DECEMBER 2016 | icma.org/pm

PM

PU

AGEMENT

INSIDE

2 MAKING ETHICAL CHOICES

6 THE NIGHTTIME ECONOMY

22 TRADITIONAL IT IS DYING

28 REAPING REWARDS FROM AWARDS

WORKING TOGETHER OR GOING ALONE

Maine Managers Have a Regional Connection Page 12

+ SPECIAL INSERT: LGR: LOCAL GOVERNMENT REVIEW

ADVANCING PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT WORLDWIDE

ICMA

COMMUNITY ENGAGEMENT
EXECUTIVE SEARCH
FACILITATION / STRATEGIC PLANNING
ORGANIZATIONAL ASSESSMENT / OPTIMIZATION
ORGANIZATIONAL DEVELOPMENT
FINANCIAL PLANNING
EXECUTIVE COACHING
TRAINING

bringing solutions into focus.

For over a decade, we've been delivering innovative thinking that strengthens organizations by bringing solutions into focus. We offer an exceptionally high level of management consulting services, combining the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.

Visit TheNovakConsultingGroup.com or call 513-221-0500 to learn how we can help you.

The Novak
Consulting Group

PM
PUBLIC MANAGEMENT

contents

December 2016 | Vol. 98 No. 11

+
SPECIAL INSERT:
LGR: LOCAL GOVERNMENT REVIEW

ICMA
LGR
LOCAL GOVERNMENT REVIEW
Putting Research Into Practice
SPECIAL SECTION OF PM MAGAZINE, DECEMBER 2016
Leading Resilient Communities 1
Sustainability Survey Findings 5
Housing Affordability Crisis 15
Innovation Case Studies 21
Local Food Systems 27
High Court Review 37
Future Workforce 42
Your Feedback 46
icma.org

features

6 THE NIGHTTIME ECONOMY

Managing the challenging dynamics of the economic influencer known as nightlife.

Jim Peters, Scotts Valley, California

WORKING
TOGETHER
REGIONALLY

12 WORKING TOGETHER REGIONALLY

How Maine communities are collaborating on service delivery.

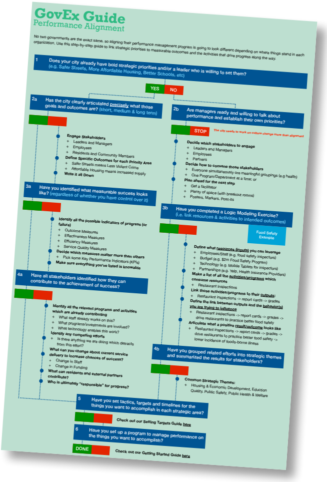
From left to right: Nat Tupper, Yarmouth, Maine; Amy Lamontagne, Falmouth, Maine; and Nathan Poore, Falmouth, Maine

17 THE SMART CITY MOVEMENT

Tips for talking intelligently about smart cities.

Kathryn Dodson, Carlsbad, California

5 Align Strategic Goals With Measurable Outcomes


GovEx Guide
Performance Alignment

departments

2 Ethics Matter!
Making Ethical Choices: Is There an App for That?

4 On Point
What Top Five Qualities Do You Look for When Hiring Senior Staff?

5 @icma.org

21 Commentary
Managers Pioneer Emotional Competence Certification

22 Tech Touch
Traditional IT Is Dying

24 Career Track
Cultivating Creative Leadership

28 Innovation Edge
Reaping Rewards from Awards

30 Professional Services Directory

icma.org/pm

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

BY MARTHA PEREGO

MAKING ETHICAL CHOICES

Is there an app for that?

MORAL
DILEMMA
AHEAD

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

PM
PUBLIC MANAGEMENT

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.

ICMA EXECUTIVE DIRECTOR
Robert O'Neill, Jr.

DIRECTOR OF PUBLISHING
Ann Mahoney

EDITOR
Beth Payne

DESIGN
Thor Design Studio
www.thor-studio.com

Public Management (PM) (USPS: 449-300) is published monthly except February by ICMA (the International City/County Management Association) at 777 North Capitol Street. N.E., Washington, D.C. 20002-4201. Periodicals postage paid at Washington, D.C., and at additional mailing offices. The opinions expressed in the magazine are those of the authors and do not necessarily reflect the views of ICMA.

COPYRIGHT 2016 by the International City/County Management Association. All rights reserved. Material may not be reproduced or translated without written permission.

REPRINTS: Apply to the editor for permission to reprint any part of the magazine.

SUBSCRIPTIONS: U.S. subscription rate, $46 per year; other countries subscription rate, $155 per year.
Printed in the United States.
Contact: 202/289-4262; subscriptions@icma.org.

POSTMASTER: Send address changes to *Public Management*, ICMA, 777 N. Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4201.

ARTICLE PROPOSALS: Visit icma.org/pm to see "Editorial Guidelines" for contributors.

EDITORIAL INFORMATION
202/962-3619
bpayne@icma.org

ADVERTISING SALES
Ben Harmon
The Townsend Group, Inc.
Tel: 301/215-6710 x106
Fax: 301/215-7704
bharmon@townsend-group.com

PRINTING
Westland Printers
Laurel, Maryland

ICMA
icma.org | icma.org/pm

2016–2017
ICMA EXECUTIVE BOARD

PRESIDENT
Lee Feldman*
City Manager, Fort Lauderdale, Florida

PRESIDENT-ELECT
David Johnstone
City Manager, Candiac, Quebec, Canada

PAST PRESIDENT
Pat Martel*
City Manager, Daly City, California

VICE PRESIDENTS

WEST COAST REGION

Jeffrey Towery*
Springfield, Oregon

Bruce Channing
City Manager, Laguna Hills, California

Martha Bennett*
Chief Operating Officer Metro Council,
Portland, Oregon

MOUNTAIN PLAINS REGION

Susan Sherman*
Assistant City Manager, Olathe, Kansas

Bert Lumbreras*
Assistant City Manager, Austin, Texas

James Jayne*
County Manager, Navajo County, Arizona

MIDWEST REGION

Daryl Delabbio*
County Administrator/Controller,
Kent County, Michigan

Lon Pluckhahn*
City Manager, Marion, Iowa

Patrick Klein
Assistant City Manager, Kansas City, Missouri

SOUTHEAST REGION

G. William Hammon*
Assistant City Manager, Alcoa, Tennessee

Carl Harness*
Chief Human Services Administrator,
Hillsborough County, Florida

Charles Duggan Jr.
City Manager, Auburn, Alabama

NORTHEAST REGION

James Malloy*
Town Manager, Westborough, Massachusetts

Carlos Baia*
Deputy City Manager, Concord, New Hampshire

Stephanie Mason*
Township Manager, Doylestown, Pennsylvania

INTERNATIONAL REGION

Marc Landry*
Chief Administrative Officer, Beaumont, Alberta,
Canada

Dennis Hovenden*
Chief Executive Officer
Frankston City Council, Victoria, Australia

Frans Mencke
City Manager, Hoorn, Netherlands

*ICMA Credentialed Manager (ICMA-CM)

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.

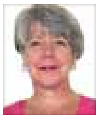
But rather than report the "accident," the manager said nothing. It came to life in a public way when the employer discovered the problem and issued a public demand for repayment.

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." PM



MARTHA PEREGO
Ethics Director, ICMA
Washington, D.C.
mperego@icma.org

WHAT TOP FIVE QUALITIES DO YOU LOOK FOR WHEN HIRING SENIOR STAFF?

JEFFREY FIEGENSCHUH, ICMA-CM
City Administrator
Rantoul, Illinois
jfiegenschuh@village.rantoul.il.us

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
Manager in Transition
Harrisonburg, Virginia
kalexander1977@gmail.com

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.

TRAVIS ROTHWEILER, ICMA-CM,
City Manager
Twin Falls, Idaho
trothweiler@tfid.org

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.

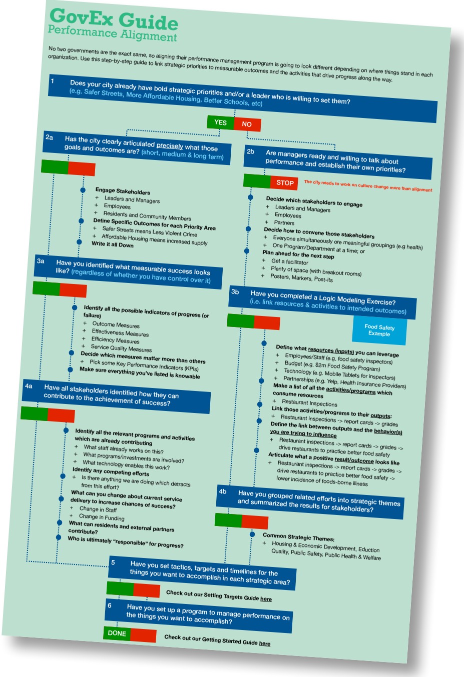
We look for people who are passionate about interests outside of the workplace, believing that passionate individuals are more balanced, possess more energy, and have outlets that allow them to recharge and regroup.

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. PM

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



GovEx Guide
Performance Alignment

No two governments are the exact same, so aligning their performance management program is going to look different depending on where things stand in each organization. Use this step-by-step guide to link strategic priorities to measurable outcomes and the activities that drive progress along the way.

1 Does your city already have bold strategic priorities and/or a leader who is willing to set them? (e.g. Safer Streets, More Affordable Housing, Better Schools, etc)

YES NO

2a Has the city clearly articulated precisely what those goals and outcomes are? (short, medium & long term)

Engage Stakeholders
- Leaders and Managers
- Employees
- Residents and Community Members

Define Specific Outcomes for each Priority Area
- Safer Streets means Less Violent Crime
- Affordable Housing means increased supply

Write it all Down

2b Are managers ready and willing to talk about performance and establish their own priorities?

STOP The city needs to work on culture change more than alignment

Decide which stakeholders to engage
- Leaders and Managers
- Employees
- Partners

Decide how to convene those stakeholders
- Everyone simultaneously ore meaningful groupings (e.g health)
- One Program/Department at a time; or

Plan ahead for the next step
- Get a facilitator
- Plenty of space (with breakout rooms)
- Posters, Markers, Post-its

3a Have you identified what measurable success looks like? (regardless of whether you have control over it)

Identify all the possible indicators of progress (or failure)
- Outcome Measures
- Effectiveness Measures
- Efficiency Measures
- Service Quality Measures

Decide which measures matter more than others
- Pick some Key Performance Indicators (KPIs)

Make sure everything you've listed is knowable

3b Have you completed a Logic Modeling Exercise? (i.e. link resources & activities to intended outcomes)

Food Safety Example

Define what resources (inputs) you can leverage
- Employees/Staff (e.g. food safety inspectors)
- Budget (e.g. $2m Food Safety Program)
- Technology (e.g. Mobile Tablets for inspectors)
- Partnerships (e.g. Yelp, Health Insurance Providers)

Make a list of all the activities/programs which consume resources
- Restaurant Inspections

Link those activities/programs to their outputs:
- Restaurant inspections -> report cards -> grades

Define the link between outputs and the behavior(s) you are trying to influence
- Restaurant inspections -> report cards -> grades -> drive restaurants to practice better food safety

Articulate what a positive result/outcome looks like
- Restaurant inspections -> report cards -> grades -> drive restaurants to practice better food safety -> lower incidence of foods-borne illness

4a Have all stakeholders identified how they can contribute to the achievement of success?

Identify all the relevant programs and activities which are already contributing
- What staff already works on this?
- What programs/investments are involved?
- What technology enables this work?

Identify any competing efforts
- Is there anything we are doing which detracts from this effort?

What can you change about current service delivery to increase chances of success?
- Change in Staff
- Change in Funding

What can residents and external partners contribute?

Who is ultimately "responsible" for progress?

4b Have you grouped related efforts into strategic themes and summarized the results for stakeholders?

Common Strategic Themes:
- Housing & Economic Development, Eduction Quality, Public Safety, Public Health & Welfare

5 Have you set tactics, targets and timelines for the things you want to accomplish in each strategic area?

Check out our Setting Targets Guide here

6 Have you set up a program to manage performance on the things you want to accomplish?

DONE **Check out our Getting Started Guide here**

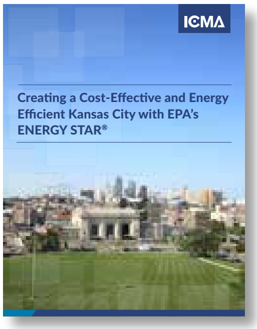
---

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



ICMA

Creating a Cost-Effective and Energy Efficient Kansas City with EPA's ENERGY STAR®

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.®

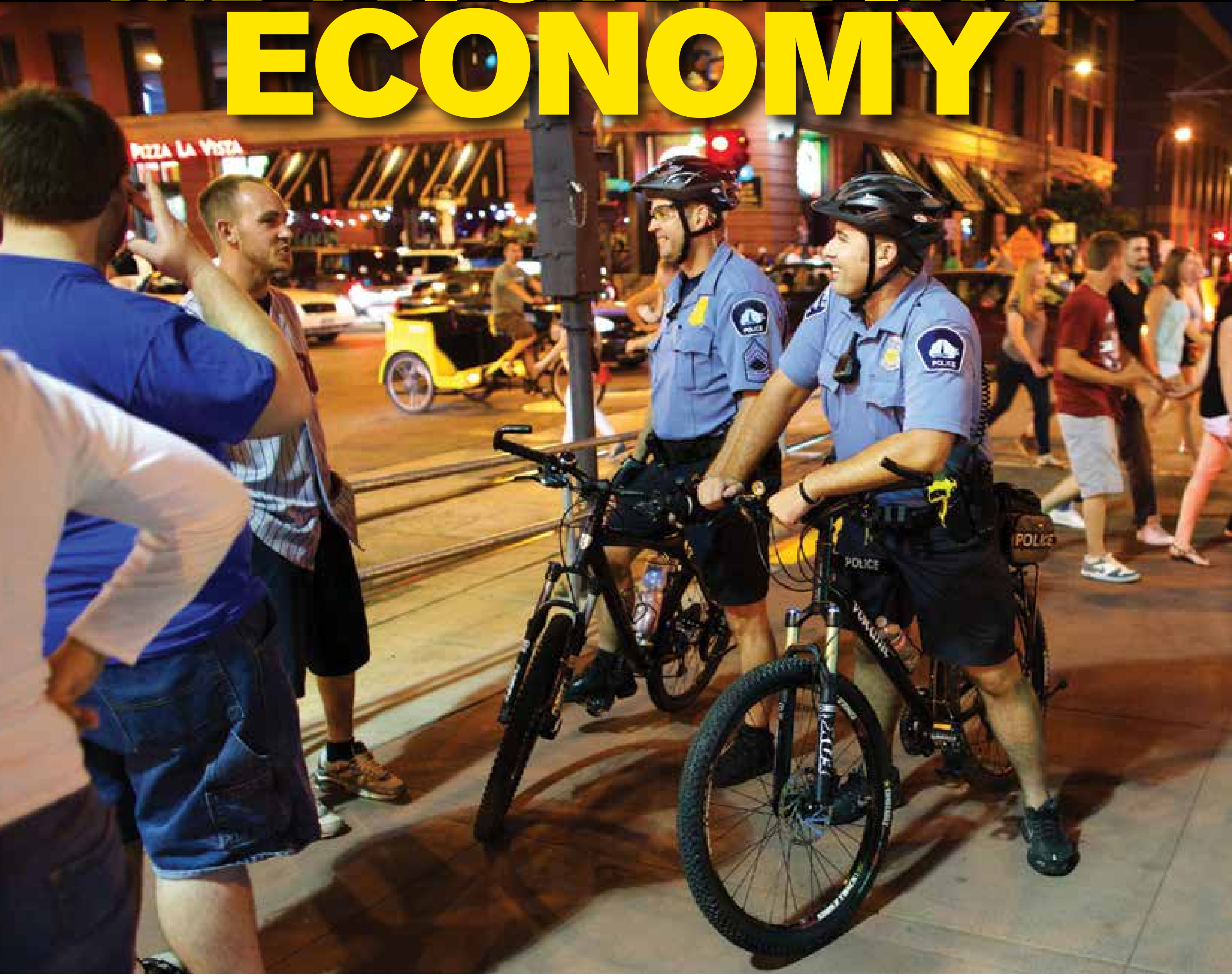
- icma.org/KC_energystar

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:

- Managing vs. Umpiring: http://icma.org/en/press/pm_magazine/article/105837
- Swimming Upstream: http://icma.org/en/press/pm_magazine/article/106892

THE NIGHTTIME ECONOMY



MANAGING THE CHALLENGING DYNAMICS OF NIGHTLIFE

By Jim Peters

If 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 smaller scale, 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-fork 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.

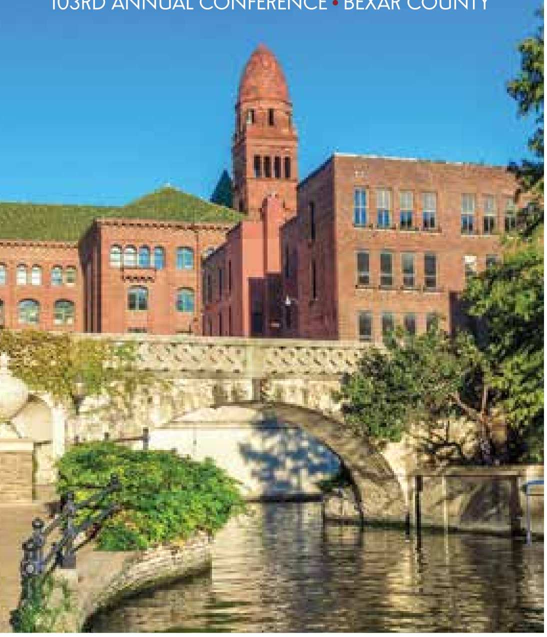
› The first and most important step is to match the density of social activity with exemplary community standards and contemporary zoning to reduce impacts from noise, trash, crowds, and transportation.

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

SAVE THE DATE

Plan to Join us in
San Antonio/Bexar County for the
103rd ICMA Annual Conference

OCTOBER 22–25
ICMA 2017
SAN ANTONIO
103RD ANNUAL CONFERENCE • BEXAR COUNTY



For information about
exhibiting, contact:

Lara Fitts Gamache
Exhibit Manager
Corcoran Expositions, Inc.
lara@corcexpo.com
312.265.9639 (t) | 312.541.0573 (f)

For information about conference
sponsorships, contact:

Julie Butler
Director, Conference
Programs and Exhibits
jbutler@icma.org • 202.962.3573

ICMA.ORG/CONFERENCE
#ICMA2017

ICMA

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

RESOURCES Here are websites for sources noted in this article:

Mark Milan, Amsterdam/*The Guardian*: http://www.theguardian.com/cities/2016/mar/21/night-mayor-amsterdam-holland-mirik-milan-night-time-commission

***Fortune* magazine**: http://fortune.com/2015/11/23/london-night-mayor

PBS Newshour: http://www.pbs.org/newshour/bb/behind-amsterdams-infamous-club-scene-this-night-mayor-keeps-the-peace

Austin, Texas: http://www.austintexas.gov/department/music-entertainment-division

Berlin, Germany: http://www.curbed.com/2016/9/6/12814920/club-nightlife-dance-music-night-mayor-club-commission

Boulder, Colorado: http://www.rhgboulder.com/RHG_Boulder/WELCOME.html

Kings Cross, Australia (scanners): http://www.justice.nsw.gov.au/Pages/media-news/media-releases/2014/Id-scanners-kingscross.aspx

Livermore, California: http://www.cityoflivermore.net/citygov/cedd/downtown/default.htm

Milwaukee, Wisconsin: http://www.bizjournals.com/milwaukee/blog/2011/09/visit-milwaukee-hospitality-training.html

Montreal, Canada: http://popupcity.net/turning-grey-boxes-into-green-spaces

Seattle, Washington: http://www.seattle.gov/filmandmusic/music/city-of-music-programs

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

Responsible Hospitality Edmonton, Canada: http://www.responsiblehospitalityedmonton.ca; https://www.edmonton.ca/city_government/initiatives_innovation/responsible-hospitality-edmonton.aspx

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

San Francisco's *Nightlife Industries in San Francisco: 2016 Update*: http://openbook.sfgov.org/webreports/details3.aspx?id=2357

The Brookings Institute, *The Rise of Innovation Districts: A New Geography of Innovation in America:* https://www.brookings.edu/events/the-rise-of-innovation-districts-a-new-geography-of-innovation-in-america

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

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

Santa Cruz Visitor Restroom: http://www.cityofsantacruz.com/departments/economic-development/business-support/visitor-restroom-program

***A Guide to Better Public Toilet Design and Maintenance*, Third Edition 2013:** www.toilet.org.sg/articles/GuideBetterPublicToilet.pdf

musicians, including subsidized housing, training on contract negotiations, and offering technical assistance and low-interest loans for sound system upgrades to minimize residential complaints. Milwaukee has established a hospitality vocational training network and job placement.

Street performers have been entertaining since the 11th century in Russia, with mixed receptivity by the public. Today, there is a fine line between legitimate "busking" and panhandling, so communities have to work carefully to enhance performance while not restricting freedom of expression.

Some leading practices include designated areas that are located away from ATM machines and store entrances or only in assigned areas; limited time in each location (30 to 60 minutes); auditions; permits when requesting tips; and license and fees ($150) for amplification.

Santa Cruz, California, holds a monthly Busker Festival. Burlington, Vermont, conducts auditions for Church Street Marketplace performers. Santa Monica, California's Third Street Promenade has a strict rotating schedule with uniformed sound officers testing the volume of amplified music.

Students at the University of Colorado Boulder Drama School can earn public performance hours in venues or as street performers on the Pearl Street pedestrian mall.

Assuring Public Safety

Public safety is more than just adding police officers. To reduce risk and increase safety, communities need to establish strong collaborative partnerships, from regulatory and compliance agencies to venues with trained personnel to help prevent disorder and reduce risk.

A continuum of connections and shared responsibility is becoming the new norm in nighttime safety. From business licensing and code compliance to police and fire departments, each stakeholder has a role to play in facilitating high standards for public safety.

Regular meetings and data sharing among a dedicated team composed of city, county, and state safety agencies leads to proactive identification, provision of early assistance, and coordination of intervention with high-risk businesses. There are a growing number of communities with these teams, 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 deescalate 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.

MANY LOCAL GOVERNMENTS HAVE A NIGHTTIME ECONOMY MANAGER WHO COORDINATES THE RESOURCES REQUIRED TO BALANCE VIBRANCY, SAFETY, AND QUALITY OF LIFE.

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 documment 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.

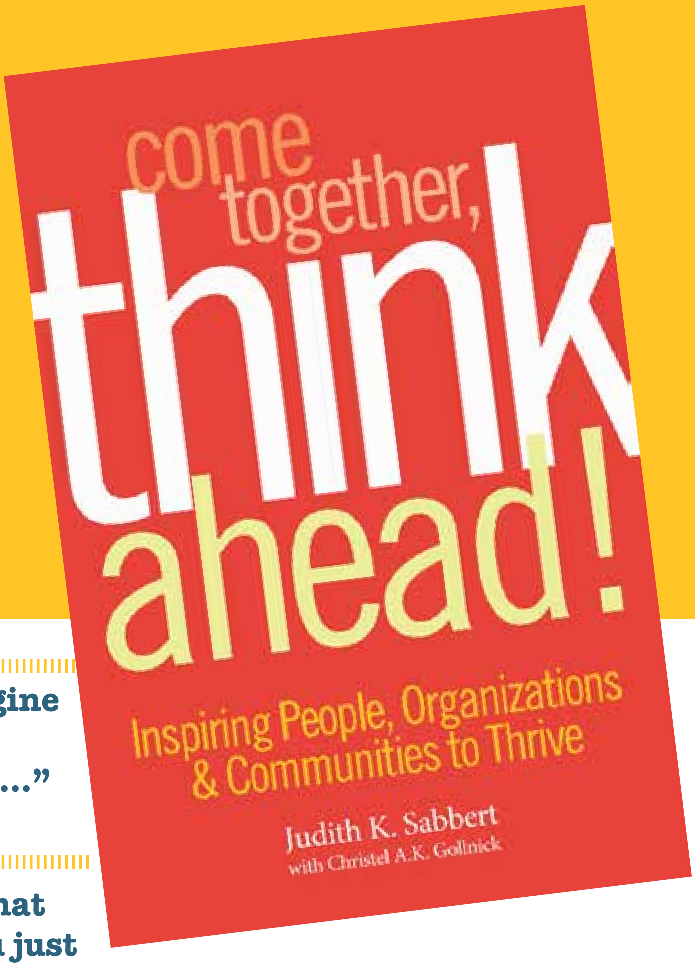
JIM PETERS is president, Responsible Hospitality Institute, Scotts Valley, California (jim@rhiweb.org; Facebook,@sociablecity; Twitter, @sociablecity). Author retains the copyright to this article.

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!


come together,
think
ahead!
Inspiring People, Organizations & Communities to Thrive
Judith K. Sabbert
with Christel A.K. Gollnick

"...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"

GET YOUR COPY TODAY!

Softcover, Kindle eBook, Hardcover • 256 pgs
September 2015 • Published by Chandler Lake Books
ISBN: 978-1-943338-03-0

ORDER: www.amazon.com –or–
www.heartlandfoundation.org

EMAIL: info@heartlandfoundation.org

CALL: 816.271.7200 / 800.447.1083

All proceeds further the charitable mission of:

heartland foundation®

THINK AHEAD WORKS

WORKING TOGETHER REGIONALLY

HOW MAINE COMMUNITIES ARE COLLABORATING ON SERVICE DELIVERY

By Amy Lamontagne, Nathan Poore, and Nat Tupper

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.

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, individual towns or consulting assessors provide assessment services.

In 2009, a county government collaboration attempted to bring assessment services under one roof for all 25 communities in the county. It was too much, too fast, and quite overwhelming at the time.

Fast forward to 2014 when Cumberland, Falmouth, Yarmouth, and Cumberland County successfully joined forces to begin an effort that replicated the original collaboration goal but proved to be more workable with a smaller group of participants.

In the second, successful attempt, the first step was for four town and county managers to recognize an incredible opportunity when two local assessors left their employment, one to retire and the other to take on a new position.

This left an opening for restructuring, with good timing. Each community had the same software systems, similar demographics, and was represented by proactive elected leaders. The town managers already had trust and mutual respect based on a lengthy shared work history.

Staff from all towns were involved in the model design to ensure no details were overlooked. Elected officials were briefed in person by each manager and in many public meetings.

Resident trust was built with one exception. One town had support except for a small group of dissenters. They vocally resisted the change by lobbying councilmembers and attending public meetings.

When their efforts failed with elected officials, they filed a lawsuit that later was dismissed by the courts. It was the overwhelming trust between managers, elected officials, and staff that helped overcome this resistance.

Other communities have since inquired about joining the collaboration. The town of Casco joined the group in the first year of combined services; however, the town of Cumberland left and decided to work with another community.

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 on 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.

AMY LAMONTAGNE is assistant town manager, Falmouth, Maine (alamontagne@falmouthme.org); **NATHAN POORE** is town manager, Falmouth, Maine (npoore@falmouthme.org); and **NAT TUPPER** is town manager, Yarmouth, Maine (ntupper@yarmouth.me.us).

CONVENIENCE AND SAVINGS

SHOULDN’T HAVE TO BE A CHOICE

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.

At Cigna, our customer insights and extensive experience in health management enable us to create personalized benefit solutions that meet the needs of the local governments we serve and their employees, who help them succeed.

To learn more about partnering with Cigna, visit Cigna.com.

Cigna®

Together, all the way.®

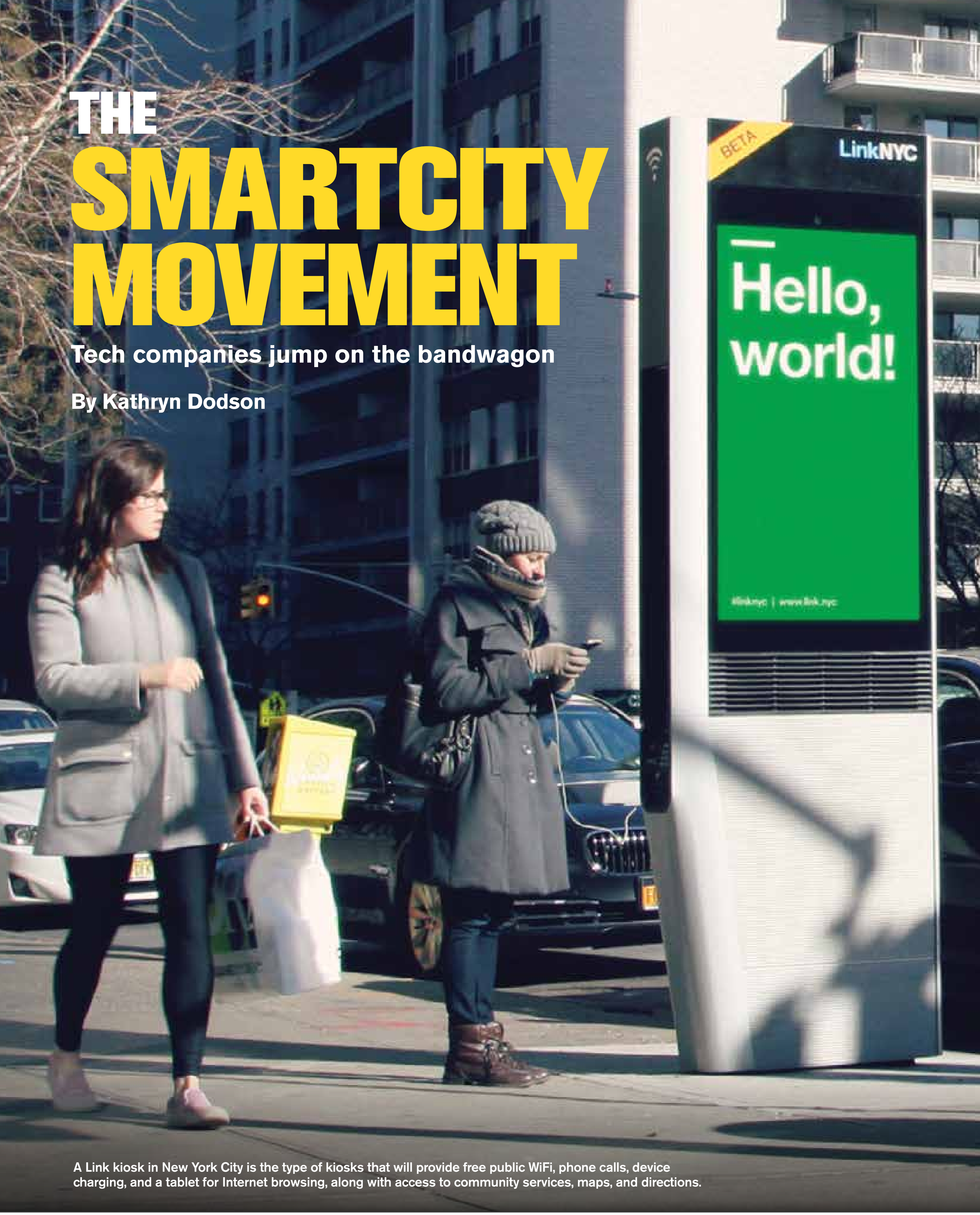
All Cigna products and services are provided exclusively by or through operating subsidiaries of Cigna Corporation, including Cigna Health and Life Insurance Company and Connecticut General Life Insurance Company. The Cigna name, logo, and other Cigna marks are owned by Cigna Intellectual Property, Inc.

895788 06/16 © Cigna 2016.

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.

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 benefitted 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.

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 FOR ACTION.

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.”[3]

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 veiw 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.[4] 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/2016smartcitiessurveyreport), 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. PM

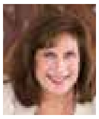
ENDNOTES AND RESOURCES:

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.

3 Harris, M. (2016). "Secretive Alphabet division funded by Google aims to fix public transit in US." Retrieved July 08, 2016, from https://www.theguardian.com/technology/2016/jun/27/google-flow-sidewalk-labs-columbus-ohio-parking-transit.

4 http://www.govtech.com/dc/articles/LinkNYC-Kiosks-Provide-Free-Internet-But-for-a-Price.html.



KATHRYN DODSON, Ph.D., is president, City Hall Solutions, Carlsbad, California (kathy@cityhallsolutions.com).

HOW MANY OFFICERS DO YOU NEED?

POLICE LINE DO NOT CROSS

A FORENSIC DATA-DRIVEN COMPREHENSIVE ANALYSIS.

Using data to find the right answers to your deployment and management questions.

CPSM®
Center for Public Safety Management, LLC

EXCLUSIVE PROVIDER OF TECHNICAL ASSISTANCE TO ICMA

We don't use averages and we don't provide you with a catalog of what might work.

Instead, CPSM's Technical Assistance Program, designed by managers for managers, utilizes a forensic analysis of the Computer Aided Dispatch system to determine the workload of your police and fire department. We use those specific results and our highly experienced public safety, senior professionals to analyze your operations and make specific recommendations.

Using the CPSM Workload Analysis and Operation review will help your city or county:

- Properly allocate resources.
- Identify the right resources needed in the right place at the right time.
- Analyze your dispatch operations and record keeping system.
- Comprehensive review of administration organization, investigation, public education, equipment, and response times.

CPSM HAS COMPLETED OVER 245 PUBLIC SAFETY STUDIES IN 195 LOCALITIES AND 34 STATES

Leonard Matarese
lmatarese@cpsm.us

Thomas Wieczorek
twieczorek@cpsm.us

800-998-3392
www.cpsm.us

BY RAYMOND RUMMEL

MANAGERS PIONEER EMOTIONAL COMPETENCE CERTIFICATION

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.

Graduates of the inaugural *Human Motivation and Leadership Certification Program* are pictured left to right: Michael Cassady, village manager, Mt. Prospect, Illinois; Raymond Rummel; Mark Rooney, village manager, Carpentersville, Illinois; Dr. David Morrison, instructor; and Timothy Frenzer, village manager, Wilmette, Illinois. Unavailable for photo were Brian Townsend, village manager, Schaumburg, Illinois, and George Schafer, village administrator, Lemont, Illinois.

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)

BY TODD JACKSON

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.

THROUGH THE ASSESSMENT PROCESS, ONE WILL LIKELY IDENTIFY PROCESS AND TECHNOLOGY CHAMPIONS.

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. PM

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).

2 Nick Ingelbrecht, Mike Gotta, Don Scheibenreif. 2015. *Defining Digital Dexterity–The Core Workforce Resource for the Digital Business*. Carter, Inc. G00277849.

TODD JACKSON is chief information officer, Westerville, Ohio (todd.jackson@westerville.org). He is a member of the ICMA Advisory Panel on Technology Content.

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION

1. Publication title: Public Management (PM).
2. USPS number: 449-300.
3. Filing date: October 1, 2016.
4. Issue frequency: Published monthly except February.
5. Number of issues published annually: 11.
6. Annual subscription price: $46 (Domestic); $155 (Other countries).
7. Complete mailing address of known office of publication (not printer): 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4290.
8. Complete mailing address of headquarters or general business office of publisher (not printer): 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4290.
9. Full names and complete mailing addresses of publisher, editor, and managing editor. Publisher: International City/County Management Association (ICMA), 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4201. Editor: Beth Payne, ICMA, 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4290.
10. Owner: International City/County Management Association (ICMA), 777 North Capitol Street, N.E., Suite 500, Washington, D.C. 20002-4290.
11. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities: None.
12. Tax status: The purpose, function, and nonprofit status of this organization and the exempt status for federal income-tax purposes have not changed during the preceding 12 months.
13. Publication title: Public Management (PM).
14. Issue date for circulation data below: October 2016.
15. Extent and Nature of Publication. Average no. copies each issue during preceding 12 months: A. Total no. copies (net press run): 8,642. B. Paid circulation (by mail and out side the mail): (1) Mailed outside-county paid subscriptions stated on PS Form 3541: 8,296; (2) Mailed in-county paid subscriptions stated on PS Form 3541: 0; (3) Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside USPS®: 0; (4) Paid distribution by other classes of mail through the USPS: 0. C. Total paid distribution: 8,296. D. Free or nominal rate distribution (by mail and outside the mail): (1) Free or nominal rate outside-county copies included on PS Form 3541: 0; (2) Free or nominal rate in-county copies included on PS Form 3541: 0; (3) Free or nominal rate copies mailed at other classes through the USPS (e.g., First-Class Mail): 60. (4) Free or nominal rate distribution outside the mail (carriers or other means): 0. E. Total free or nominal rate distribution: 60. F. Total distribution: 8,356. G. Copies not distributed: 286. I. Total: 8,642. Percent paid: 99.28.
16. No. copies of single issue published nearest to filing date: A. Total no. copies (net press run): 9,050. B. Paid circulation (by mail and outside the mail): (1) Mailed outside-county paid subscriptions stated on PS Form 3541: 8,751; (2) Mailed in-county paid subscrip tions stated on PS Form 3541: 0; (3) Paid distribution outside the mails including sales through dealers and carriers, street vendors, counter sales, and other paid distribution outside USPS: 0; (4) Paid distribution by other classes of mail through the USPS: 0. C. Total paid circulation: 8,751. D. Free or nominal rate distribution by mail and outside the mail): (1) Free or nominal rate outside-county copies included on PS Form 3541: 0; (2) Free or nominal rate in-county copies included on PS Form 3541: 0; (3) Free or nominal rate copies mailed at other classes through the USPS (e.g., First-Class Mail): 67. (4) E. Free or nominal rate distribution outside the mail (carriers or other means): 0. F. Total free or nominal rate distribution: 67. G. Total distribution: 8,818. H. Copies not distributed: 232. I. Total: 9,050. Percent paid: 99.24. Not claiming electronic copies.
17. This statement of ownership will be printed in the December 2016 issue of this publication.

Signed: Beth Payne, Editor

BY PATRICK IBARRA

CULTIVATING CREATIVE LEADERSHIP

Realize extraordinary results

"THE BEST OPPORTUNITIES ARE VISIBLE, BUT NOT SEEN." —PETER DRUCKER, AUTHOR

At the ICMA 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 extravagance 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.

Take your vitamins. Travel in the discomfort zone to challenge your assumptions continually and enlarge your perspective. Being creative means you are staying up-to-date on government trends and fresh ideas.

Taking existing strategies and infusing them with renewed vision can go a long way toward bringing new life to current approaches and to increasing your capacity as a leader.

Engage in physical exercise. Besides just being downright good for you, exercise helps create new neurons that refresh your mind, and consequently, you think differently. Some of your best ideas reveal themselves when you allow your mind to wander and wonder.

To build your creativity skills, engage in divergent thinking in which there are several ways to address an issue, not simply one. Doing the same old thing doesn't build success, but being able to see a way to change and break out as a leader definitely takes creative thinking and vision.

A workplace that encourages creativity does not have to be crazy with video games and free food. What is a prerequisite, however, is an environment in which people can experiment, take risks, and explore the full range of their own capabilities.

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)

CITIZEN FEEDBACK
INSPECTION DATA
TRAFFIC DATA
CRIME DATA
PERMIT DATA

Turn Data into Action

Building a System of Insight

Who are the decision-makers in your organization? Field workers, analysts, data scientists, or government executives? All of the above? Smart communities move from siloed data to a hub of information to be shared with others—a system of insight. Esri's ArcGIS® platform provides the tools to quickly analyze information, communicate it to stakeholders, and move to effective action. As the expectation to make quicker decisions grows, empower your organization to build a complete data strategy.

To learn about what Esri can do for your community, visit esri.com/DataDrivenDecisions.

esri®

Copyright © 2016 Esri. All rights reserved.

continued from page 21

> 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.

RAYMOND RUMMEL is village manager, Elk Grove, Illinois (rrummel@elkgrove.org).

(continued from page 24)

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.

PATRICK IBARRA is a former city manager and is a partner, The Mejorando Group, Glendale, Arizona (patrick@gettingbetterallthetime.com).

Government Finance Officers Association

REGISTRATION NOW OPEN

111th Annual Conference

May 21-24, 2017 | Denver, Colorado

Register early and save.

www.gfoa.org

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/websearch), 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.

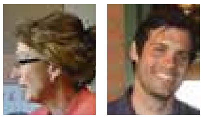
The Alliance's takeaway is that winning an award for your work is more than the plaque you take home or the press release that is published. Award-winning programs—at least the ones we researched—have staying power and growth potential, and they can change outcomes for an organization, community, and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

Learn more at http://transformgov.org/en/learning/transforming_local_government. PM



KAREN THORESON is president, and **RYAN SPILLERS** is program coordinator, Alliance for Innovation, Phoenix, Arizona (kthoreson@transformgov.org;rspillers@transformgov.org).

TO ADVERTISE, CONTACT Ben Harmon, The Townsend Group, Inc., 301/215-6710, ext 106 or bharmon@townsend-group.com

BOB MURRAY
& ASSOCIATES

EXPERTS IN EXECUTIVE SEARCH

1677 Eureka Road
Suite 202
Roseville, CA 95661
phone 916•784•9080

www.bobmurrayassoc.com

EMS & Fire Consulting

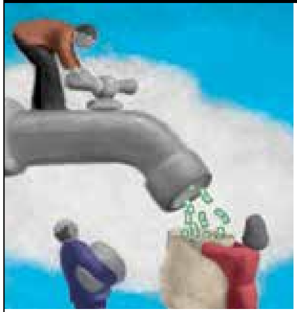
Fitch & Associates has been a worldwide provider of complete financial, operational and HR management consulting services for more than 30 years.

Visit **fitchassoc.com** or call us today at **888-431-2600**

FITCH
& ASSOCIATES

Proud to be an ICMA Strategic Partner

Solutions for people who pay people.



Job Classification
Compensation
Performance Pay
Salary Surveys

1335 County Road D Circle East
St. Paul, MN 55109-5260
Phone: (651) 635-0976 Fax: (651) 635-0980

P.O. Box 32985 • Phoenix, AZ 85064-2985
Phone: (602) 840-1070 Fax: (602) 840-1071

www.foxlawson.com

Fox Lawson & Associates
a Division of Gallagher Benefit Services, Inc.
Compensation and Human Resources Specialists

GovHR USA
GovTempsUSA

Executive Recruiting
Interim Staffing
Human Resource Consulting
Management Consulting
Professional Development

GOVHRUSA.COM
855.68GOVHR

info@govhrusa.com
info@govtemps.com

THE CENTER FOR STATE AND LOCAL
GOVERNMENT EXCELLENCE

Visit slge.org to

- Download free publications on pensions, health benefits, competitive employment practices, demographic trends, and financial planning.
- Use the Public Plans Database containing comprehensive information for more than 126 state and local defined benefit plans.
- Subscribe to the Center's e-newsletter.

www.slge.org

ISSUE BRIEF

BYOB
Balance Your Own Budget

KEMP CONSULTING was formed to provide needed consulting services to municipal governments. These services include those that relate to state-of-the-art financial management practices, including:

✓ User Fees and Charges Review
✓ Financial Management Studies
✓ Budget Reduction Reviews
✓ Financial Policy Reviews
✓ Consolidation Studies
✓ Management Briefings
✓ Capital Projects Planning
✓ Presentations and Speeches
✓ Enterprise Fund Reviews
✓ Other Special Assignments
✓ Cutback Management Methods
✓ Special Retainer Services

Details of Roger Kemp's background and professional skills are highlighted on his website. Dr. Kemp has experience as a city manager in politically, economically, socially, and ethnically diverse communities. Call or e-mail Roger for a brochure.

Roger L. Kemp, PhD, ICMA-CM—President
Tel: 203-686-0281 • Email: rlkbsr@snet.net
www.RogerKemp.org

HELPING LOCAL GOVERNMENT LEADERS

Management Partners

www.managementpartners.com

Budget Strategies · Service Sharing
Organization Analysis · Performance Management
Process Improvement · Strategic Planning
Executive Recruitment · Facilitation & Team Building

EXPERIENCE, TALENT,
COMMITMENT TO PUBLIC SERVICE

Cincinnati · San Jose · Orange County · 513-861-5400

SB Friedman
Development Advisors

Our mission is to guide and enable our clients to create high-quality places through real estate economics, development finance and urban planning

- Public-Private Partnerships
- Public-Private Development Finance
- Real Estate Economics
- Impact Analysis
- Community & Economic Development
- Urban Economic & Policy Studies

221 North LaSalle Street | Suite 820 | Chicago IL 60601
312.424.4250 | www.sbfriedman.com

VISION | ECONOMICS | STRATEGY | FINANCE | IMPLEMENTATION

Maximize the value of every dollar.

PUBLIC SAFETY:
efficiency studies
consolidation studies
master planning
executive recruitment

HUMAN RESOURCES:
compensation analysis
performance assessments
policies & procedures
HR outsourcing services

McGrath
CONSULTING GROUP, INC.

(815) 728-9111
www.mcgrathconsulting.com

Get the most from your municipal services.

The Mercer Group, Inc.
Consultants To Management

- Organization and Management Studies
- Executive Search
- Utility Studies
- Compensation and Classification Studies
- Privatization
- Strategic Planning

5579B Chamblee Dunwoody Road #511
Atlanta, Georgia 30338
770.551.0403 • Fax 770.339.9749
E-mail: mercer@mindspring.com

1000 Cordova Place #726
Santa Fe, New Mexico 87505
505.466.9500 • Fax 505.466.1274
E-mail: jmercer@mercergroupinc.com

Pinpointing Workable Solutions from 18 Offices Nationwide

Strengthening
ORGANIZATIONS

Leadership Expertise. Exceptional Service.

- Facilitation & Strategic Planning
- Community Engagement
- Training
- Executive Coaching
- Executive Search
- Organizational Assessment and Optimization
- Financial Planning
- Organizational Development Performance Management

The Novak Consulting Group

info@thenovakconsultinggroup.com 513-221-0500

916.630.4900

Ralph Andersen & Associates

There's an Entire Team Behind Every Assignment
- Executive Recruitment
- Management Consulting
- Public Safety

www.RalphAndersen.com

TO ADVERTISE, CONTACT Ben Harmon, The Townsend Group, Inc., 301/215-6710, ext 106 or bharmon@townsend-group.com

TriData LLC

Fire, Police, EMS, and Emergency Management Studies

- Overall review of department
- Deployment and overtime analysis
- Best practices for increasing productivity
- Consolidation studies
- Building bridges/cultural competency
- Emergency management and preparedness
- After-action reports
- Data analysis
- Research

Contact: Philip Schaenman, Managing Member
TriData LLC, 2111 Wilson Blvd., Suite 800, Arlington, VA 22201
(703) 528-1594, pschaenman@tridata.com

SCHOLARSHIP OPPORTUNITY
for ICMA Members

Harvard Kennedy School Senior Executives in Local Government Program

HARVARD Kennedy School
Executive Education
YOU'RE HERE TO MAKE A DIFFERENCE.℠

Apply by January 31, 2017 | icma.org/harvard

Sponsored by: THE FERGUSON GROUP LLC eCIVIS

ICMA
LOCAL GOV LIFE

Introducing ICMA's New Podcast

LOCAL GOV LIFE

SUBSCRIBE AT
icma.org/localgovlife

PM
WORKING TOGETHER OR GOING ALONE
ICMA

Give the gift of PM PUBLIC MANAGEMENT Magazine

icma.org/giftofPM

Take Your Career
TO THE NEXT LEVEL

LOCAL Government 201

Available live and on demand.
Visit icma.org/lg201 for details.

Special thanks to ICMA-RC, Founding Corporate Sponsor

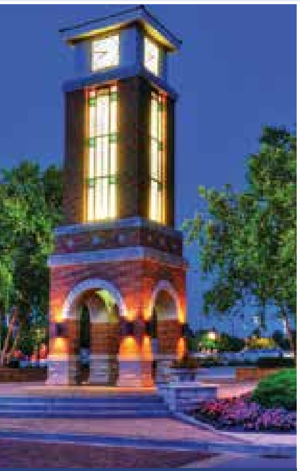
ICMA | university

REACH YOUR MARKET

For advertising information, contact
The Townsend Group, Inc.,
301/215-6710, ext 106 or
bharmon@townsend-group.com

2017 ICMA REGIONAL SUMMITS

and the Emerging Professionals Leadership Institute

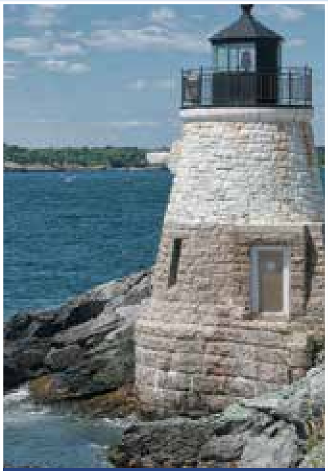


MIDWEST

March 8–10

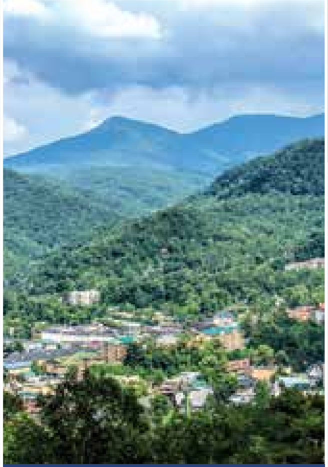
WEST COAST

March 22–24



NORTHEAST

April 5–7



SOUTHEAST

April 26–28

MOUNTAIN PLAINS

May 3–5

Mark your calendars and plan to attend and send your staff to these unique offerings in your region. Each offers an opportunity to network with colleagues and to take advantage of a professional development opportunity in the form of an ICMA University workshop, discuss ICMA issues and programs, and provide feedback to the ICMA Executive Board and staff.

- **MIDWEST:** March 8-9 (EPLI); March 9-10 (Summit): Elk Grove, Illinois
- **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**.

CHECKING REFERENCES?
WE'LL GIVE YOU

2,000!

In early 2000, Emerald Data Solutions pioneered board management services with BoardDocs, its premier software service designed to help organizations save money, time and operate more effectively. 2,000 subscribers, 200,000 meetings and over 20 association partners later, we're just getting started.

And, with an annual retention rate of over 98%, we have a lot to be thankful for, especially our loyal customers. If you're getting ready to upgrade your board management processes, check us out. Chances are you know somebody who already uses BoardDocs – and probably will for life.

For more information or a Web demonstration,
call 800-407-0141 or visit us at BoardDocs.com.

2,000
ORGANIZATIONS
STRONG

BoardDocs®
Your Paperless Governance Solution

© 2016 Emerald Data Solutions™, Inc. BoardDocs is a registered trademark of Emerald Data Solutions. All rights reserved.