountain View, along with other regional cities, has been grappling with how to respond to the resulting crisis over significant apartment and housing rent increases and the effect on low-paid residents, as well as a growing homeless population.

The initial push to raise the minimum wage in Mountain View was borne out of a ballot measure passed by voters in the neighboring city of San Jose. In November 2012, San Jose residents voted to raise the minimum wage to \$10 per hour effective March 11, 2013, with yearly annual adjustments tied to the consumer price index.

In an effort to address growing resident concerns and achieve parity with San Jose, the Mountain View City Council adopted a minimum wage ordinance in October 2014 based on the San Jose model.

The ordinance set the Mountain View citywide minimum wage at \$10.30 per hour effective July 1, 2015. This rate was selected to match the San Jose wage, which by that time had increased to \$10.30 due to index adjustments. More importantly, Mountain View’s council took one step further and adopted a goal of reaching a minimum wage of \$15 per hour by 2018—a first for the region.

At that time, staff was given the huge task of creating a work plan of specific action

TAKEAWAYS

- › Raising the minimum wage is a hot issue that is being debated nationwide.
- › Staff should develop a work plan to engage with residents, businesses, and stakeholder groups if a local ordinance is being considered.

items for reaching a \$15 wage. This included collaborating with neighboring cities and regional organizations, specifically with Sunnyvale, California, which adopted an ordinance based on the San Jose and Mountain View model, and also set a goal of a \$15 wage by 2018.

After a year-long process, in October 2015, the Mountain View council amended the existing minimum wage ordinance to include incremental steps to achieve a \$15 minimum wage by 2018 (see Figure 2).

The ordinance applies to all employers who are either subject to the city’s business license requirements or who maintain a place of business in the city. All employees who work at least two hours a week within the geographic boundaries of the city are required to be paid the minimum wage. There are no exceptions in the ordinance.

Strategies for Success

Although Mountain View may be unique in its challenges and community issues, the policy question of whether to raise the minimum wage is happening in local jurisdictions across the country. Given the growing momentum to raise the wage, it is possible that residents may initiate this issue, or perhaps elected officials will place it on a public meeting agenda for discussion.

So what should staff do in order to prepare the elected body for enacting a minimum wage ordinance? How can you help shape what is likely to be a contentious issue? Where do you even start?

Here are 10 strategies that provide a road map to help local government staff members prepare a minimum wage ordinance:

1. Do your research. Like any major policy issue, an important

starting point is to conduct research. This means understanding the perspectives of the elected body and the community, and defining the end goal.

What is the desired wage and time frame? What are the issues driving this discussion in your community? Which stakeholders are advocating for and against the increase and who are the key leaders? What is happening in other local governments in your state?

What ordinances can be used as a starting point in your drafting? Has any statewide legislation been introduced? Are there any ballot measures on the horizon?

2. Collaborate with regional cities or counties, if possible.

Reach out to staff in neighboring communities to see whether the issue is being discussed. Your elected body might be more prepared to make a decision if there is regional cooperation to “do something.”

In Mountain View’s case, staff and elected officials worked closely with other cities in the county. The Mountain View and Sunnyvale mayors sent a joint letter to all mayors and city managers in the county to advocate for regional consistency.

A joint letter was also sent to the countywide cities association, an organization composed of one councilmember from each city. Mountain View staff also led monthly conference calls with staff in several cities in order to provide updates and share information.

3. Develop a communications outreach strategy. Prepare an overall strategy for getting the word out prior to a vote of the elected body and then upon implementation of an ordinance.

Ideas for outreach include creating a Web page on the issue; posting FAQs; designing informational flyers for employees

FIGURE 1: Local Minimum Wage Ordinances.

JURISDICTION	MINIMUM WAGE
Bernalillo County, NM	\$8.65
Albuquerque, NM	\$8.75
Louisville, KY	\$9 (by 2017)
Bangor, ME	\$9.75 (by 2019)
Lexington, KY	\$10.10 (by 2018)
Las Cruces, NM	\$10.10 (by 2019)
Johnson County, IA	\$10.10 (by 2017)
Birmingham, AL	\$10.10 (by 2017)
San Jose, CA	\$10.30
Portland, ME	\$10.68 (by 2017)
Santa Fe County, NM	\$10.84
Santa Clara, CA	\$11
Palo Alto, CA	\$11
Washington, D.C.	\$11.50 (by 2016)
Montgomery County, MD	\$11.50 (by 2017)
Prince George’s County, MD	\$11.50 (by 2017)
Tacoma, WA	\$12 (by 2018)
Oakland, CA	\$12.25
Sacramento, CA	\$12.50 (by 2020)
Berkeley, CA	\$12.53 (by 2016)
Richmond, CA	\$13 (by 2018)
Long Beach, CA	\$13 (by 2019)
Chicago, IL	\$13 (by 2019)
Seattle/Tacoma Airport	\$15
Seattle, WA	\$15 (by 2017)
San Francisco, CA	\$15 (by 2018)
New York State (fast food)	\$15 (by 2018)
New York State (statewide)	\$15 (by 2021)
Mountain View, CA	\$15 (by 2018)
Sunnyvale, CA	\$15 (by 2018)
Emeryville, CA	\$15 (by 2018)
Pasadena, CA	\$15 (by 2020)
Los Angeles City/ County, CA	\$15 (by 2020–21)
Massachusetts State (homecare)	\$15 (by 2018)

Source: National Employment Law Project, Fact Sheet on City Minimum Wage Laws: Recent Trends and Economic Evidence, December 23, 2015 (<http://www.nelp.org/content/uploads/City-Minimum-Wage-Laws-Recent-Trends-Economic-Evidence.pdf>), along with official city agency and state government websites.

receiving the minimum wage; sending postcards to all registered businesses about the minimum wage; distributing press releases to media, local elected officials, and business groups; running information on your local cable television bulletin board; placing information on utility bills; buying newspaper ads; and writing a newsletter article.

4. Use social media and online

feedback tools. Push information out through your agency’s Twitter, Facebook, and Nextdoor accounts. Mountain View also used the online forum Open City Hall.

Residents provided their response to the question: “Should Mountain View increase the minimum wage rate to \$15 by 2018?” A moderator tracked the responses, and all statements were available for viewing on the city’s website.

5. Hold community engagement

meetings. Community meetings are a key element in obtaining resident feedback. During the Mountain View meetings, staff gave a brief overview of the \$15 by 2018 approach and regional effort and invited participants to provide feedback through written comment cards or oral comments. This information was presented to council to aid in decision making.

6. Conduct targeted business forums.

It is important to hold forums for business owners in order to gain a different perspective on the minimum wage issue. Sending targeted invitations by postcard, in-person contact, or e-mail will result in better participation, rather than issuing a broad announcement.

Industries to target include restaurants, retail, hotel, child care, and insurance. Posting an invite through social media is possible, but some participants may show up who do not own or operate a business.

The Mountain View business meetings were informal roundtable discussions. This worked well because participants felt free to speak candidly

FIGURE 2: City of Mountain View Minimum Wage Schedule.

EFFECTIVE DATE	MINIMUM WAGE RATE
1/1/2016	\$11
1/1/2017	\$13
1/1/2018	\$15
January 1 each following year	Regional consumer price index increase

Source: Mountain View Staff Report, November 10, 2015.

IT IS IMPORTANT TO HOLD FORUMS FOR BUSINESS OWNERS IN ORDER TO GAIN A DIFFERENT PERSPECTIVE ON THE MINIMUM WAGE ISSUE.

and ask questions of staff and each other. The business owner feedback was also provided to councilmembers.

7. Release a survey on the issue.

Releasing a survey to community members or business owners can be helpful. Options include using Survey Monkey if you have e-mail addresses of residents or business owners. You can also partner with the local Chamber of Commerce that can release the survey to its membership and share the results with you.

8. Anticipate possible exemptions to the ordinance.

Exemptions will most certainly be discussed by your elected body. Common categories to exempt are teenage workers, tipped employees, nonprofits, small businesses, independent contractors, state/federal/county agencies, and workers represented by unions. Make sure legal staff is consulted on these categories at the outset, as your state may have laws that prohibit certain exemptions.

9. Develop enforcement mechanisms.

Enforcement provisions should be specified in the ordinance to guarantee employer compliance, protect workers who raise complaints, and ensure collection of owed wages. An ordinance should contain the following: a designated legal resource to investigate and enforce complaints; retaliation protection for employees; remedies and penalties for noncompliance; and a private right of legal action.

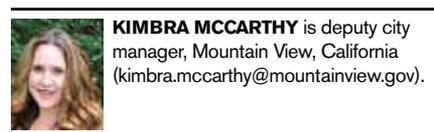
10. Reach out to stakeholder groups.

You will undoubtedly know which stakeholders in your community hold an interest in this issue. By proactively reaching out and meeting with stakeholders, you are demonstrating transparency and a willingness to understand various perspectives.

Mountain View staff worked with the California Restaurant Association, Downtown Committee, Raise the Wage Coalition, and the Chamber of Commerce.

Preparing for a minimum wage ordinance is a major project that takes a significant amount of staff time and dedication. By following these steps, you can successfully prepare your elected body in making an important decision for your community.

More information on the minimum wage ordinance can be found at www.mountainview.gov/minwage. **PM**



BY SAM GASTON

WHY I TEACH

A management connection with academia

In 1999, I received an e-mail from Dr. Jim Slack, who was MPA director at the University of Alabama at Birmingham (UAB). He asked me if I would serve on the UAB reaccreditation committee for the National Association of Schools of Public Affairs and Administration (NASPAA), which I accepted. NASPAA is an accrediting body for MPA programs.

After the first committee meeting, he asked me if I had ever considered teaching at the collegiate level. When I told him I had taught an undergraduate class in American government at Oxford, he seemed impressed, but I had to explain it had been several years ago and at the Oxford, Alabama, branch of Jacksonville State University.

Despite my lowly qualifications, Slack offered me the opportunity to teach the urban administration class in the MPA program at UAB. Over the next 14 years, I taught one or two classes a year at UAB in urban administration, state and local government, and later, city and county management.

In 2014, my path crossed again with Slack, who was now director of the newly formed MPA program at Regent University in Virginia Beach, Virginia. He told me that Regent University was seeking NASPAA accreditation in the future and asked me to serve on its MPA advisory committee, which I accepted.

Later that year, he offered me a position at Regent University as a practitioner-in-residence/online. Since I considered him a close friend and mentor, I gladly accepted the new challenge.

I now teach principles of public administration and city-county management online at Regent University, visit the campus four times a year to meet

with students and faculty, make presentations, participate in campus activities, attend Preview Day events, and attend Robertson School of Government staff meetings remotely.

Benefits of Teaching

So, why do I teach? Here are my reasons:

Give back to our profession. ICMA has done a good job of encouraging its members to give back to the management profession by teaching, hosting interns or a Local Government Management Fellow, and contributing to the Life, Well Run campaign. I participate in these activities because I am proud of our profession and proud to be an ICMA member.

Encourage others to enter our profession. It is our duty as professional managers to prepare the next generation. By serving as an adjunct professor or practitioner-in-residence, I have the opportunity to encourage students to enter the management profession.

Many MPA students think the nonprofit field is the one they want as their career. Taking a local government class, however, can inspire them to seek employment where the action really is, solving problems, building a community, and improving the quality of life.

Opportunities to form ICMA student chapters. Teaching at the college level can give you an opportunity to form an ICMA Student Chapter. My involvement at UAB led to the formation of the first ICMA Student Chapter in the nation; this chapter receives great support from the university.

Regent University has also formed an ICMA Student Chapter and is steadily growing its members and programs. By establishing these chapters, we can give students great insight into our profession and the opportunities available to them.

Educate others about local government. Not all of my students will be

going into local government, but I can educate them and inform them on how local government is the major player in their quality of life. Teaching them about local government will give them a better understanding and appreciation of how local government functions and affects their daily lives.

It engages and reenergizes me. Being a college instructor energizes and motivates me. Discussing issues and class presentations with students is engaging and professionally stimulating. I am amazed at how bright and motivated my students are and the passion they possess to make a difference in their community and in the world.

Honoring your mentors. By teaching, I have the opportunity to honor my academic mentors who include David Martin, Auburn University; Thomas Vocino, Auburn University at Montgomery; and Jim Slack at UAB and Regent University. These mentors, through their academic direction, instruction, and advice, have given me sound guidance in my professional and academic career. I try to follow the example they have set as I serve in the role as teacher and instructor to others.

If you are an adjunct professor or full-time academician, I salute you for what you do and for advancing the management profession. If you are a local government professional who is considering serving as an instructor at the college level, I encourage you to do so.

You will find it extremely rewarding—personally, professionally, and intellectually—and along the way, you just might help educate future local government managers who will continue the excellence of our profession into the future. **PM**



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BY KEN PULSKAMP

A HIGH HONOR

Managers ensure quality of life

The nobility of public service. It's not a commonly heard phrase these days.

When candidates run for public office, they regularly play up the ineptitude of public servants, raging about government waste. People are told this each and every election cycle by virtually every candidate.

It is one of the few topics upon which politicians all agree. When was the last time you heard a politician, either an incumbent or one who wants to run for office, rallying their supporters about how great government and government employees are?

We should be proud of and promote our outstanding track record. Think about it: Historically, government has achieved a tremendous amount, and government provides everyday services and programs upon which people depend.

It was government that won World War II, created national parks, brought about Social Security, and put men on the moon. Government built the interstate highway system, the public education system, the postal system, and the public transportation system. Government polices our communities, builds our sewer treatment systems, and ensures that our food is safe to eat.

NO MATTER HOW DEMANDING [PEOPLE] ARE, REMEMBER THAT THEY ARE DEPENDENT UPON YOU FOR THEIR PUBLIC SAFETY AND MUCH OF THEIR QUALITY OF LIFE.

I Beg to Differ

My experience after almost four decades in local government is profoundly different. I have met hundreds and hundreds of bright, creative people with strong work ethics and hearts of gold. I hold my head high and am proud to stand shoulder to shoulder with them.

I also am proud of my work, my accomplishments, and, more importantly, the collective work and accomplishments of my fellow public servants. At a time when our future as a nation and our credibility in the world are dependent upon winning over hearts and minds, we need the best people in public service.

Regionally, government has built parks and pools, roads and recreation centers, and preserved beautiful land from development. The reality is this: Most government programs are successful most of the time.

By and large, the public sector does a great job of providing clean water to drink, keeping the peace, reducing workplace injuries, ensuring aircraft safety, feeding the hungry, putting out fires, protecting consumers, and on and on and on.

Testing One's Mettle

One of my most gratifying experiences in public service occurred in 1994, when the Northridge earthquake devas-

tated Santa Clarita where I was working at the time.

The roads in and out of Santa Clarita were destroyed. Homes were demolished. We had deaths, injuries, oil spills, and fires. We had more than \$27 million in damage just to city-owned facilities.

To make matters worse, city hall was red-tagged. Our government organization was relocated to a parking lot under canopies and tents to stay out of the January rains.

A natural disaster really tests one's mettle. In the aftermath of the quake, I found myself drawing on my total being—my experience; my relationships; my knowledge; my spiritual, physical, and emotional well-being; my education; my patience; and my leadership.

All levels of government were involved in the aftermath of the earthquake—from our own city employees to the National Guard. I am proud to say that my city filled a leadership void and stepped up to take our community through the disaster and onto a successful recovery.

I never thought that working 20-hour days, day after day, could bring such a sense of fulfillment. We were doing what the community wanted and needed and they let us know how much they appreciated it. This experience brought out the best in public service, and it brought out the best in me. I think it does this with each community and each manager who must be part of an emergency situation.

No Bed of Roses

Public service is noble, but it's also hard. It has its ups and downs like any profession. After all, there is a reason why it's called work. But if you want to make a difference in this world, in your communities, then public service is absolutely the place where you can truly affect great change.

It won't be a bed of roses. Residents are diverse and they seldom agree on anything. I have been blamed for building a school right next to a house and

blamed for having the same school too far from houses.

That was followed by a complaint that there aren't enough schools and that they create nothing but traffic. Never mind the fact that cities have nothing to do with the placement of schools.

I have been blamed that there aren't enough police and then blamed that there are police all over the place writing tickets to the wrong people. I have been blamed that there aren't enough parks and then blamed because all the city does is build parks while completely ignoring the needs of the seniors.

I was blamed because the skate park was too small, and then while building the largest skate park in California, I received complaints about having to close the old one for six months during construction.

I got complaints for building a road and then complaints for temporarily closing the same road. If I had an ice cream festival where the entire community got free ice cream, surely I would receive complaints from the lactose intolerant.

The point of all this is not to disparage people. On the contrary, the residents managers serve should be listened to and treated with the utmost respect in their decision making.

No matter how demanding they are, remember that they are dependent upon you for their public safety and much of their quality of life. There really aren't many higher honors than protecting a great quality of life for real people.

It's hard. It's complicated. It's often seemingly impossible. That's what keeps it interesting and rewarding for an entire career. **PM**

The original version of this article was presented to the MMASC in October 2015.



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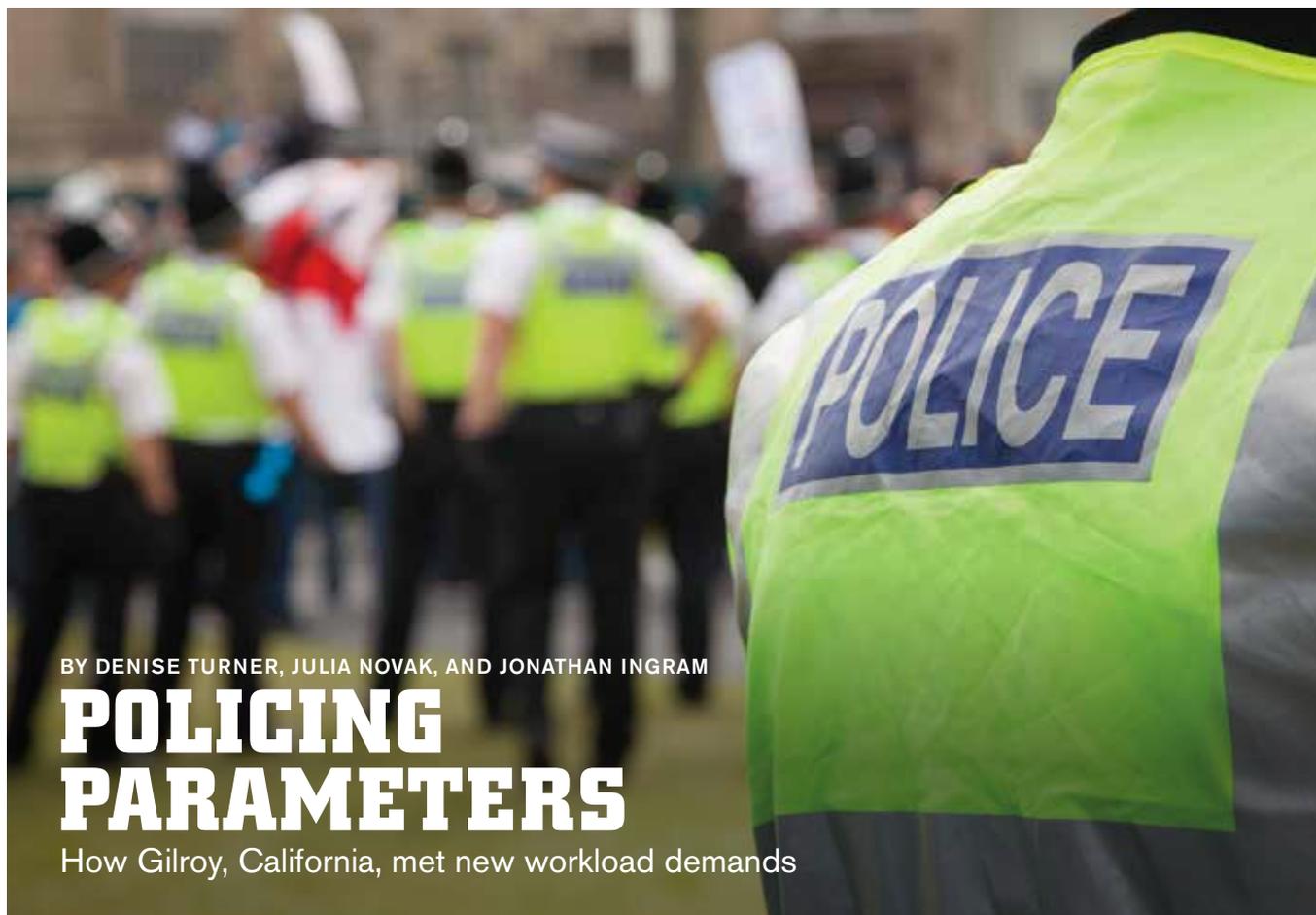
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BY DENISE TURNER, JULIA NOVAK, AND JONATHAN INGRAM

POLICING PARAMETERS

How Gilroy, California, met new workload demands

If you talked with the police officers of Gilroy, California, in 2014, they would have told you their community had changed. Midday was no longer a quiet time, and while the late-night bar rush was still there, it didn't feel any more rushed than a Saturday at the Gilroy Premium Outlet Mall.

While major crime trends were down—violent crime was down 24 percent from 2008 through 2013—and the department had taken a successful and aggressive approach to addressing gang issues, it was clear that the city needed more officers on duty to effectively respond to calls for service and meet the community's expectation for community-oriented policing.

Since sworn police officers were eliminated through attrition during the recession, the city had committed to restoring staffing levels and added police officers back in fiscal years 2013, 2014, and 2015.

Department officials knew anecdotally that the city wasn't helping address busy times of the day and allowing patrol officers to spend quality time in neighborhoods and with businesses. They realized this quality-time strategy was part of the successful approach to dropping violent crime rates by 24 percent in the previous two years.

Meeting Policing Targets

The question the city needed to understand was how many officers should be restored to have sufficient officers on duty and be both responsive and proactive? Answering this question required a detailed understanding of what is known as dispatched calls for service (DCFS). A proactive approach to community policing requires that patrol officers not be consumed with responding to DCFS and have enough time to be proactive.

The Gilroy police worked a 4/10 schedule, where patrol officers worked

rotating 10-hour shifts, four days a week. The city council had previously established a 40 percent target of proactive policing time, leaving 30 percent of the time for administrative duties—report writing, court, and training—and 30 percent for DCFS response.

The department was not able to meet this 40 percent proactive policing target, however, because of the recession that began in 2008. Further analysis was necessary to understand how many officers would be needed to effectively meet the council's targets.

Department personnel also wanted to reevaluate their workload trends and call volume to determine if the current schedule was working to meet policing goals.

Analyzing Workload Demands

Studying DCFS, workload demands, and patrol work schedule revealed that the department had two primary

Figure 1. Workweek DCFS Trends: Peak periods, Monday–Thursday.

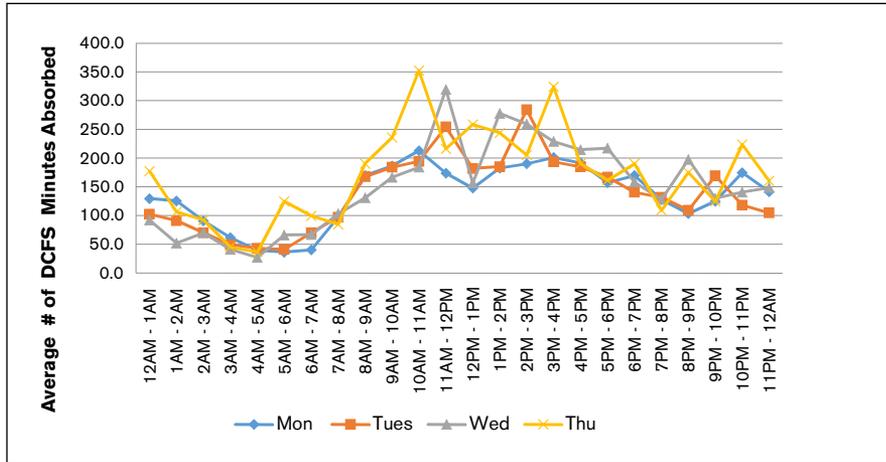
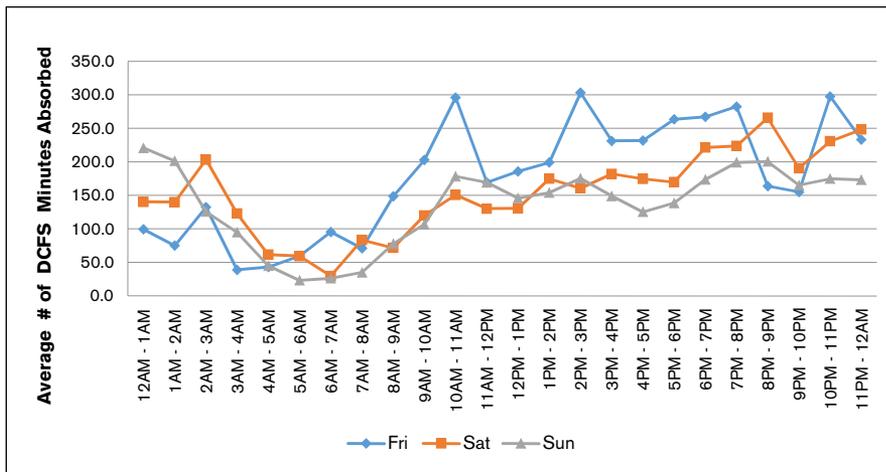


Figure 2. Weekend DCFS Trends: Peak periods, Friday–Sunday.



busy times during the week: Monday through Thursday workday activity and Friday through Sunday restaurant and bar traffic. Figure 1 demonstrates the Monday through Thursday peak workload period, where the Patrol Division consistently experiences significant increases in DCFS data beginning at 8:00 a.m. and carrying until after 6:00 p.m.

This daytime workload increase is representative of the fact that Gilroy is dissected by a major interstate and contains a number of outlet shopping centers that draw significant daytime populations.

The second peak workload period, identified in Figure 2, relates to the weekend bar and restaurant traffic,

during the late night and early morning peaks, Friday through Sunday.

An analysis of the information indicated that DCFS workload trends under the 4/10 schedule showed the city would need to hire 15 additional police officers

to meet the community standard for proactive policing and the council’s 40 percent proactive target.

It was determined that if the city considered a more standard 33 percent proactive target recommended by the International Association of Chiefs of Police (IACP), it would still need 11 additional officers.

Considering New Shift Schedules

While the economy was certainly improving, there was not a million dollars at the ready to add that many additional officers. The question thus became one of efficiency. Was there a different schedule that would better align with the department’s peak workload times?

The reality was that a 10-hour shift schedule was not well-suited to the workload profile that had developed in the community over time. Initially, the schedule was designed to accommodate the weekend peak workload period, which it did. The schedule, however, remained static while the policing environment evolved.

The department found that patrol was running from call to call during peak hours. The 10-hour shift

INITIALLY, THE SCHEDULE WAS DESIGNED TO ACCOMMODATE THE WEEKEND PEAK WORKLOAD PERIOD, WHICH IT DID. THE SCHEDULE, HOWEVER, REMAINED STATIC WHILE THE POLICING ENVIRONMENT EVOLVED.

configuration provided multiple shift overlaps that effectively compounded the number of officers available during those overlap periods; however, the shift overlap was not paired with the heaviest workload periods.

Figure 3. Possible Staffing Scenarios.

SCHEDULE ALTERNATIVE	ADDITIONAL RESPONDER FTE REQUIRED TO MEET 40% PROACTIVE TARGET	ADDITIONAL RESPONDER FTE REQUIRED TO MEET 33% PROACTIVE TARGET
10-hour current schedule	15	11
12-hour with 10-hour weekend power shift	4	2
10-hour with 12-hour weekend shifts	9	5
8-hour rotating with 10-hour weekend power shift	22	22

IN THIS CASE, GILROY WAS ABLE TO CRAFT REQUESTS AROUND THE DATA IT HAD, AND THEN NEGOTIATE IT WITH THE BARGAINING UNIT SUCCESSFULLY.

The question then became, “If not the 10-hour shift, then what shift would be best to meet the new workload demands?”

Considering a number of staffing options for the city’s demand profile produced some interesting results. Figure 3 shows the scenarios that were calculated. Ultimately, a hybrid of a 12-hour shift with a weekend power shift produced the most efficient solution for Gilroy’s demand profile.

Rather than adding 15 or 11 sworn personnel to the patrol division as shown in Figure 3, negotiating a shift change would require as few as two additional officers and effectively save the city more than \$1 million per year in additional officers.

Police departments across the country work a variety of shift schedules. Those schedules are frequently memorialized in labor agreements, which was the case in Gilroy. This meant that any change in schedule would need to be negotiated.

A Change for the Better

During bargaining-unit negotiations, Gilroy was able to negotiate a change in shift schedules, and it is now better positioned to serve the community and meet its targets. The city and bargaining unit finally adopted a 4/10 and 3/12 hybrid schedule.

The schedule has been in effect since August 2014 and is working well. Sufficient staffing is allocated to the peak workload times, and officers are having more proactive time during their workday. Further analysis will occur at the one-year mark of the change to determine if patrol officers are meeting the 33 percent proactive target.

In the meantime, councilmembers approved hiring three additional officers in 2015 to meet the needs identified in the staffing study. The department will also implement strategies to direct time toward recent crime trends, known offenders, and crime hot spots, all in an effort to reduce crime.

It is easy to request additional staffing when the police department can justify the positions with factual data on changing community demographics, increasing population or crime data, plus good, solid analysis. In this case, Gilroy was able to craft requests around the data it had, and then negotiate it with the bargaining unit successfully.

The department believes these changes will allow for effective community policing. The obligation that comes with a large allocation of general fund tax revenue for public safety services is to be as efficient as possible and ensure that staffing properly matches the community’s unique profile for demand in services.

In Gilroy, this meant avoiding hundreds of thousands of dollars in additional labor costs by collaborating with the bargaining unit to implement a more efficient shift schedule. **PM**



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BY FRANK BENEST

COACHING 101

How this coaching relationship works

- + Do you feel stymied in respect to your career advancement?
- + Would you value a sounding board to bounce off new ideas?
- + Do you at times face a problematic work situation for which you feel ill-equipped to address?

If you have answered yes to any of the above questions, perhaps you could benefit from one-to-one coaching. Here are tips on how coaching can contribute to your life.

What is coaching? Coaching is a confidential relationship typically between a senior local government manager—currently serving in a management position or retired—and an aspiring leader that aims to help the emerging leader achieve his or her hopes and dreams. Coaching can often help a person focus on accelerating career development and addressing problematic work situations.

What can I expect from a good coach? Recognizing your aspirations, a good coach is in your corner and wants the best for you. It is not what the coach wants for you or from you; it is what you want to achieve.

A good coach is a catalyst for action and will:

- Explore your hopes and dreams.
- Ask questions about obstacles and challenges.

- Prompt you to consider a variety of options
- Share experiences.
- Invite you to consider big leaps in your career path.
- Offer resources, connections, and opportunities.
- Provide candid feedback.

What are my responsibilities in the coaching relationship? You must take the initiative in reaching out to the potential coach and in scheduling times to talk either in person or by phone. You also need to be open to the conversation and honestly share your goals, challenges, doubts, and fears.

Finally, it is your responsibility to take any action—a stretch assignment, professional involvement, or training—that flows from the coaching.

Where do I find a coach? There are a number of places to find a coach. A coach might be a senior manager in your department or in another department; a professional from another public agency; or a local government leader whom you find in one of your professional organizations.

Some ICMA state associations or other affiliated organizations like Cal-ICMA, Texas City Management Association, Oregon City/County Management Association, and International Hispanic Network have now established one-to-one coaching services.

The new ICMA Coaching Program (icma.org/coaching), plans to launch “Coach Connect” in 2016, which is an online service to match you with a coach based on your needs. “Coach Connect” will be available to any local government employee in the United States.

Do I need more than one coach?

While you may want to start with one formal or informal coach, eventually you want to create a “dream team” of coaches and advisers.

Different coaches can offer different things. One or more members in your dream team may:

- Advise you on how to enhance your skills, gain new experiences, and position yourself for advancement.
- Suggest how you may handle problematic situations at work.
- Alert you to new job opportunities.
- Serve as connectors to others who may be able to provide advice or resources.
- Serve as a sponsor in helping you secure an appointment to an interdepartmental team or a professional committee or access some other opportunity such as a training program.
- Provide information, data, knowledge, and expertise.
- Serve as a sounding board for advice.

How do I approach a potential coach?

It’s easy if a senior manager has already registered as a coach or offered to serve as a coach in a formal coaching program. You simply send an e-mail, introduce yourself, indicate that you found the senior manager on a state association’s “Coaches Gallery” or some other registry, and ask him or her to schedule a face-to-face meeting or a telephone call.

It’s a good idea to provide a list of dates and times to get together in order to give the coach some flexibility in scheduling.

If you are approaching a senior manager who is not involved in a formal coaching program, you can try one of two approaches:

1. The direct approach: “I need some

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career coaching. Would you be willing to give me some advice or feedback?"

2. The indirect approach: "May I buy you a cup of coffee and pick your brain about achieving some of my goals (or advancing my career)?"

Another approach is to ask one coach to make a connection with another potential adviser, and then you follow up after the introduction.

How do I get the most out of coaching? Here are tips to maximize the value of coaching:

Ask for help and feedback. A lot of us find it difficult to ask for help. We often perceive doing so as a sign of vulnerability and weakness (see Career Compass #32 "The Power of Vulnerability" at www.icma.org/careercompass). You can only benefit from coaching if you ask for guidance or feedback.

Be open to the conversation. It is important to not only share your challenges and dilemmas with a coach, but be open to the feedback and any suggestions on how to handle difficult career or work-related problems.

Prepare for the conversation. In advance of the get-together with the coach, identify the challenge you are facing; what actions you have taken; what have been the results to date; why you are frustrated; and how you'd like things to change.

Use the coach to promote self-reflection. Coaches can ask probing questions that promote reflection, self-criticism, and opportunities to make adjustments. After an informal or formal coaching conversation, reflect on what has been discussed and the implications for self-correction.

Avoid griping. It is therapeutic to express some frustration, but you want to quickly move on to request

the coach's perspectives and constructive feedback.

Be forward-looking. While you want a coach to assist you in debriefing recent experiences or efforts to advance, the point is to explore what you have learned so that you can enhance your future behavior and opportunities.

Learn from the stories. Coaches love to tell war stories. Don't just enjoy the swapping of stories. Probe for lessons that may be related to your dilemma or challenge.

Follow your own lead; don't feel compelled to follow the advice. While you want a coach to offer different perspectives and additional options and prompt action, you do not have to accept or act on anything. It is your responsibility to weigh the advice and feedback and choose whatever you may do to enhance your career development or become a more effective leader.

Enjoy the interaction. While you are certainly looking for feedback and advice, informal or even formal coaching offers an opportunity to form new relationships and get social support. The experience of meeting with a senior manager colleague and exchanging experiences and views is stimulating and fun.

Remember, coaches love to coach. Often we think it is an added burden if we ask a senior manager to coach us or act as a sounding board. Not so!

Coaches love to coach. It is satisfying and fulfilling and gets us away from the more mundane aspects of our daily work. You are doing a senior manager a favor if you ask for advice and coaching. **FM**



FRANK BENEST, Ed.D., ICMA-CM, Palo Alto, California, is a former manager and serves as ICMA Liaison for Next Generation Initiatives (frank@frankbenest.com).

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BY AARON BIBRO

SWIMMING UPSTREAM

Filling the pool creates backlash

Ralph Waldo Emerson defined success as laughing often and much, winning the respect of intelligent people and the affection of children, leaving the world a bit better by a healthy child, a garden patch, or a redeemed social condition, among other criteria in his famous quote from the 19th century.

I don't mean any disrespect to Mr. Emerson, but he never worked in local government. Success is not as easily defined in the context of local government, specifically public recreation in the form of a swimming pool.

I manage a suburban community, Hatfield Township, in the suburbs of Philadelphia that boasts the award-winning and, occasionally, the headache-inducing Hatfield Township Aquatic Center.

When I was hired three years ago, it was made abundantly clear to me that the goal for the facility was to be financially self-sufficient rather than relying on property taxes for anything beyond the debt service. While this goal has been accomplished for the most part since opening a decade ago, the profits were marginal and did not provide the financial security to ease the long-term concerns of township officials.

Revenue Needed

In the winter of 2015, the pool advisory board, as well as township staff with the support of the elected officials, formulated a plan to help attract more customers to the pool and therefore generate more revenue to help sustain the facility, provide for needed capital improvements, and ease or hopefully eliminate the burden on the local taxpayers.

The plan was not complicated. Passes were sold at a 10 percent discount beginning in the winter and the rates incrementally increased as the pool season

approached. Passes could be purchased online or in the township building.

A modest marketing campaign was launched consisting of postcards mailed directly to homes of residents and neighboring communities. The aquatic center's mascot, Sharky, visited local schools and generated excitement while handing out free passes and coupons.

Advertisements were placed in local coupon and discount magazines. An online magazine named the facility the best "public pool" in the county, which generated a good amount of exposure.

These efforts, combined with one of the warmest and driest summers in recent years, made for a summer none of us expected.

A Packed Pool

Sales for pool memberships increased slightly, but it was the daily passes that exploded. An average year generated roughly \$150,000 worth of revenue from daily passes. In 2015, the township sold more than \$350,000 worth of daily passes.

Families from throughout the region discovered that they could spend the day at a quasi-water park for a fraction of the cost of a well-known regional theme-park type of facility. I even met a customer who came down every weekend from Brooklyn, New York.

The net profit for the season was more than triple any prior year, which allowed the township to make many necessary capital improvements to the aging facility. As I mentioned in the beginning, success can be defined in many ways.

The definition and degree of success also depends on your perspective. As the township manager, my job is to understand and solicit a wide range

of perspectives from the community, customers, elected and appointed officials, and staff.

After leaving meetings with the finance director throughout the summer, I was thrilled to hear that this was the most successful season, financially, in the history of the facility. I felt like the world's greatest municipal manager on these days.

When I talked to new customers from communities outside of Hatfield, I was elated to hear that they viewed coming to Hatfield as an affordable mini-getaway. I left those meetings grateful to have played a role in bringing happiness to these families.

Residents View Things Differently

After fielding dozens of phone calls from longtime residents and customers, I was saddened to hear that they were so upset at the large crowds and the new faces invading their space and comfort zone. I felt like the worst municipal manager on the planet after those phone calls.

As I talked to the pool manager and parks and recreation director, I left feeling overwhelmed and frustrated when hearing about all of the challenges the pool staff was having trying to manage these large and rowdy crowds.

When watching more than 50 people complain to a group of committed volunteers at an advisory board meeting—an increase of 50 compared to the normal attendance rate—I understood how fleeting success can be.

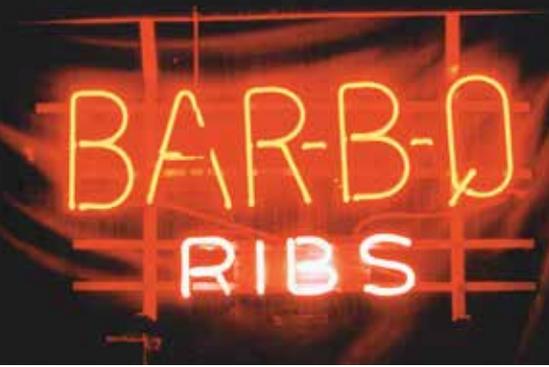
I empathized with the elected officials' struggles of balancing the needs of local residents with the challenges of operating an expensive facility.

So how do I define the 2015 pool season in Hatfield Township? It depends on who I talk to on a given day. One thing I do know, rates for daily passes are increasing in 2016. **PM**



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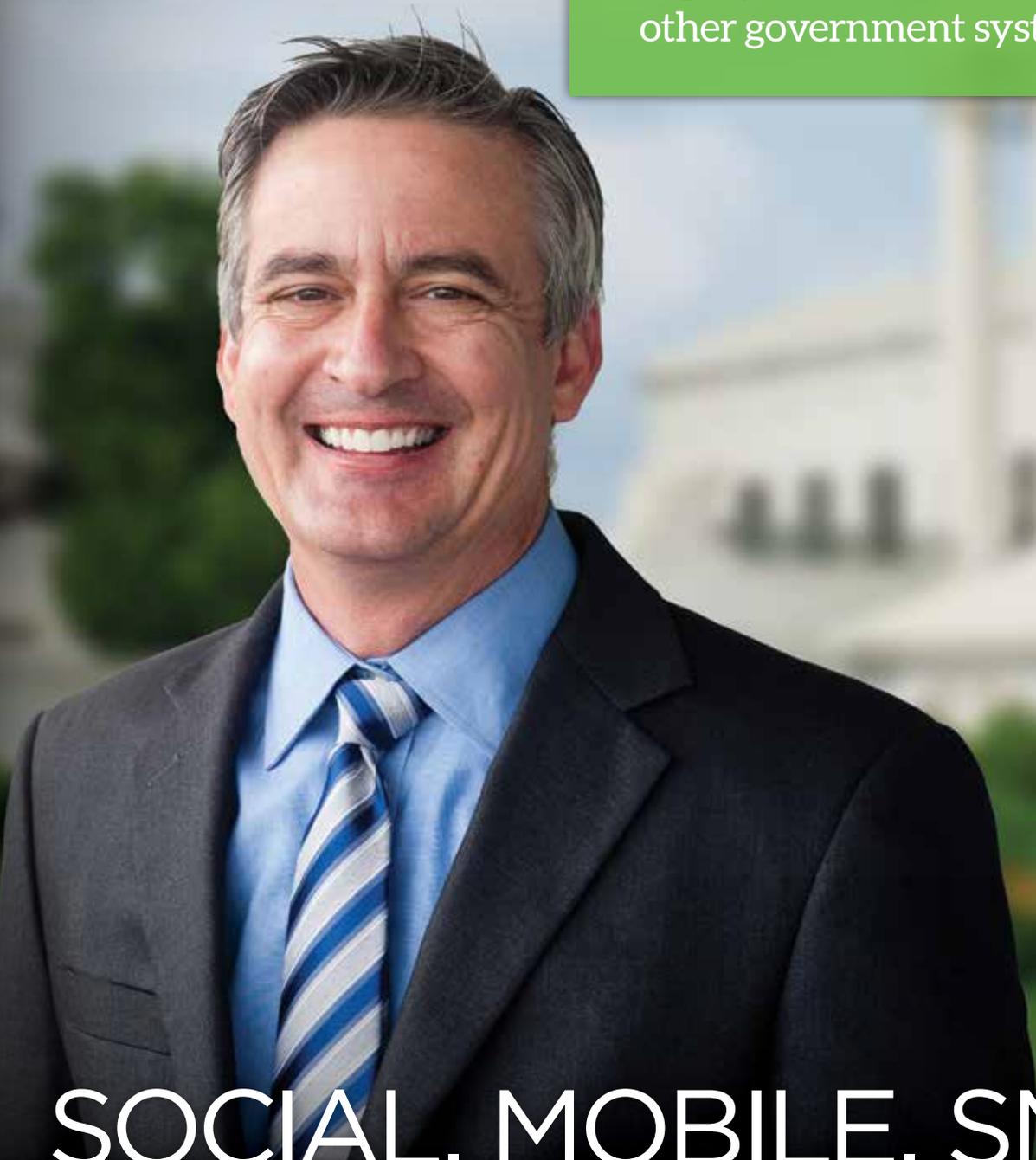
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