WORKING TOGETHER OR GOING ALONE

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icma.org/pm: online and mobile accessible
Making Ethical Choices
Is there an app for that?

By Martha Perego

Be honest. How did we ever survive travel before the invention of a real-time GPS app that actually coaches you along the way? History tells us that the world as we know it was traversed by brave souls who navigated continents and oceans using the stars, compass, and paper maps. That they landed anywhere close to their destination, without that app, is both brilliant and inconceivable.

Present-day technology is just irreplaceable. My favorite guide—no names because I don’t want to appear to offer an endorsement—is a little blue meme that unfailingly finds the fastest way to my destination. Plus it warns me about the hazards of the trip.

Wouldn’t it be phenomenal if we had that level of assistance as we navigate the ethical challenges of the workplace? A voice that quietly calls out the small hazards along our chosen path. Redirects us when we miss the right turn. Blares out a warning when we get too close to the brink of ethics fiascos that derail careers and tarnish reputations.

We don’t have the app yet. Building on the theme, however, here are some tips coupled with examples of conduct that have landed before the ICMA Committee on Professional Conduct.

Caution, intersection ahead. Arriving at an intersection should produce a heightened sense of awareness. You slow down or stop, if required, and watch the actions of other drivers to cue your next move.

If only this heightened sense of awareness and caution was programmed into our personal GPS when work life intersects with personal life. Consider these situations:

Are you taking some official action, directing an employee, or using your city e-mail/county cellphone to do something that involves your spouse, child, parent, or sibling? If so, you have created an ethical problem.

No matter how well-intentioned, even-handed, or minor the action, once it involves your family, you have, at a
minimum, the appearance of favoritism. At worst, you could be charged with leveraging your position for personal benefit. Using public resources to do so just escalates the matter.

**Dating a coworker?** If you hire, supervise, and can fire this person, either directly or indirectly through the organization’s chain of command, you have a problem. These relationships create conflicts of interest, raise legitimate doubts about whose interest is served when the supervisor makes a decision, expose the organization to liability, and strain the professional relationships among staff who have to work together. While not at epidemic levels, ICMA deals with these cases every year.

**Aspire to political office? Want to support a candidate?** Getting involved politically is one way to advance your career or personal interests. It is incompatible, however, for someone working for a local government to pursue this avenue.

Being impartial and, more importantly, being viewed as such is the critical component of being trusted to work in local government at any level. You can’t argue that you are truly impartial when you appear at candidate rallies, post your picture wearing a candidate’s button, retweet a candidate’s message, or run for sheriff or mayor in the neighboring community where you live. During the past year, several members tried and were unsuccessful with the Committee!

**Accidents.** Everyone has a fender bender now and then. What did we learn in driver’s ed? Don’t make it worse by leaving the scene. A recent case before the Committee reinforces this lesson.

As the manager was exiting an organization to take a manager’s position in another community, he discovered that his employer had paid the cellphone bill for his spouse and child for several years. Yes, this is the very definition of an accident.

But rather than report the “accident,” the manager said nothing. It came to life in a public way when the employer discovered the problem and issued a public demand for repayment.

All the manager had to do when the problem was first discovered was to detail the extent of the problem, put a check for full restitution in the employer’s hands, and outline the steps taken to ensure that it would never happen again. Take responsibility and be accountable for your error and the organization’s. Leaving the scene was not a good choice.

**Hazards.** These pop up from any and all directions: Staff members who are so focused on meeting goals that they ignore the rules, an elected official who wants to circumvent process, a natural disaster that exposes weaknesses in the operation, or staff who don’t treat the public with equity and respect.

**Roadside Assistance:** Who do you call when you have an ethical breakdown or are just lost? Please remember that confidential ethics advice is a service ICMA provides to all members.

At the end of the day, it’s all about personal integrity and building trust. ICMA Executive Director Bob O’Neill says it best: “Trust, leadership, and courage are keys to local innovation and success. While leaders have an obligation to set the ethical tone of the organization, everyone’s behavior matters. Ethical tone and behavior, transparency, engagement, performance, and accountability are essential if you want to build trust with the public and elected officials you serve.”
WHAT TOP FIVE QUALITIES DO YOU LOOK FOR WHEN HIRING SENIOR STAFF?

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Hiring senior staff is one of the most integral and important decisions local government managers and administrators make. It is one that can affect the entire organization long term.

From my standpoint, the top five qualities I seek when hiring senior team members include enthusiasm, flexibility, ability to empower coworkers and residents, empathy, and capability to actively listen.

Throughout my career, I have been blessed to work with and for people who actively promote all five of these characteristics. Within their respective organizations, employees support a team approach to problem solving, and they tend to be more productive and actively engaged in decision making.

They are participants and owners in the policies that their communities espouse, which ultimately leads to high-performing organizations.

KIMBERLY ALEXANDER
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Selecting the right people is one of the most important decisions a manager makes. The five qualities I look for are:

**Honesty.** Managers depend heavily on senior staff. You have to be able to trust them completely.

**Loyalty.** You cannot do your job as a manager if you are worried about what is happening when you are not in the office.

**Flexibility.** Our environment is constantly changing. An ability to adapt to those changes is essential.

**Creativity.** With fewer and fewer resources, managers have to find new and sometimes unconventional ways to solve problems. As cliché as it sounds, you really do need employees who can “think outside of the box.”

**Energy and passion.** The best employees are those who are excited to come to work and do their jobs with gusto.

Remember, sometimes we are going to regret our hiring decisions. It happens to everyone, which is why there should always be a probationary period. When this happens, you have to recognize the need for correction and be strong enough to implement it.

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When considering individuals for Twin Falls’ executive leadership team, these are the important qualities:

We look for individuals who are naturally curious, as all members of our organizational team are encouraged to be innovative and to explore all possibilities.

While we have developed a leadership philosophy and collection of core values, we believe that leadership is the work of all, not just a select few whose positions sit on top of an organizational chart.

Being honest and trustworthy are two essential cornerstones in any relationship. We look for leaders who are not afraid to be vulnerable and authentic.

We look for people who are passionate about interests outside of the workplace, believing that passionate individuals are more balanced, possess more energy, and have outlets that allow them to recharge and regroup.

We look for individuals who have the demonstrated ability to deal with adversity and with adverse conditions. Our organization needs executives who can lead and be accountable.
1 ALIGN STRATEGIC GOALS WITH MEASURABLE OUTCOMES

This useful infographic from the Center for Government Excellence provides a road map showing the steps from community goal setting to implementing a performance management system.

icma.org/align

2 GREENSBORO’S PARENTAL LEAVE POLICY

Beginning September 2016, a new parental leave policy in Greensboro, North Carolina, allows paid time off for city employees.

icma.org/greensboro_parental_leave

3 ENERGY-EFFICIENT KANSAS CITY

An ICMA-published case study includes leading practices that local governments can use to improve building energy efficiency, just as Kansas City, Missouri, did with EPA’s ENERGY STAR®.

icma.org/KC_energystar

4 SEEKING SHORT STORIES

Creative local managers—PM wants you! Share your story about a fun management experience that happened during your career or a hobby that you currently enjoy in PM’s “Short Story” department. Contact bpayne@icma.org with your ideas. Here are two articles published in past issues:

f one has any doubt that changes are afoot in the realities of managing downtown social districts, perhaps the trending title of “night mayor” will serve to underscore the demands of a nighttime economy.

While attention at the time this article was written focused on Mirik Milan, the night mayor of Amsterdam, who was profiled in The Guardian, reports on the position have also appeared in other news media, including Fortune magazine, PBS NewsHour, and editorials in papers around the world, including Toronto, Berlin, South Africa, and Sydney (see resources list on page 9).

The move toward nighttime management has actually been evolving for decades. In the United Kingdom, for example, the Purple Flag accreditation process has set standards for town centers to be recognized for a safe and vibrant nighttime economy. Many local
governments have a nighttime economy manager who coordinates the resources required to balance vibrancy, safety, and quality of life.

San Francisco’s Entertainment Commission is taking a more comprehensive approach to managing the nighttime economy with a diverse membership-based commission, which reviews the applications for social venues and residential development in the nightlife district.

Responsible Hospitality Edmonton (see article on PM’s website at ICMA.org/pm as of November 27, 2016) has three staff to coordinate multiple strategies on public safety, patron responsibility, transportation, and hospitality business relations.

While more people downtown can bring more vibrancy as well as economic growth, it can also place demands on public safety resources and impact the quality of life of residents as socializing extends into the late night and early morning hours. This new nighttime economy, built around dining and entertainment, requires a similarly dedicated government focus to match opportunity for social offerings with increased demands for nighttime community services.

One person who serves as a night manager, however, cannot replace the need for a consensus-driven community action plan. This requires collaborative partnerships among stakeholders across private, public, and government sectors.

**An Economic Engine**
Recent studies document the value and growth potential of the nighttime economy. Whether you look at the whole nightlife industry of dining and entertainment; its components, including music and craft beverages; or the secondary economic impacts from transportation or other spending as patrons prepare to socialize, this business segment employs thousands and is a magnet that draws tourists, residents, and sustainable businesses to a community. Here are three examples:

**San Francisco, California.** The report *Nightlife Industries in San Francisco: 2016 Update* shows a growth of 12,000 jobs in nightlife businesses between 2010 and 2015, a 25 percent increase to more than 60,000. This slightly outpaces overall employment growth, while sales increased 43 percent to $6 billion during the same period.

**Edmonton, Alberta.** This city also conducted a comparison study between the years 2010 and 2014. The $881 million in direct 2014 spending on dining and entertainment and $452 million in indirect—as money spent circulates through the local economy in other industries—meant a total of more than $1.33 billion in combined economic output.

That’s double the $687 million generated in 2010, only four years earlier. There was also a comparable doubling of full-time jobs to 11,719.

**Washington, D.C.** On a more focused 2010 district analysis of the Mid-City Corridor showed more than $150 million in annual sales—90 percent after 5 p.m. among 90 businesses. The combined venue seating capacity of 11,000 supported more than 3,000 jobs and added more than $6 million in sales tax.

These studies are important as local governments face increased demand for nighttime services to support the growth of social activity. Whether it is additional police officers, traffic and parking control, extended public transportation, or late-night code compliance checks, these costs can be offset by the increased contribution, both economic and social, of a well-managed nightlife in downtown areas.

**Contributions of Social Culture**
The Brookings Institute’s *The Rise of Innovation Districts: A New Geography of Innovation in America* states that economic, physical, and networking assets combine with a supportive, risk-taking culture to create an innovation ecosystem—a synergistic relation between people, businesses, and places that facilitates idea generation.

The craft culture is an example of hospitality innovation that began with the growth of regional wineries in the late 1990s and early 2000s. Coffee houses spawned a new career of the barista along with craft breweries, which increased from 284 in 1990 to 4,269 in 2015 according to the Brewers Association.

The American Craft Spirits Association also claims this is followed closely by craft distillers, with 1,280 active spirits producers in the United States. Combined, these developments indicate a rapidly moving transformation in the consumer adult beverage market.

Similarly, the emergence of farm-to-table menus and innovations in the culinary experience support a new sociability built around the dining experience. So, too, are food trucks and street vendors.

These entrepreneurial ventures bring a taste of cultural and ethnic diversity through low-cost food choices and offer the community a new experience in the many outdoor places designed to activate the street, moving into the evening and late-night as alternatives to the traditional brick-and-mortar establishments.

**TAKEAWAYS**

› A strong institutional foundation is required for maintaining critical balance between vibrancy and chaos, security and fear, and offering residents affordable options as part of a nighttime social experience.

› The first and most important step is to match the density of social activity with exemplary community standards and contemporary zoning to reduce impacts from noise, trash, crowds, and transportation.

› Reduce risk and increase safety through strong collaborative partnerships, from regulatory and compliance agencies to venues with trained personnel, to help prevent disorder.
closing earlier in the evening.

Finally, more people are removing earbuds to embrace live music, whether at festivals or more intimate social venues. Buskers—street performers who accept voluntary donations—are strategically located near subways and street plazas.

This can be the performing artist’s first step in the rise to fame. A global movement seeks to define what a “music city” is and how to build a community brand, like Austin’s “Live Music Capital of the World.”

**Plan for the Nighttime Impact**

As important as these new industry drivers are to local governments, it is necessary to plan for the impact these social venues place on their resources. This includes improvements on licensing for entertainment, alcohol service, promoters, sidewalk and rooftop seating, and start-up business technical assistance.

A strong institutional foundation with dedicated staffing is needed to coordinate resources among key departments. These resources include police, fire, planning, zoning, licensing, public works (e.g., public restrooms), parking, and traffic control, which will maintain the critical balance between vibrancy and chaos, security, and fear.

The first and most important step is to match the density of social activity with exemplary community standards and contemporary zoning to reduce impacts from noise, trash, and crowds, and to build an efficient nighttime transportation system.

The San Francisco Entertainment Commission, for example, conducts a comprehensive review of a venue providing entertainment on a number of factors, including alcohol service, security, and sound management. In 2015, a new regulation requires any residential development planned near an existing nightlife venue to submit a sound management plan, including construction standards for sound suppression from the street.

Charleston, South Carolina, established a comprehensive transportation plan that includes improved pedestrian and bicycle safety, strategically located taxi stands, and designated areas for transport network companies (like Uber and Lyft) to pick up and drop off passengers. Social marketing campaigns with hospitality venues direct patrons to the use of these services.

New design and placement strategies, including the Portland Loo, are emerging to make public restrooms a public service investment. More information is available from the American Restroom Association and the Guide to Better Public Toilet Design and Maintenance.

A new approach to maintaining an appropriate level of people in a hospitality zone is to set seating limits by block or district. Springfield, Missouri, revitalized a commercial area by locating larger entertainment venues away from residential areas.

When a district’s social occupancy expands beyond the capacity of the sidewalk, especially as more outdoor seating is added, some communities close the street on weekend nights to allow people to move more freely. This can lead to a need for increased police and security to guard against the potential of a street party as well as underage youth and gang activity.

An alternate approach is to lease parking spaces (e.g., flexzones, parklets) for venues to add outdoor seating, freeing up the sidewalk passages, and providing additional tables for service throughout the day and evening. Livermore, California, and Montreal, Canada, provide excellent examples of this strategy.

**Managing Talent and Buskers**

Bringing a celebrity chef to open a restaurant is an exciting development for a community, but are there line cooks and service staff to deliver the quality culinary creations? Being a music city is a magnet for conventions and tourists, but is there affordable housing and fair compensation to keep the musicians?

Seattle, Washington, and Austin, Texas, provide resources to assist...
Public safety is more than just adding additional staffing and resources among key departments. Dedicated staffing is needed to coordinate a variety of resources including police, fire, and offering technical assistance and training on contract negotiations, business licensing and code compliance, as well as street performers on the Pearl Street Mall, where amplified music is a common occurrence.


South Africa: http://www.bdlive.co.za/opinion/2016/08/08/cities-must-see-the-light-on-night-economy

Sydney, Australia: http://themusic.com.au/meta/info/contact-us

Toronto, Canada: http://mixmag.net/read/toronto-looks-to-appoint-a-night-mayor-news

Purple Flag: https://www.atcm.org/programmes/purple_flag/WelcomeToPurpleFlag

San Francisco Entertainment Commission: http://sfgov.org/entertainment


Edmonton video: http://www.edmontonpolice.ca/News/SuccessStories/TWNA_PSCT.aspx


Portland Loo: http://www.portlandoregon.gov/parks/?c=59293

American Restroom Association: http://www.americanrestroom.org/design/index.htm


including Seattle, Washington; Edmonton, Canada; Chicago, Illinois; and Columbia, South Carolina. For a good example, see the link in the resource list for the Edmonton video.

Strategic police and code compliance officer deployment, scheduling methods, and specialized training can help deflake conflicts, better manage crowds, and prevent crime. A dedicated hospitality officer unit is one possible approach.

Expanded use of private security services and license requirements that require social venues to deploy some of their own security staff to assist in crowd disbursement at closing frees police officers to be better able to monitor streets and other potential high-crime areas. San Diego, California; College Station, Texas; Lincoln, Nebraska; and West Palm Beach, Florida, are among communities with this approach.

The primary goal of an organized hospitality and nightlife alliance is to protect the social, economic, and cultural contributions of nightlife through voluntary standards of good practice and an efficient communication network. This allows public safety agencies to notify business owners about policy changes and coordinate meetings on urgent topics.

The use of technology facilitates more objective criteria to maintain order, promote safety, and document responsible practices. Kings Cross, Australia, is among the cities beginning to require use of scanners by venues with high occupancy and late-night activity.

Responsible beverage service training to reduce underage drinking and impaired driving and pedestrian risk, along with security training on identifying sexual predators and risk, responding to violence and active shooters, and assisting police in managing closing time crowds are all effective strategies to create a safer and more vibrant social experience. New York City, Washington, D.C., and Boulder, Colorado, among others, are all effective strategies.

The New York City Hospitality Alliance joined forces with the New York City Alliance Against Sexual Assault to provide training for nightlife venue security staff. Training includes strategies to recognize and intervene with potential sexual aggression or assault.

The Responsible Hospitality Group, a network of venue owners and managers, works with police in identifying the places where individuals arrested for DUI had their last drink. A peer-to-peer intervention helps the businesses evaluate serving practices to reduce future risks of impaired driving and venue liability.

Unlike traditional retail stores selling clothes or other types of merchandise, hospitality businesses serving food and alcoholic beverages and providing music and entertainment have exceptional responsibilities that require constant monitoring and motivation for compliance.

While the day and the early evening business activity is primarily food service with some drinks, late-night activity revolves around drinking, music, and dance. This increases the risk to public safety as well as the possibility of public disturbances.

State alcohol regulations often reflect remnants of prohibition repeal in 1933 and lack flexibility for such local needs and circumstances as split-use licenses. Places like San Francisco, California; Springfield, Missouri; Lincoln, Nebraska; Montgomery County, Maryland, among others, are using zoning or entertainment permits to create better controls.

A dining establishment closing at 10 or 11 p.m., for example, doesn’t need the same security, sound management, and alcohol service policies as one operating into the early morning hours. If that same dining venue wants to extend hours with music and drinking as the primary activity, it should be required to meet the same standards as other late-night businesses.

Springfield, Missouri, updated licensing regulations to rely more on a business plan than food-to-beverage sales ratios or distant requirements. The plan is evaluated by risk, hours of operation, and what the policies are on alcohol service, security, sound management, and community relations.

San Francisco established its entertainment commission to review applications for any event or venue offering entertainment, from live performances to DJs. Like Springfield, a plan review is required.

More recently, as more residential development was coming in close contact with existing nightlife areas, the commission now reviews all residential plans for sound management and requires that residents be notified of their proximity to nightlife activity.

Managing a nighttime economy certainly presents special challenges for local government managers. Balancing the need to provide social offerings with the need to ensure public safety and adherence to community standards can be a challenging juggling act. Whether the night manager or mayor position is needed or not, a local government manager will have to plan for the impact of a nighttime economy.
A playbook for anyone who cares about their community!

This is a story of real people making a real difference in the lives of thousands of children, youth, and adults by building on the best of what exists today with an eye on what is needed and desired for the future.

It has drawn interest from those in city/county government, civic leadership, public health, social service, health care administration, political science, nonprofit management, community and economic development, and more!

“...an inspiration for others to re-imagine another future for their community, state, region, and nation. A must read...”
—Mary A. Pittman, DrPH, president and CEO, Public Health Institute

“Think Ahead! underscores the fact that one person can make a difference. You just have to believe anything is possible.”
—William Bentley, associate commissioner, Administration for Children and Families-Family and Youth Services Bureau

“Seldom have I come across a book that combines originality, practicality, inspiration and specificity...a volume that greatly benefits from its candor.”
—Bill Millett, president of Scope View Strategic Advantage

“This is the road map for successful communities of the future.”
—Andrew McCrea, rancher/farmer, author, and host of the nationally syndicated radio and television program “American Countryside”

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All proceeds further the charitable mission of:
Cities and towns in Maine have a long history of independent governance. With a state population of 1.33 million, Maine has 492 cities and towns managed by staff and elected officials. Many of these communities have shrinking populations and are located in rural areas. According to U.S. Census data released in 2015, Maine has the oldest population in the country. While the median age in the United States is 37.7 years, Maine’s average age is 44.2 years.

The state has held this unique distinction for many years, and all data suggests that the trend will continue into the future. As the population ages and fewer people migrate to the state, it becomes more difficult to provide services without increasing taxes and fees on the smaller population.

Although county government exists in Maine—there are 16 counties in the state—it provides fewer services compared to the county model that exists in other parts of the country. Many communities, however, have discovered that working together with a county decreases the cost of providing resident services and provides increased staffing in a state with a shrinking workforce.

**Seeking Ways to Enhance Services**

As local government managers, we are constantly called upon to find better and
more efficient ways to deliver services. In the authors’ collective experience as managers in Maine, we have found that regionalized service delivery often makes financial and practical sense.

It can offer efficiencies and economies of scale, leverage greater capacity and reliability, and give access to expertise otherwise out of reach for one community to achieve alone.

We also recognize that regionalism is sometimes not the correct choice. There could be diseconomies of scale, loss of accountability, inefficiencies resulting from a larger bureaucracy, and perhaps insufficient political will or support.

When deciding to work together, communities must have a shared trust and vision. Trust, rather than suspicion or resistance, is needed from managers when their staff, elected officials, and the public generate ideas and strategies for collaboration.

These groups might see things that managers overlook. Although we manage communities in a specific geographic region, there are issues that may not be currently relevant or not as high a priority for some places.

Perhaps one community is taking the lead on opiate addiction and others are not yet at the table. In this case, there may be a select few communities or only one community that decides to work with others outside the geographic region. Other communities not yet ready to participate should accept and encourage the leadership and interest of those who do lead such efforts.

Working together should not be limited to abutting communities, manager-manager efforts, staff-staff projects, or other typical arrangements. If your eyes are open and you are willing to expand the spectrum of possibilities, regional opportunities might be available for your community.

**Foundation for Working Together**

Regionalization or working together is not a new concept and is in practice throughout the world. This article isn’t meant to sell the reader on why regionalization or working together is a model worth consideration. We hope you have already experienced the success of working together.

Our focus here is to share the experience and the lessons we have learned. We think that to achieve success when working together, you need to have a great deal of trust. Our four groups of trust are: trust with peers, trust with staff; trust with elected officials, and trust with residents.

These four trust groups are essential for success. There is no standard recipe. Each collaborative effort should include all four groups of trust, but the amount of time and effort within each group will depend on the objective. We will explain more about this ahead with examples.

Before working together, while working together, and while evaluating the success or failure of an effort on regional projects, communities must have a solid level of trust with the four groups:

**Trust with peers.** In Cumberland County, we enjoy a high level of trust among managers and regional directors. Although everyone has different personalities, priorities, approaches, and skills, we also share a common bond of friendship and respect and the commitment to do what is best for our communities.

Managers have worked together for many years and this shared history is an advantage when considering collaboration opportunities. Frequent access to each other through meetings and networking will create trust.

It can also provide unexpected opportunities for creative collaborations. If you are not doing so already, we encourage you to start building those relationships with your peers.

Active and positive participation in the existing regional structures and work groups is one great way to build trust and a greater understanding of each other and the issues and challenges in the region.

**Trust with staff.** Regional efforts will not succeed without the implementation work that is (usually) done by staff. This group is able to look past the short-term economic issues and the difficult politics of change to see the possibilities of how resident services can be improved and sustained.

Staff do not have to balance and honor the various agendas of elected officials and constituencies. Although popular cynicism assumes that staff is most interested in protecting their jobs, turf, or resources, experience tells a different story.

Staff must feel supported and not be abandoned if projects do not work. Trust allows them to experiment, build their own peer relationships, pursue their own professional growth, and reach out for help when they are struggling or confused.

**Trust with elected officials.** If the relationship between the manager and elected officials is solid, trusting, and constructive, support for regional risk-taking can follow. This trust can never be assumed or taken for granted and the manager has to constantly work to establish and maintain it.

In our experience, building trust between a manager from one community and the elected officials from another is also necessary. Regional efforts often include a mix of managers and elected officials during both the opportunity exploration and the strategic planning stages. It’s essential for elected officials.

**TAKEAWAYS**

› With a foundation of support from elected officials, managers can take more risks and be opportunistic.

› Regional collaborations can take longer than expected but well worth the effort if you have the stamina.

› Don’t forget to be a collaboration’s biggest supporter. Talk about success stories to the media, the staff and the council. Do not forget about it and think all the work is done.
from one community to trust a manager from another community when both are at the table.

**Trust with residents.** Although many people are resistant to change and can feel threatened by regional initiatives, managers must educate the public about the success that can result from community partnerships.

Public opinion and resident demands can often be contradictory. The public wants accountability and control but also wants the presumed efficiencies and cost savings of regionalism. Regional service delivery is like any other form of sharing; both the powers and responsibilities of decision making as well as the costs and benefits of the program are partly in the hands of others.

It is ironic that often those residents and politicians who are most critical of local government and the assumed inefficiencies and duplication of services are the ones who challenge the potential for change and evolution by constantly undermining the trust necessary to take risks.

This group also includes some elected officials who claim to support regionalization until it’s time to pass an order or resolution. Managers should continuously champion and talk about regional success stories and opportunities to keep the public informed so that they will be more willing to accept change in the future.

This ongoing conversation will also provide examples and lessons on how future initiatives can occur.

**Three Collective Efforts**

Here are three specific examples of recent collaborations. The first is a project that once failed with many participants but later succeeded when it was reduced to a smaller group. The second began small but grew once others saw the value and wanted to be part of the effort.

The third example is emerging through a mix of leadership that is atypical but being observed by many as a possible collaborative worth joining once the lead communities can demonstrate success.

**Assessment.** In other parts of the country, this service is usually provided by county government or regional efforts. In Maine, where local control has been the preferred choice of service delivery, regional service delivery is like any other form of sharing; both the powers and responsibilities of decision making as well as the costs and benefits of the program are partly in the hands of others.

**The Metro Coalition and a regional forensics laboratory.** In 2006, a group of six local governments formed a collaboration that was named the Metro Coalition. The communities included the state’s largest city, Portland, and five surrounding towns and cities (cities of South Portland and Westbrook, along with the towns of Scarborough, Falmouth, and Cape Elizabeth). Representation on the Metro Coalition included chief elected officials (mayor or council chair) and town and city managers.

This group’s purpose was to explore collaboration opportunities in an effort to provide more efficient and improved services to the community. Shortly after its inception, local police chiefs suggested the Metro Coalition’s first project.

Portland’s police chief announced the need for an expansion and renovation of the city’s existing laboratory. Other smaller communities in the area had historically relied upon the state crime lab. The police chiefs worked together and
offered a presentation to the Metro Coalition that proposed a regional forensics laboratory. A new regional laboratory was needed for these reasons:

- Backlog of cases being processed at the state crime lab.
- Replacement of Portland’s current facility was needed.
- Greater efficiency with a laboratory that is close in proximity to each community.
- Modernization of equipment.
- Cost savings by working together.
- Ability for detectives and other forensics professionals to share information on related cases in neighboring communities.

In 2009, the first regional forensics laboratory opened for business. Since that time, the two towns of Yarmouth and Windham have joined the regional crime lab partnership.

Trust for this effort started with representatives from each city and county. This group was unique because it was the first time that chief elected officials and chief administrative officials had agreed to collaborate.

After the crime lab’s success, the Metro Coalition continues to meet and research collaboration options that include regional economic development initiatives and better coordination between fire and emergency medical services departments.

**Streetlights.** In 2002, this article’s author Poore met a former public works director from Massachusetts and learned that Massachusetts had recently passed state laws to allow municipal streetlight ownership. There are only a few states that allow local governments to own streetlight fixtures on utility-owned poles.

The public works director then proceeded to explain the great savings achieved by this change in state law. Attempts to change Maine laws failed for the next 10 years. In 2012, I was now managing a different community, Falmouth, and started to give up any hope that Maine laws would change.

In 2012, the community development director from South Portland contacted me and asked if I was willing to try one more time. We formed a partnership and later found a third partner, a city councilor from Rockland, so the three communities were now working together from three different positions and levels of expertise.

Unlike the assessment and forensics laboratory collaborations, these communities were not in the same geographic area. This partnership was atypical but again required a mix of trust in each other, trust from elected officials in each participating community, and trust from managers not present at the negotiating table. The expertise was mixed and each person contributed in different ways.

This trio took the lead and were finally successful in 2013 when state laws were changed to allow municipalities to own and maintain street lights on utility-owned poles. Although the law change was a victory, there was much work that needed to be completed through the state utility regulatory commission.

This work required attention to matters that would impact the benefits to communities in the future. Those details included technical aspects of lighting, fixtures installation, liability, engineering design, and finances.

In September 2016, regulations were adopted by the state regulatory agency and the communities are positioned to begin the process of converting streetlight systems to energy-efficient LED fixtures that will be owned by the communities. We believe this project will be a great savings and reduce the energy needed to operate street lights.

In some cases, communities will be able to save 40 percent of their annual streetlight costs and will have greater options when selecting fixtures and advanced control systems.

After recently issuing a joint request for qualifications, when this article was written the streetlight group was ready to sign a contract for services with a private company to audit existing systems, design a new system, and manage joint procurement and installation. Although this has been a long process, trust was formed early and the manager in the group diligently communicated with the other managers.

At one point during the process, trust started to weaken in one community for a number of reasons. That community was in transition and did not have a permanent city manager so the manager in the streetlight group was invited to attend a meeting of the elected officials in that community.

Trust levels are now strengthened again and objectives seem clear—work together, save money, achieve greater policy goals, and continue to maintain trust.

**It Takes Time**

It is not always easy to provide regional services. It takes time to build, implement, and evaluate the model. There is an element of risk-taking and a commitment to not taking the easy way out. Managers must be prepared for failure, as well as success.

With trust, communities can work together, share expertise, and provide superior service. Each successful collective effort will raise the level of trust, which creates an environment receptive to more collaboration. Regional success now will provide future opportunities as communities prepare for the challenges associated with current and emerging issues.

Although some of these challenges might be unique to Maine, any community can benefit from regional collaboration and adapt the model that is most successful for its interests.
Today’s consumers are unique, but what they want is basically the same. Convenience, simplicity and no surprises, especially when it comes to their health and money.

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THE SMARTCITY MOVEMENT

Tech companies jump on the bandwagon

By Kathryn Dodson

A Link kiosk in New York City is the type of kiosks that will provide free public WiFi, phone calls, device charging, and a tablet for Internet browsing, along with access to community services, maps, and directions.
there has been growing interest in the smart city concept in recent years. Almost every major company involved in information and communications technology has some type of smart city plan.¹

One of the largest technology companies in the world is hiring what it calls “city managers” throughout the United States.² Part of the job description for this position includes: “make sure constituents, including elected officials and leading advocates, are aware of what we’re doing and mobilize citizens around it.”

As private companies enter the realm of traditional city and county governance, it is critical for managers to understand what smart cities are and how local governments can benefit from adopting a smart city strategy. This article provides an overview, some of the technologies being used to enhance knowledge infrastructure, and the role private industry is playing in this movement.

It also includes information that managers can use when tech companies reach out to their communities and elected officials to promote smart city-related technology products.

**Going High Tech**

At their best, smart cities will use technology to solve issues for themselves and the people they represent. These technologies should increase the efficiency of government agencies to better serve the participants. This can be done by collecting, processing, and analyzing data, and then using that data to manage local services, infrastructure, and communications.

To understand what a smart city is, think about a high-tech house. You can remotely activate security, heating, cooling, and sprinkler systems; receive notification on a cellphone when family members come home; see what is in the refrigerator when you are at the grocery store; and the sports fan’s favorite, make sure the television is recording the football game from anywhere on the globe.

Today, we are not only able to control our homes remotely, our homes can also contact us and send us a video if they detect someone ringing the doorbell. Soon, houses will be able to correct problems themselves or call a technician.

Imagine only watering the yard when the soil is dry, or having the house order new air conditioning filters when the old ones get dirty, ensuring that the correct filter is delivered the next day and seriously cutting down on weekend trips to the hardware store.

**A Plethora of Possibilities**

Local governments have the potential to work much the same way. What if parks watered themselves based on the needs of the type of plants they had and the amount of recent rain? And what if when a sprinkler broke, maintenance was notified that a new part had been ordered, and replacing the part was automatically loaded into the maintenance work schedule?

There are several areas where smart city development is occurring rapidly, including energy, infrastructure, traffic, and parking. All of these areas rely on a proliferation of data that can be collected, analyzed, and used to make improvements.

Examples of smart city energy technologies range from water and power companies using smart meters that report customer usage instead of an employee having to visit each meter and read the usage, to such products as real-time acoustic fiber optic monitoring that detects and locates stress on large diameter water pipes while they are in use.

Improvements in traffic signal technology seem to come out daily. Just recently, Wi-Fi-enabled traffic signals that pushed data to a city’s traffic center were the latest in technology, and now systems are being installed where the traffic signals communicate directly with each other to monitor and manipulate traffic.

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Forest Acres, South Carolina, and Ann Arbor, Michigan, are two cities that have recently approved the installation of these new “adaptive” traffic signal systems, which will automatically adjust timing when unexpected traffic congestion arises.

Parking is another area where smart city technology is taking hold. SFpark, a federally funded pilot program launched in 2011 by the San Francisco Metropolitan Transit Authority (www.sfpark.org), delivers real-time data on parking availability through phone apps and uses demand-based pricing.

The pilot program evaluation, completed in 2014, showed a variety of improvements. Customers had a better experience because it was easier to find parking spaces; paying for, and avoiding, parking citations was also simpler.

Business districts benefited from better parking availability. Greenhouse gas emissions and vehicle miles traveled decreased. Net parking revenues increased by $1.9 million per year due to a large increase in parking meter revenue and a smaller increase in parking garage revenue, despite a decrease in parking citation revenue.

Evanston, Illinois; New Haven Connecticut; and Santa Rosa, California, have approved smart parking systems that use mobile apps.

In addition to improving efficiency, smart cities will be able to connect residents both to their communities and to each other. Some cities are already
seeing a surge in the use of such local social networks as NextDoor.com.

PM magazine focuses on many of the ways local governments can use social media in the December 2012 Innovation Edge department article, “Tapping Technology to Connect with the Public.”

There are existing apps in use by local government where residents upload a photo of a pothole or damage to other city infrastructure, and the repair work is automatically scheduled based on the GIS location of the resident’s phone when the photo was taken.

One example of this is Seattle, Washington’s “Find It, Fix It,” which is a service-request mobile app. This type of technology relies on residents using their cellphones to help manage infrastructure, report crimes, and perform a host of other activities instantaneously, instead of taking days or weeks as happened with resident complaints in the past.

A New Business Model

In the race toward smart cities, innovations are occurring across all areas of city and county responsibility. There is even an annual Smart Cities Week conference that brings together energy and technology companies to discuss smart city innovations and showcase related products.

It is still unclear how the products and services needed to make a city smart will be delivered, and what they will cost. While some technologies are initiated by local governments, many more are being driven by large technology and energy companies, adding a profit motive to the initiatives.

One technology company’s hiring of local “city managers” and additional employees is a sign that its business model is changing from a service company with a search engine, to the company of today that delivers additional online products like software and services, to a company that is laying fiber in communities so that it can provide the high-speed pipeline through which its products travel to end users.

The new business model will require people on the ground to deal with localities as they work through property issues, planning and zoning, and other “brick and mortar” problems that many local businesses face.

The federal government also has gotten involved, with a smart city competition led by the U.S. Department of Transportation. In June 2016, it was announced that Columbus, Ohio, won the competition and the $40 million prize that went with it.

Many private companies were involved in the competition, including Sidewalk Labs, a spinoff of Google parent Alphabet.

Sidewalk has developed two products: Flow, which is a transportation coordination platform that uses analytics and messaging to increase efficiency, and Lync, which is replacing pay phones with communications hubs that will provide free public Wi-Fi, phone calls, device charging and a tablet for Internet browsing, access to city services, maps, and directions in New York City.

Flow is a great example of the challenges of paying for the technology needed to become a smart city. The Sidewalk Labs website suggests that “it is likely to use a subscription-based model in which cities pay for different tiers of data and higher levels of analytic and diagnostic abilities.”

The contract for Flow that Columbus is considering “requires that cities distribute transit subsidies through Sidewalk, and accept the company’s mobile payments for all existing transit and parking services.”

Lync is an example of the challenges that will be faced when becoming a smart city. In New York City, 400 Lync kiosks were installed that will offer Wi-Fi, charging stations, high-speed Internet access (discontinued after being monopolized by viewers and used to view porn), and other amenities.

The program is being offered by New York City and a consortium of private technology companies, and they expect to eventually install 7,500 kiosks. The cost of the technology will be covered by advertising on each kiosk, which is expected to generate more than half a billion dollars in revenue for the city.

LyncNYC is raising security issues among users, who feel that the city has usurped their ability to control their data. With both Lync and Flow, another concern that has been raised is that a monopoly is being created that will not leave space for competition among vendors.

More to Learn

The role of local governments in pursing the benefits of smart city technology while minimizing the disadvantages remains to be seen. Clearly, they will be able to purchase technology that will
improve efficiency and effectiveness, but the costs can be steep, depending on size of the project and the type of technology deployed.

These costs could perhaps be in the millions, but it is dependent on city or county size and what the technology is. Like most technologies, costs tend to decrease as the technology becomes more common. This can be seen with mobile parking apps.

Because of this, revenue sharing with parking and subscriptions, for example, is likely to be employed by technology companies. When private sector companies make physical investments in fiber installation, they may ask for preferential service and even avoidance of certain regulations. Sharing subsidies meant to address housing, transportation, and infrastructure in underserved areas may also be considered.

ICMA has joined with the Smart City Council to survey chief administrative officers on how they are using smart city technology to improve livability, workability, and sustainability. The results, just released this fall (www.icma.org/2016smartcitiesurveyreport), will provide valuable data that executives can use to learn more about implementing technology in their communities.

To make the most of coming smart city opportunities, collaboration among local governments will be beneficial. Sharing information about smart city technology implementations at government management association meetings and conferences will build case studies that can inform others.

When the tech company city managers are hired in a region, it is often announced in the media, and management groups can meet with them to better understand how technologies will be deployed regionally.

Sharing contract templates and pricing information, when appropriate, will allow cities to compete on an even playing field. This is an area where transparency in government is a real advantage because local governments can work together to maximize smart city benefits for their residents at a reasonable cost.

Understanding what other communities paid for similar services and products enables managers to ensure they are paying market prices.

ENDNOTES AND RESOURCES:
1 An Internet search of smart cities and a look at the exhibitors and sponsors of Smart City Week show the large number of companies engaged in smart cities.
2 In August 2016, Google had job postings on its website for “city managers” of its fiber division in Los Angeles, California; Dallas, Texas; Austin, Texas; and Chicago, Illinois; and had hired city managers in such cities as San Antonio, Texas, and Charlotte, North Carolina.

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The human side of being a manager

Recognizing the need for enriching local government leadership, a team of six Illinois local government managers partnered with a business psychiatrist to develop and pioneer a human motivation and leadership program.

The objective of the program is to encourage leadership development in the critical areas of emotional competence. This will be accomplished through the awarding of a certificate indicating the mastery of the concepts surrounding human motivation and leadership.

The certification program focuses on the emotional competence of leadership, including human behaviors, relationships, communication, conflict, coping, power dynamics, and prejudice.

The program was inspired by the work of David Morrison, M.D., founder and chief executive officer of Morrison Associates, who has a decades-long track record of collaborating with local government managers on the impact of emotions on government leaders. The program is designed to improve leadership and effectiveness through enhanced emotional competence.

While the original six municipal managers have worked to pioneer and test the program, we anticipate an official launch of it in early 2017.

Local government managers and administrators are typically trained and skilled at handling both impersonal and interpersonal activities. We learn these skills through hands-on work, public administration programs, and attending educational conferences and professional development programs.

While technical training may focus on such issues as finance, planning, zoning, staffing, infrastructure, and similar policy development, we all know there is more. It’s the human side of being a manager that the certification program seeks to address.

Mindful of Emotions

Although managers all work to develop our “hard” skills (e.g., local government expertise, technology skills), many times little attention is paid to developing the emotional side of individual leaders or the leadership team. In reality, our “soft” skills are far more difficult to identify, learn, understand, and master than many of the technical skills. These soft skills include what is known as emotional competence.

The April 28, 2015, Harvard Business Review published an article entitled “How Emotional Intelligence Became a Key Leadership Skill.” This “key skill” is necessary in the private sector, and it is also necessary in the government sector.

Understanding emotional responses and behaviors is critical for leaders today. Managers, including myself, probably have all experienced this lesson firsthand. While we seek to master the technical requirements of our specific local governments, we also need to understand the psychology of our offices, team members, and community.

Human emotions can easily complicate decision making and problem solving. Understanding human motivations can be the difference between driving exceptional team performance and stagnating team outcomes.

Unchecked emotions lead to negative behaviors that create difficulties in teamwork, as frequently evidenced by dysfunctional, unproductive, or counterproductive meetings. Negative emotions, brought from any home to the office, can certainly have adverse impact on outcomes at work.

As Dr. Morrison explained to us most eloquently: “In most all respects, public sector leadership is about people. A leader who has a healthy, well-grounded knowledge regarding how to work with people makes better decisions and acts

(continued on page 26)
Bid Adieu to Traditional IT

Welcome a new partnership model

For localities to succeed in the age of digitization, information technology (IT) must be transformed from order-taker to strategic business partner, and individual local departments need to gain more control over the IT they consume.

Simply put, traditional IT is dying and a new partnership model is taking its place. This means IT and the departments it serves become partners, with departments taking on a much greater role in designing, building, and exploiting the technology, platforms, and data they need to perform their core functions and succeed.¹

A New Model

This shift focuses attention on the future role of the traditional IT organization. The centralized IT department needs to provide consistent, overall strategic guidance and security, as well as procure and deliver all back-office solutions.

It also needs to act as an integrator and help plan the underlying architecture and operating model. Finally, IT needs to provide governance and digital ethics mechanisms going forward.

The continuing trend toward technology as a service, including cloud computing and the increase in virtualized, configurable, and scalable technology services, has transformed how IT is sourced, acquired, and consumed. It has made it much easier to plan for and acquire technology. As my team says, it’s so easy, even a CIO can do it.

Technology as a service is a technology-delivery method that treats IT as a commodity, providing a community with exactly the amount of hardware, software, and support that it needs, when it’s needed, for as long as it’s needed, at a negotiated monthly fee. In this context, IT encompasses all of the technologies for creating, storing, exchanging, and using organizational data.

Shared Accountability

The new partnership model leads us not only to hybrid business and technology roles but also shared ownership and accountability. This helps build and strengthen the relationship—respect, appreciation, and trust—between departments.

To start, any gaps in capabilities, processes, and talent need to be identified, and career development and recruiting efforts, including job descriptions, may have to be revamped to meet the needs of the new design. This can be completed by performing a job analysis and skill assessment relative to each position description, as well as assessing what is referred to as the “digital dexterity” of all organizational staff.

The job analysis and skill assessment are focused on the manual and digital tools needed to perform the job, and the skill assessment determines how well staff members perform the function of their jobs using the most appropriate tools. Gartner, Inc. defines digital dexterity as the cognitive ability and social practice needed to leverage and employ various types of media, information, and technology for advantage in unique and highly innovative ways that optimize personal and business value.²

The assessment will help identify technology IQ and process knowledge, as well as help facilitate professional development opportunities. The assessment can then be incorporated into hiring practices and updated as needed for each position.

Through the assessment process, one will likely identify process and technology champions, as well as individuals who are operations champions in the three categories of process, technology, and operations, who are most adept at performing the processes and only interested in using the technology for the purpose of getting work done.

This is important because each type of champion is equally important for achieving operational and strategic aspirations. Process and technology champions can be leveraged to grow and transform the organization. Operations champions, however, leverage the processes in place to run the community on a daily basis and deliver service to constituencies.

Naturally, there will be situations where each type of champion will be leveraged to run, grow, and transform the organization. The objective is to identify strengths and interests of individuals so they can be placed in positions to achieve both personal and business aspirations.

Each discipline and profession represented in the community will have an individual or team responsible for keeping the pulse of current trends, as well as the tools and technology used in their field.

A Sea Change

According to experts at IT research and advisory companies Forrester and Gartner, each organization and each department is an IT organization because of the impact technology has on people’s daily lives.

Over time, what were traditionally considered IT job functions like writing queries for reports (reporting


and analytics), performing geographic information system (GIS) analysis, and managing projects have migrated from the back office to the front, becoming a function of a position based on organizational need.

GIS, for example, was a specialized field only 12 years ago. Local governments had GIS departments performing all spatial analysis and creating all the maps. Today, analysts in many police departments use GIS to create predictive and reflective models to analyze crime incident data.

A finance officer may be the project manager for enterprise resource planning (ERP) implementation, and utility departments write their own queries and work with a machine learning startup leveraging predictive analytics to lock in rates prior to a demand charge event. The list goes on and on.

Leveraging this partnership model, Westerville, Ohio, will formally begin the job analysis and skill assessment stage late in 2016, starting in the planning and development department and systematically moving to all 12 departments. IT staff will maintain, change, or take on new functions as needed, no different than any other city department.

ENDNOTES AND RESOURCES:
1 Adapted from Michael Cook, Aveek Guha, Ahmad Filsoof, 2013. The Death of Traditional IT and the Rise of a New Partnership Model. Strategy& (formerly Booz & Company).

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Signed: Beth Payne, Editor
CULTIVATING CREATIVE LEADERSHIP
Realize extraordinary results

“AICMA Annual Conference this past September in Kansas City, Missouri, I was speaking with several ICMA members and a recurring theme we kept exploring was the role of creativity in the workplace, techniques available to develop creative muscles, and what leaders can do to foster a creative culture. Creativity is often regarded as an extravaganza that we no longer have time to explore, because we want the issue resolved today, if not yesterday, and permanently, too, please! We want our solutions pre-packaged and ready to implement, as though adding water will do it.

Leaders in government often suffer from bureaucratic inertia, where past solutions are resynthesized to fix today’s problems. An aversion to risk, unfortunately, can unwittingly reduce the opportunity for the role of creativity in exploring new solutions to both old and new issues. Moreover, many times people arrive at the solution often defined as a resource—people, money, time, equipment, and materials—before critical thinking is applied to the issue or the problem.

Indeed, playing it safe is no longer playing it smart, especially with creativity, and its sibling, innovation, in such high demand as a skill set. Here are three steps to use in your fitness plan to tone your creativity muscles and realize your potential:

Cultivate an appetite. Adopt a mindset of exploration and discovery. Open yourself to new possibilities by being curious, by playing around, by focusing on what you don’t know, and by asking questions. Above all, give yourself permission to be creative and see yourself as a creative person.

Leaders can pursue these four actions to transition the workplace culture from one that values conformity to one that values creativity and innovative ideas:

Adjust the thermostat. Creative leaders think differently about the business of getting better all the time and consistently talk about it differently as well. Conversations are the oxygen of priorities, and if organizations truly want to adopt and practice more creative approaches, they begin by injecting new words into everyday discussions and steering people into original ways of thinking.

Raise the speed limit. Leaders facilitate a workplace culture that makes sure the penalty for making mistakes is not greater than the penalty for doing nothing. These leaders realize that growth and comfort don’t co-exist, but that creativity and discipline do, in their efforts to nurture and cultivate the production of potential solutions.

Fuel up. To move toward better government, leaders must be catalysts for change, recognizing that “doing things differently and doing different things” are basics for creating a climate that can penetrate a risk-averse culture that limits creativity thinking.

Since ideas are the currency of creativity leaders, inspire an idea-friendly workplace. Book clubs, field trips, and guest speakers are just a few of the techniques leaders use in their role as a flame starter.

(continued on page 26)
THE BEST OPPORTUNITIES ARE VISIBLE, BUT NOT SEEN. —PETER DRUCKER, AUTHOR

Realize extraordinary results

LEADERSHIP

CULTIVATING CREATIVE

BY PATRICK IBARRA

career track

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For more information on CIAs and how they can be

of great benefit to your community,

visit icma.org.

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WHILE WE SEEK TO MASTER THE TECHNICAL REQUIREMENTS OF OUR SPECIFIC LOCAL GOVERNMENTS, WE ALSO NEED TO UNDERSTAND THE PSYCHOLOGY OF OUR OFFICES, TEAM MEMBERS, AND COMMUNITY.

more effectively.”

At its core, leadership success depends upon good judgment—leaders making timely, sound, and reasonable decisions. Good judgment is derived from collecting and evaluating data and acting to make effective data-driven decisions.

As managers strive to improve their results, they must be mindful about how emotions have favorable, neutral, or negative impacts upon their ability to enhance performance. A local leader must consider the emotional state of the team as well as his or her own emotional state when analyzing the data and making decisions.

Moreover, elected councilmembers, participants in a neighborhood group, authors of Facebook posts, and others bring forward their own emotionally laden concerns. As quickly as possible, emotional affects—the most primitive building blocks of such emotions as shame, anger, fear, and disgust that are shared by all people regardless of culture—need to be identified and understood.

These negative affects are contagious and will negatively impact a team or community. If not addressed, they add complexity that can upend the ability of leaders to implement sound decisions.

Self-awareness Is Key
A leader also must be personally self-aware. That is the ability to identify his or her own feelings, question why those feelings exist, and decide how to proactively and productively address them. Personal emotions are data points for exploration, reflection, and decision-making support.

More than ever, it is imperative for local government leaders to understand emotional affects in nearly all matters they influence and to develop essential skills for identifying and responding to them. On the whole, this emotional competence enrichment process leads to better, more mature decision making and better overall outcomes for each community we serve.

“As far as I know, this is the first such program in the nation for municipal managers,” said Michael Cassady, ICMA-CM, and village manager, Mount Prospect, Illinois. “Overall, the program has increased my personal effectiveness at work in two communities and also at home. I am grateful to have been certified in this pioneer program.”

The inaugural program consisted of 12 classes lasting three hours each, taught in a lecture-and-discussion style. Here are the class topics:

- Framing the issues of working with people.
- Leadership is a function, not a person.
- Judgment.
- The power of the leader: power and authority.
- Affects: a tool to understand emotions.
- Managing negative emotions.
- Dealing with shame.
- Coping and defenses.
- Understanding and managing conflict.
- Understanding trust.
- Psychological contracts.
- Leadership presence: a double-edged sword.

As we seek to refine the program, an additional 16, three-hour programs have been created to center upon the development of a local government manager’s emotional competence.

Experiment. A safe way to avoid making mistakes is to never try anything new. Moving from task-centric to results-centric requires a modification from the phrase “lather, rinse, repeat” to one that supports an “experiment, rinse, repeat” mindset.

Like farmers who make soil fertile for seeds to take root and grow, leaders cultivate a workplace open to growth. They emphasize smart risk-taking in their pursuit of disrupting the status-quo mindset of: “We’ve always done it that way.”

They recognize that the absence of mistakes does not constitute success and not only tolerate mistakes, but also encourage them as a means to generate creative solutions. Their focus is on asking mission questions as opposed to solely relying on their agency’s mission statement.

If you keep doing what you’ve always done, you’ll always get what you’ve always got and today, that’s not good enough. The question to ask yourself is: Are we changing as fast as the world around us? Remember, people who don’t rock the boat get tossed overboard.

My mission in this quarterly department is to help calm the instability of disruptive change and translate the headwinds of change into a tailwind. This can enable individuals to accelerate their career progress and organizational leaders to build an even stronger workforce, all resulting in improved performance. E-mail your questions or your ideas on how to cultivate a creative workplace, so I can share them, to patrick@gettingbetterallthetime.com.
Self-awareness is key. A leader must be personally self-aware: that is the ability to identify and understand the emotions they influence and to develop essential emotional affects in nearly all matters they consider. To make support for exploration, reflection, and decision-making, they must be mindful about how those feelings exist, and decide how to engage with their own feelings, question why certain emotions have favorable, neutral, or negative results, and will negatively impact a team or organization. At its core, leadership success depends upon good judgment—leaders making timely, sound, and reasonable decisions. Good judgment is derived from collecting and evaluating data and acting to make effective data-driven decisions.

Moreover, elected councilmembers, like Facebook users, share an emotional competence. These negative emotions are contagious. Positive emotions, such as trust and kindness, are also contagious. In fact, the positive emotional states of people who don't rock the boat get tossed overboard. As we seek to refine the program, an emotional competence enrichment process leads individuals to better, more mature decision making and to accelerate their career progress and professional performance. Here are the class topics:

- Leadership presence: a double-edged sword.
- Psychological contracts.
- Understanding trust.
- Understanding and managing conflict.
- Coping and defenses.
- Dealing with shame.
- Managing negative emotions.
- Affects: a tool to understand emotions.
- The power of the leader: power and judgment.
- Leadership is a function, not a person.
- Organization.

The inaugural program consisted of 12 classes lasting three hours each, hence three formats for the program. An additional 16, three-hour programs have been created to center upon the development of emotional intelligence. The program has increased my personal effectiveness at home. I am grateful to have been certified at work in two communities and also at Prospect, Illinois. "Overall, the program has increased my personal effectiveness and will negatively impact a team or organization. On the whole, this emotional competence program in the nation for municipal managers," said Michael Cassady, executive director, Elk Grove Village, Illinois. "The first class was the most primitive building block of such emotions as shame, anger, fear, and disgust that are shared by all people regardless of culture—need to be identified and understood."

At its core, leadership success depends upon good judgment—leaders making timely, sound, and reasonable decisions.
BY KAREN THORESON AND RYAN SPILLERS

REaping rewards FROM AWARDS

Why exceptional programs have long-term staying power

Literally hundreds of award programs feature exemplary local government programs. They can be found in specific disciplines like planning, public works, housing, libraries, and finance. Or they might feature organizations that have achieved greatest cost savings or produced the most important outcomes.

These award programs come in many forms operating with a local, regional, statewide, national, and even global, focus. The Alliance for Innovation recognizes innovation award winners at its own Transforming Local Government (TLG) conference each year. Communities are celebrated that have either invented something brand new or modified an idea tried elsewhere to improve services for a specific locale.

In 2016, for example, Tempe, Arizona, won the J. Robert Havlick Award for Innovation for its development of the Tempe Grease Cooperative (http://transformgov.org/tempegrease), which is reportedly the first such wastewater improvement activity in the world.

Olathe, Kansas, won the Thomas H. Muehlenbeck Award for Excellence for Innovation in Local Government for its mobile integrated health care network (http://transformgov.org/mobileintegratedhealth), which demonstrated new enhancements to emergency fire and paramedic services.

Winning an award provides some obvious benefits. It achieves recognition for a community, it provides an opportunity for others to learn about new methods and practices, and it sometimes provides terrific prizes, too.

Long-Term Effectiveness

Beginning with the year 2015, the Alliance decided to dig a little deeper into the long-term outcomes that arise from award-winning programs. We wanted to learn—after the fanfare and the recognition—then what?

Had time made these programs better, worse, or did conditions change? We looked back over the past three years of the Alliance’s winners to see what had happened to those programs that had recently been so lauded. Were they still operating and did anyone care?

During the Alliance staff members’ review, we found a variety of themes emerging that will help answer this question. Four of the themes are:

**Internal replication in other departments and, if well-funded, growth in the overall program itself.** Submitted for award consideration in 2014, “The Great Reading Adventure” (http://transformgov.org/greatreadingadventure) by Maricopa County Library District, Arizona, has, as the county says, already “fundamentally changed the way arizona libraries conduct their summer reading programs.”

As of summer 2015, it had 77,000 participants in the online program that won an award and is expecting an even larger number this year. But how was it able to scale so quickly?

These accomplishments are largely due to the fact that a growth goal was built into the program from the onset, and the online program is an open-source project. The library district planned for massive growth in its own program, and now is more than happy to give the software away to anyone who wants to use it, free of charge.

In 2013, San Jose, California, highlighted its work with Nextdoor, a private social network for individual neighborhoods, in “Community Building 2.0: Connect Neighbors; Strengthen Neighborhoods; Build Community” (http://transformgov.org/communitybuilding2.0).

Originally, the city manager’s office was the only department to use the resident engagement platform to elicit feedback from the community. It was...
able to communicate with 33,000 residents at that time. Now, the program has been expanded to the San Jose Police Department with an expanded reach of 90,000 residents.

External replication in other organizations. A recognized mark of a successful innovation is when the new idea is replicated elsewhere. What does it look like when a program is expanded to other organizations not located in the jurisdiction of the award winner?

A program called the “ASAP Message Broker Service” (http://transformgov.org/asap) and highlighted in Richmond, Virginia’s 2014 application, has been extremely successful for Richmond in reducing the volume of nonemergency telephone calls from alarm companies.

When this article was written, Richmond had documented that 12 other local governments have implemented their own ASAP interface. Not to be outdone, 15 private sector alarm monitoring companies have also adopted the innovative program.

Another example is the 2014 award-winning program from Peoria, Arizona, “United Community Action Network (U.C.A.N.)” (http://transformgov.org/ucan) comprised of community members to strengthen neighborhood ties to the police department. It has expanded to a completely different region—the St. Louis County, Missouri, Police Department.

The next two themes are intertwined, though the outcomes are different.

Organization is more willing to change, and staff is inclined to try more things and is less risk-averse. It should go without saying that trying something new and innovative is not easy. There’s always risk and the possibility of failure, although this shouldn’t be a reason not to try.

The “police chief recruitment video” (http://transformgov.org/orpolicerecruit) from Hillsboro, Oregon, is a novel approach used to attract suitable job candidates for the high-profile position. Hillsboro wanted to display the organizational culture of its community and public safety staff, and words alone could not do it justice. By producing a video, the city didn’t just hire a new chief who leads consistent with the city’s values, but reports confirm that staff members are now more comfortable with taking risks and trying new approaches, which is a spillover effect.

Much like Hillsboro, Edmonton, Alberta, Canada, launched a “City of Edmonton Jobs” Facebook page (http://transformgov.org/facebookrecruit) in 2014 to enhance recruitment. It worked so well that the city is now pursuing a mobile app for the jobs site with full support from leadership within the city manager’s office and public safety.

Consistently and constantly improving the program. If the goal is to achieve better outcomes, then a program or policy should always be looking for ways to have continuous improvement.

In “Enterprise Integrated Web Search” (http://transformgov.org/web search), a robust streamlining of website search engines by Boulder, Colorado, aimed to more deeply integrate web search applications organization wide.

Since the initial application in 2014, the program has expanded to the neighboring community of Golden, though Boulder ended its tech partnership with Arvada, Colorado; however, Boulder’s search continues. Beyond constantly evaluating how to make its content management system even better and working towards making the code open source, the Boulder team is devoted to adding more new partners.

By having an ethic of constant improvement, boundaries are always being pushed and reset, and a new standard can be set. Take for instance, the 2014 award-winning case study “Leveraging Value from Open Data” (http://transformgov.org/opendata) by Palo Alto, California.

Since the mayor issued an “Open Data by Default” proclamation in 2015, the city has aspired to publish all new data sets to the data portal. At the time, it was one of the first agencies of its size to take on this initiative.

Going beyond an open budget platform and open GIS portal, Palo Alto staff members hope to include more real-time data sets in the near future. The work done here has also allowed the city to pursue other innovations since the city manager and council have greater confidence they can get things done.

The Alliance’s takeaway is that winning an award for your work is more than the plaque you take home or the press release that is published. Award-winning programs—at least the ones we researched—have staying power and growth potential, and they can change outcomes for an organization, community, and the lives of residents.

Beyond the findings listed above, we found continuous threads among these programs that included unusual, creative partnerships; innovative financing or new revenue sources; cost-cutting efforts that didn’t diminish services; deeper connections to the public; and improved morale and teamwork among staff.

Information Available
Interested in winning an award for your community? Download the “Applying for Awards Toolkit” (http://ondemand.transformgov.org/store/seminar/seminar.php?seminar=9409) and consider applying for an Alliance for Innovation award and possible recognition at the TLG conference in Tulsa, April 18–21, 2017. Deadline to apply is December 15, 2016.

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- **WEST COAST**: March 22-23 (EPLI); March 23-24 (Summit): Burlingame, California
- **NORTHEAST**: April 5-6 (EPLI); April 6-7 (Summit): Newport, Rhode Island
- **SOUTHEAST**: April 26-27 (EPLI); April 27-28 (Summit): Gatlinburg, Tennessee
- **MOUNTAIN PLAINS**: May 3-4 (EPLI); May 4-5 (Summit): Sandy City, Utah
- **INTERNATIONAL**: Date and Location TBD

Registration opens this December! For more details and registration, visit [icma.org/summit](http://icma.org/summit).
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