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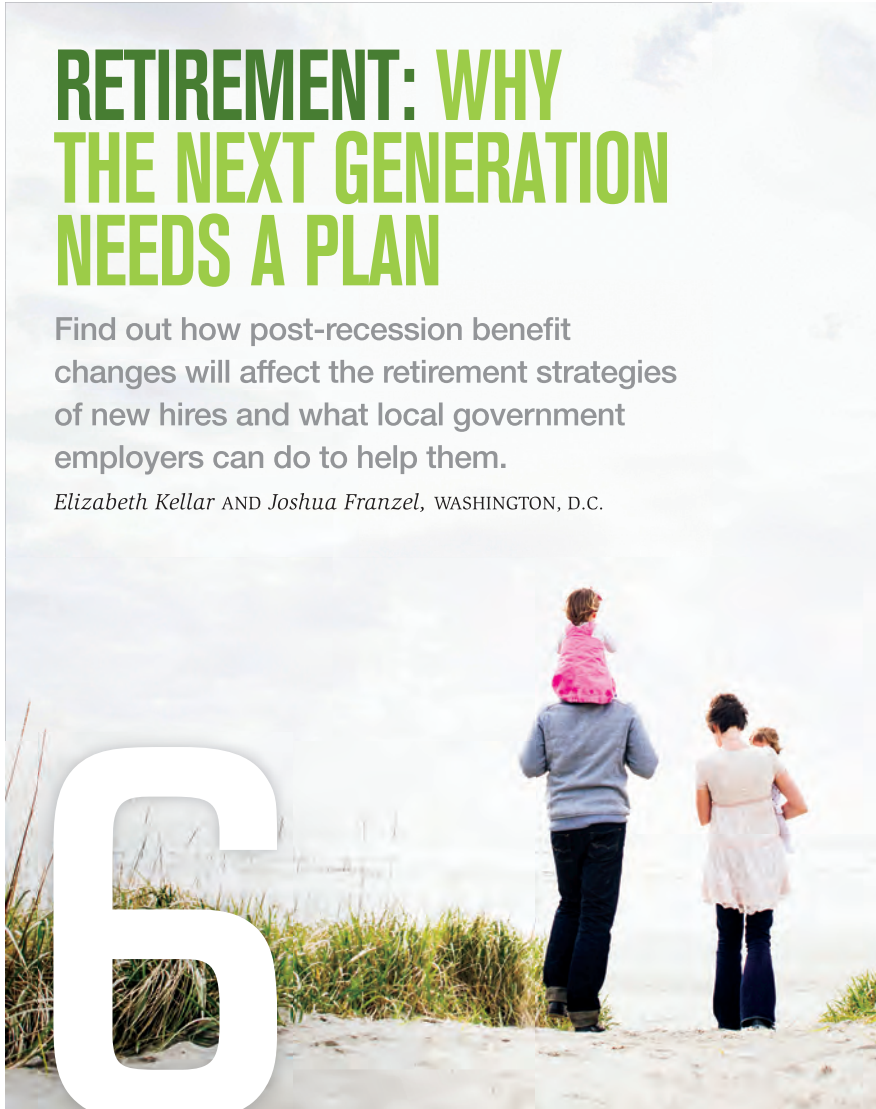
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Go With Goals

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This issue of *PM* is available online at icma.org/pm December 27, 2013.



BY KEVIN DUGGAN

A LEADER'S THREE LEVELS OF ETHICAL RESPONSIBILITY

Conduct that counts

The concept that leaders are responsible for conducting themselves in a manner consistent with high expectations for ethics and integrity is well understood and accepted, but what is possibly less appreciated is how this expectation is applied in circumstances that go beyond leaders' own direct actions.

While the personal conduct of a leader will be scrutinized by the members of the organization and is fundamental to the individual's leadership credibility, what is often not fully recognized is how a leader's response to the conduct of others is equally as critical to a leader's success. In this context, it is critically important for leaders to understand their "Three Levels of Ethical Responsibility."

First Level: Your Personal Conduct (What You Did)

It is fairly easy to understand that a leader is held to a high standard for his or her personal and professional conduct. You will be judged on how you

conduct yourself—your personal decisions to do or not do something.

And as a leader, you will be held to a high standard. While some might object to the notion that leaders need to hold themselves to a higher standard than others, it is a reality that leaders are—and should—be viewed as role models, and they need to demonstrate the behavior and conduct expected of the entire workforce.

Leaders' personal conduct, which members of the organization will always closely watch, will directly impact the level of ethical conduct throughout the organization.

You will be carefully observed and evaluated based on a variety of criteria, including how you use public resources, how honest and straightforward you are with others, and the level of personal conduct to which you hold yourself.

And always be mindful that the consequence to the public sector leader for a personal misstep is likely to be much more significant than



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to a member of the general public. The notoriety and impact of a local government manager being arrested for DWI, for example, will far eclipse the impact on most other members of the public who find themselves in similar circumstances.

Second Level: What Others Did That You Knew About

Many, if not most, organizational leaders who find themselves accused of ethical misconduct are in that position because of how they responded—or failed to respond—to the unethical actions of others (versus having committed the initial ethical transgression themselves).

It is regrettably all too common for individuals to become ensnared in the misconduct of others because of their failure to appropriately respond once they become aware of the ethical lapse. Among the criteria leaders will be judged on are:

- Addressing the issue in a timely fashion.
- Being fully transparent and disclosing the issue to all those who would be reasonably expected to be informed.
- Taking appropriate disciplinary action in the case of a subordinate employee.

A delay in responding is often viewed as a failure to respond. Not taking action consistent with the misconduct is also a potential area for criticism. Leaders who do not take appropriate and timely action with full disclosure will often be judged as harshly and may face similar consequences as the individual initially causing the ethical breach.

Third Level: What Others Did That You Didn't Know About

Possibly most difficult to fully accept is that leaders are responsible for conduct in their organizations even if they had no prior knowledge of the conduct. Although it might appear unfair to be held responsible for the conduct of others that you were not even aware of, as the

leader you are ultimately responsible for the performance of an organization and the conduct of its members.

While it is not feasible, except potentially in the smallest of organizations, to be aware of the conduct of all members of the organization, it is clearly possible to reduce the odds that a leader will be held personally accountable for such misconduct. Here are factors that can impact how the leader is viewed in such circumstances:

- Have you undertaken preventative steps including ethics training and being clear concerning organizational ethical expectations?
- Has your organization provided multiple avenues for employees to report ethical concerns?
- Are you viewed as a leader who gets “out and about” in your organization, or are you almost always working behind a closed door in your office?
- Have you personally made it clear that you are open to and willing to hear “bad news” without “shooting the messenger”?
- How quickly and effectively did you respond when the issue comes to light?

While no amount of preventative work will immunize you and your organization from all risk, being able to demonstrate that ethics and integrity were a known organizational priority before an ethical scandal will significantly impact the consequences.

In order for the leaders of organizations to be viewed as effective ethical leaders, and to help their organizations be effective in terms of ethics and integrity, they need to be aware of their three levels of organizational responsibility and conduct themselves accordingly. **PM**



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HAS THERE EVER BEEN A TIME WHEN YOU WERE GLAD YOU HELD YOUR TONGUE AND WHY?



TOM KADLA
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A hot topic had come to a council meeting that was highly political and the public was trying to engage councilmembers and staff in an argument that was outside the scope of the topic being considered. Councilmembers were quick to jump in and cut off residents when they were speaking. I, too, wanted to provide my personal input as I knew the information being presented did not include all the relevant facts.

But by jumping in, I might have created more tension so I held my tongue, let everyone be heard, and then provided my input based on the facts that we had received at the municipal office, as well as the research that we had done.

By remaining silent, I was able to reflect on the passion that individuals brought to the table, as well as gather my thoughts on providing a productive, thoughtful response that was not argumentative or seen as attacking any one individual—it was speaking to the issue at hand.



CHERYL HARRISON-LEE
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One time a commissioner provided direction to me on a policy issue requiring substantial funding. I explained that his request needed to be discussed at a commission meeting for consensus but that it was not a good policy direction. He agreed and expressed his appreciation.

At the next commission meeting, he stated staff did not follow his direction. He proceeded to make disparaging comments about staff for not including his recommendation in the final document. He never acknowledged that I provided several reasons not to implement his idea.

I sat quietly and listened to him demean staff until another commissioner said his request was inappropriate. I am glad I did not respond because it could have created an unpleasant exchange and the matter was better resolved by his peer.



KATHLEEN MILLISON
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Years ago, after a bitterly contested election, a new council vowed to “expose waste and fraud and make the city operate more like a private business.”

Staff worked diligently to meet the needs of the new council. One member was particularly difficult because he would not study the background material as he assumed it was incomplete, inaccurate, or biased.

During one discussion, he expressed his views at length. Rather than debate his omission of facts, I made a decision to listen without comment or argument.

He ended with, “I know you don’t agree with me.” After taking a pause, I replied, “Mr. Councilman, it’s not that I disagree with you; I don’t understand your thought process!”

This became a breakthrough moment, and we were able to start the conversation anew after that. I’m glad I held my tongue. I was able to explain the facts and why public process is often as important as the final decision for making the business of government more efficient.



CHRISTOPHER LEAR
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Early in my career, and new to my administration position, with not enough time to have a complete understanding of the dynamics of the elected officials, I was asked by a department head to help with a difficult division head evaluation.

The division head, who I found out was fairly entrenched in the community, didn’t appreciate the department head’s less-than-stellar job performance rating. I met with the two and was surprised at how belligerent the division head acted, but I didn’t say anything and later was glad I didn’t overreact.

In a closed session with board members, I came to learn this division head had cultivated the support of several members. They defended the division head, even in the face of a professionally defensible evaluation.

The board and I ultimately came to an understanding about our respective roles regarding staff evaluations. I may not have had the chance had I been impulsive with the division head. **RM**

1 PIT CREW FOR THE HEART

The Wichita-Sedgwick County, Kansas, Emergency Medical Service System implemented a cardiac arrest pit crew process, including procedures, checklists, and team-choreographed moves.

► icma.org/cardiac_pit_crew

2 LIFE, WELL RUN

ICMA's national Life, Well Run campaign has launched. See the videos, share the brochures, and use the Prezi. Use the link here and click on "Campaign Resources."

► lifewellrun.org/join-the-campaign



icma anniversary

MOMENT IN HISTORY

AT THE SUGGESTION OF HENRY WAITE, eight of the 31 U.S. city managers meet in Springfield, Ohio, in December 1914, "to promote the efficiency of city managers and municipal work in general" and form the City Managers' Association (CMA). Under the group's first secretary (City Manager Ossian E. Carr from Cadillac, Michigan), the initial year's expenditures were \$105.



Seated left to right: Charles E. Ashburner, Springfield, Ohio; H. M. Hardin, Amarillo, Texas; and E. E. Ruger, Manistee, Michigan. **Standing:** H. M. Mitchell, River Forest, Illinois; C. E. Chappell, Big Rapids, Michigan; Henry M. Waite, Dayton, Ohio; Ossian E. Carr, Cadillac, Michigan; and Kenyon Riddle, Abilene, Kansas.

To learn more about the milestones in the history of ICMA, its members, and the local government management profession, visit icma.org/anniversary and scroll through the anniversary timeline on the homepage. Also watch this space in *PM*, where we'll highlight an anniversary moment each month.



Retirement

WHY THE NEXT GENERATION
NEEDS A PLAN

TAKEAWAYS

- › Traditional defined-benefit pensions simply will not provide as much retirement income in the future as they did in the past.
- › Good management is even more important to a local government that is experiencing fiscal stress, whether addressing needed pension reforms or using technology strategically.
- › Staying competitive will not be easy in an era when benefits have been trimmed.





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XT GENERATION

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WHAT'S HAPPENING TO THE
COMPENSATION PACKAGE?

By Elizabeth Kellar and Joshua Franzel

It's the year 2043 and Cheryl, a 60-year-old public works employee with 30 years of service, has just reviewed her retirement savings with a financial adviser. She is surprised that she will need to work several more years to reach her retirement income goals. "My father retired from city government after 25 years and had a comfortable retirement," she said ruefully. "What happened?"

To understand why Cheryl fell short of her retirement goals, it is instructive to look at the widespread changes that have been made to retirement plans in recent years. >>

Retirement

To get pension funding on track, 45 states and countless local governments enacted major changes to their retirement plans from 2009 to 2012, according to the National Conference of State Legislatures. While the most common change was to increase employee and/or employer contributions, many governments made changes in the plan design, especially for new hires.

In a 2013 survey of International Public Management Association for Human Resources (IPMA-HR) members, the Center for State and Local Government Excellence (SLGE) found that 42 percent of local governments had made changes to their retirement benefits last year (see Figure 1 below) and 56 percent made changes to their health benefits.

The implications of these changes for a new employee are significant. Traditional defined-benefit pensions simply will not provide as much retirement income in the future as they did in the past. Saving for retirement will require more individual effort, although employers can make it easier for people to save.

Drivers of Change

For the past five years, most local governments have been scrambling to reduce costs. Since, for most local governments, labor is the largest cost center, there have been layoffs, hiring freezes, and changes to benefit packages. Much of the public focus has been on changes

to retirement plans. There has been a robust debate about the relative merits of cash balance, defined contribution, defined benefit, and hybrid plans.

Most local governments have retained defined-benefit plans, adjusting them as needed to ensure their plans are well funded, covering both current and future obligations. One concern for city and county managers is how to address the management challenge of people working side by side with very different compensation packages.

Another concern is that new hires may not stay with the organization as long as desired in places where the years required to vest in a defined-benefit plan have increased from five to 10 years.

North Carolina State Treasurer Janet Cowell spoke about this dilemma at last year's North Carolina City and County Management seminar: "The weakest aspect of our retirement benefit is for short-term employees. While they can get their own contribution back, they do not vest in the pension system and they lose the employer match. This is an area we need to improve."

Significant Benefit Changes For New Workers

Overall, 82 percent of local government workers have access to a defined-benefit pension plan, according to the U.S. Bureau of Labor Statistics (BLS), and a little under a third of these workers have

access to a defined-contribution plan.¹ An analysis of BLS data also shows that state and local employer costs for defined-benefit plans increased from 5 percent of total employee compensation in 2004 to 8 percent in 2013.²

Local governments have made changes to their pension plans in recent years to make them more financially sustainable. Many of these changes impact those new to the workforce and early in their local government careers.

Among other changes, in 2012 and 2013, roughly one-fourth of local government human resource directors responding to SLGE's annual workforce survey³ reported that their government had increased employee contributions for new hires over the past year. Somewhat fewer reported that their local government had increased the age and service requirements for normal retirement for new hires and/or decreased pension benefits for new hires over the past year.

These trends indicate that retirement benefits for newer workers are less generous than they have been for prior generations. Another factor that may affect retirement security is that newer workers are somewhat older than might be expected. As local governments began to modestly increase employment in 2012 and 2013,⁴ the average age of those who entered the workforce within the year prior to March 2012 was 43.⁵

Also, representing less than half of the local government workforce, as of March 2012, about 6 percent of the local government workforce was 24 years old or younger, 17 percent were between 25 and 34, and 23 percent were between 35 and 44 years of age.⁶

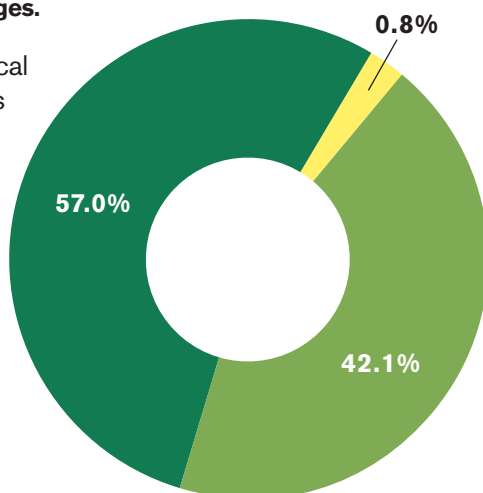
Secrets of Well-funded Plans

Well-funded pension plans share some common elements. In 2013, the Pension Funding Task Force, with representation from all of the major state and local government associations, made several recommendations. (See "Pension Funding: A Guide for Elected Officials" at http://icma.org/public_pension_funding.)

Figure 1. Retirement Plan Changes.

Over the past year, has your local government made any changes to the retirement benefits offered to employees?

- YES
- NO
- DON'T KNOW



Not 100% Due to Rounding

Source: *State and Local Workforce: 2013 Trends* published by the Center for State and Local Government Excellence, Washington, D.C.

Those recommendations are:

- Base the funding plan on an actuarially determined annual required contribution (ADC).
- Pay the ADC consistently.
- Maintain intergenerational equity.
- Manage employer costs so they are a consistent percentage of payroll.
- Report clearly how and when plans will be fully funded.

Kalamazoo, Michigan, is a good example of a fiscally distressed local government with a pension plan that remains more than 100 percent funded. How did they do it? For one thing, pension contributions have continued even when the plan reached full funding. That has allowed the city to weather investment losses by drawing on what is, in effect, a pension reserve.

Kalamazoo's investment objective is to achieve a "real rate of return (nominal rate less inflation) of 5 percent over time. This objective has been achieved since 1982." (See http://icma.org/kalamazoo_retirement_system.)

In addition to consistent funding of the ADC, governments need to ensure that their plan assets are managed professionally and that investment assumptions are realistic. Many governments have raised the full-retirement age and have eliminated the practice of "spiking" (e.g., including overtime, sick leave, or other extraordinary income in the pension formula). Sometimes local governments have had to press state governments to change laws so they can make adjustments to maintain a properly funded pension plan.

Pension liabilities have been cited as a factor in some prominent municipal bankruptcies this year: Detroit, Michigan, and, in California, San Bernardino and Stockton. Although pension and compensation costs have added to their fiscal problems, in fact these governments had long been on a credit-watch list for a variety of reasons, including a shrinking revenue base, high legal costs, corrupt or inept leadership, and/or bad investments.

Good management is even more important to a local government that is

experiencing fiscal stress, whether addressing needed pension reforms or using technology strategically. Are pension problems likely to prompt a rash of bankruptcies? That is unlikely, especially since only 12 states allow Chapter 9 filings. Fourteen localities, less than 1 percent of those eligible, have sought bankruptcy protection in the past five years.

Learning from Reforms

Before local government leaders tackle pension reform needs, they need good information. Annual briefings from pension plan sponsors are essential and long-term financial modeling should be used to evaluate plan benefits. Some governments hire their own actuary to get an independent analysis of their pension plan.

Most pension plans have manageable funding problems that can be addressed by increasing contributions from employers and employees and making changes in plan benefits for new hires. More dramatic changes, however, will be required in some places. The funded status of 22 percent of the 126 plans in the public plans database (PPD) slipped below 60 percent in 2012, according to a June 2013 study published by SLGE and the Center for Retirement Research at Boston College, "The Funding of State and Local Pensions: 2012–2016."⁷

Atlanta, Georgia, has faced serious funding challenges. In 2010, its pension plan was just 51 percent funded and the city was spending 20 percent of its budget on pensions. To deal with these issues, Atlanta established a hybrid plan with a mandatory defined-contribution component for new hires, which also is an option for current employees.

Current employees were given the option of contributing an additional 5 percent of their salary to remain in the defined-benefit plan, and the cost-of-living increase was capped at 1 percent. Employees hired after September 1, 2011, at grade 19 or above no longer have a defined-benefit component to their pension; they participate in the defined-contribution plan only. Beginning in FY 2012, the city also established a ceiling of

35 percent of payroll for its contribution to the three defined-benefit plans.

Sometimes pension plans are restructured to gain more control over pension assets and to meet specific human resources goals. When Gwinnett County, Georgia, took over management of its pension fund in 2007, it closed its defined-benefit plan to new employees and offered them a defined-contribution plan instead.

The county made this change to attract younger professionals and to control pension cost increases. The closed defined-benefit plan has been more costly to fund than the county expected because of the 2008 economic downturn and stalled growth in county revenues. At the same time, Gwinnett County has achieved its goals of improved recruiting and controlling costs in the long run.

Factoring in Retiree Health Costs

Health benefits, including retiree health benefits, have experienced some of the most significant changes. For newer workers, the changes can be dramatic.

As of 2012, 86 percent of local government employees had access to health care,⁸ with 66 percent of those under 65 having access to retiree health care and 59 percent of those 65 or older having access.⁹ From an employer cost perspective, employee health care has increased from 10 percent of employee compensation in 2004 to 12 percent in 2013.¹⁰

The cost issues have been significant for employees as well. Analyzing recent BLS data, wage and salary earners of all sectors have seen their health care costs increase by 45 percent from 2004 to 2012 and retirees by 30 percent during this same time period.¹¹

Against this backdrop, local governments have made many changes to the health care benefits they provide to retirees. Adjusting retiree health benefits is often easier than making changes to pensions. It is common, for example, for governments to alter copayments, premiums, and deductibles.

Among other changes, SLGE, IPMA-HR, and National Association of State

Most local governments have retained defined benefit plans, adjusting them as needed to ensure their plans are well funded, covering both current and future obligations.

Personnel Executives workforce surveys show that in 2012 and 2013, about 10 percent of local governments shifted more costs to retirees in the form of higher premiums, copayments, and deductibles; less than 4 percent eliminated retiree health care programs; and about 3 percent shifted new employees from traditional retiree health care plans to defined-contribution plans. An example is retirement health savings plans.¹²

Given these changes, it is not surprising that, in 2012, 30 percent of state and local workers under the age of 45 were “not too” or “not at all” confident that they will be able to pay for medical expenses in retirement; 22 percent were very confident.¹³

Steps to Take Now

What can hiring managers do to attract and retain the people they need to fill challenging positions? They can start with a clear-headed assessment of the work that needs to be done and the skills that will be required in the future.

High-achieving employees want to work in a place where they can learn and grow and they want flexibility. Local governments can provide training to meet their needs and also can partner with academic institutions to do so.

Staying competitive will not be easy in an era when benefits have been trimmed. If local government retirement benefits start to look more like private sector benefits, salaries for some positions may need to increase to attract and retain qualified candidates.

Some retirement plan structures also pose such challenges as attracting mid-career candidates who may balk at a long vesting period for retirement

benefits. Having flexibility to deal with such hires will be important.

Equally important, individual employees may need to take more responsibility for their own retirement savings. Employers can help by offering automatic enrollment in defined contribution plans and providing incentives to save.

Most local governments have been models of fiscal responsibility, especially when it comes to funding their retirement plans on a consistent basis. They understand that employees, employers, and taxpayers have a shared interest in coming up with fiscally responsible solutions that provide retirement security for public workers.

And if that happens, employees like Cheryl who are hired in 2014 will be able to reach their retirement goals in 30 years. **PM**



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Authors' Note: Information about Atlanta, Georgia, was found at the pension website <http://www.atlantaga.gov/index.aspx?page=214> and by a conversation with Louis Amis, department of human resources, city of Atlanta, on September 27, 2013.

Articles at these three links also provided information:

- <http://www.businessinsider.com/atlanta-huge-pension-overhaul-is-major-win-for-public-pension-reform-2011-7>.
- <http://www.memphisshelbyinform.com/2013/05/02/is-atlanta-a-pension-reform-model-for-memphis>.
- <http://kasimreed.com/2011/06/30/mayor-kasim-reed-and-the-atlanta-city-council-unanimously-reach-landmark-agreement-on-sweeping-pension-reform>.

ENDNOTES

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- 2 U.S. Bureau of Labor Statistics. Employer Cost for Employee Compensation: <http://www.bls.gov/data>.
- 3 Center for State and Local Government Excellence (2012, 2013), International Public Management Association for Human Resources (2012, 2013), and the National Association of State Personnel Executives (2012) State and Local Government Workforce Surveys: <http://slge.org/research/workforce?pubtype=surveys#resources>.
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WHAT DO TEACHERS, FIREFIGHTERS, AND DPW WORKERS HAVE IN COMMON?

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REDEVELOPMENT

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WRITING A **TERRIFIC**
REAL ESTATE

DEVELOPMENT

RFQ

How to enhance the appeal of
redeveloping vacant properties

By David Lawrence

Communities can be faced with the reality of redeveloping properties that have fallen on hard times. Such real estate assets may be privately or publicly owned and are often large, strategically located properties that are important to the social and economic fabric of a community.

When market conditions do not allow for these properties to be acquired by private developers and repurposed without significant community input or investment, issuing a request for qualifications (RFQ) is typically the route chosen to generate interest among real estate developers.

Often the opportunities presented by RFQs have economic, social, or physical impediments that make them less attractive than other locations. In the most challenging circumstances, the community invites developer interest because it finds itself with one or more properties without market interest, redevelopment ideas, or feasible real estate development strategies.

The RFQ is essentially a request for help and a request for developers to provide ideas, capital, and leadership to transform dilapidated properties into economically productive assets.

Make a More Appealing Offer

Communities can enlist several strategies to take an average RFQ and make it especially appealing to prospects. A more developed opportunity can increase the number of developers responding to the opportunity, raise the caliber of candidates expressing interest, and increase a developer's level of investment spent in pursuing the project and producing results.

This article is based on the successful Knowledge Park RFQ effort completed in Rock Hill, South Carolina. The developer solicitation took shape over the course of 2012 and 2013. Knowledge Park is an economic development initiative focused on the

redevelopment of a one-square-mile area in downtown Rock Hill.

Responses to the RFQ were received in April 2013. A master developer was selected and started work on the Knowledge Park in September 2013.

Knowledge Park is an urban business park targeting the growth of knowledge economy businesses and talent. The RFQ generated responses from 10 real estate development firms, several with a national presence. The quality, diversity, and enthusiasm expressed by the responding developers exceeded the community's expectations and launched the redevelopment effort solidly in the right direction.

There are areas in which the Knowledge Park RFQ brought more value than the average developer solicitation. These components, or strategies, can likely be applied to redevelopment projects in other communities.

RFQ format. A simple paper or PDF file simply will not cut it in today's environment. To attract quality developers and present the opportunity in its best light, the RFQ needs to be modern and dynamic. Knowledge Park's RFQ was entirely delivered via a dedicated website.

Development projects. The most compelling and unique addition made to the Knowledge Park RFQ was the presentation of 18 development opportunities awaiting developer implementation. After all, during an initial review of a community, what developer would not like to see various development projects queued up that have potential locations, market demand, and sponsors?

The 18 projects varied in terms of their level of urgency, type, and size. Potential projects ranged from student housing to new office space to a new library. They were each profiled, including the project's size, potential locations, sponsor, and potential incentives.

Vision and consensus. Having public-private cooperation and consensus already in place when the opportunity is unveiled is key. Rather than leaving

it to the selected developer to bring the community's leadership together, do it in advance. Having a unified set of goals, the business leadership pulling in one direction, and the commitment of resources organized and ready for the developer to tap into builds developer confidence and can expedite the selection and development agreement processes.

In Rock Hill's case, a leadership group was formed to lead the development of Knowledge Park. Twenty-two public and private leaders came together to direct the transformation of Rock Hill's urban core into Knowledge Park.

Proactively do your homework. Be ready before approaching the development community. Developers don't have magic wands and can't solve problems that the community hasn't taken the time to address itself.

Proactive preparation of product, policies, and processes can expedite the redevelopment opportunity for the developer. This idea can mean acquiring properties and dealing with environmental issues, organizing financial resources, or completing infrastructure and market plans.

Rock Hill secured National Register of Historic Places status for multiple buildings ahead of its RFQ launch to allow prospective developers access to valuable state and federal tax credits. A project team involving public works, utilities, legal, financial, and management professionals was also established to expedite the development of the project, providing the developer with a one-stop source for many public sector resources.

Redevelopment of the real estate itself was advanced through the creation of an infrastructure master plan and the completion of voluntary cleanup contracts to provide clean sites to developers. A streetcar feasibility study was completed providing a proposed route, financing plan, and development plan.

Enlarge the project scope. Making the project larger, incorporating more partners, and creating more synergistic



Top graphic illustration: Potential reuse of a former textile mill power plant as office space. Bottom illustration: A conceptual site redevelopment plan for the Knowledge Park in Rock Hill, South Carolina, shows the massing of buildings, parking, transportation, and green space.

Drawings were produced by Tunnell-Spangler-Walsh & Associates, Atlanta, Georgia.

opportunities can increase the attractiveness of the project. Expanding a project to include multiple sites and buildings with different owners committed to one vision increases the developer's ability to make meaningful change, blend uses together, access financial and other resources, and enhance the firm's financial returns.

Rock Hill brought together 13 sites and buildings under the Knowledge Park RFQ with the city, a telecommunications provider, and Winthrop University all participating cooperatively.

Include unique advantages and assets.

Incorporating compelling and unique advantages and investments into a

project at an early stage can make the project stand out and increase developer interest. Perhaps a large tenant commitment, an aggressive infrastructure plan, financial investment, or policy action can tilt the playing field in favor of the development project succeeding amongst the competition.

An aggressive tax incentive targeting a certain industry or a major investment commitment announced by a national corporation are more specific examples. In Rock Hill, it is expected that the Knowledge Park will have a streetcar operating within it to attract development and move people between downtown and Winthrop University.

Advanced infrastructure—extraordinary broadband connectivity and robust, dependable power services—is also planned to serve the needs of information technology-focused businesses and talent. The advanced technology services are anticipated to be a competitive advantage to exploit through effective marketing to tenants and talent.

Learning from Our Mistakes

Rock Hill's successful RFQ effort in 2013 can be contrasted with an unsuccessful effort conducted in 2005. Without the proactive preparation, development portfolio, and community engagement in place, among other things, a comparable effort to attract a master developer for a similar geography yielded only two responses. The selected developer withdrew from the project within months of selection in part because the project lacked all of the strengths discussed above.

National developers who responded to the Knowledge Park RFQ, however, indicated they were impressed with our package of product, people, infrastructure, and opportunities presented in Rock Hill. The original Knowledge Park RFQ can be accessed at knowledge-parkrockhill.info. The main Knowledge Park website at knowledgeparkrockhill.com has been transitioned into a general marketing vehicle.

A real estate development RFQ can be made more powerful and more enticing to potential developers by broadening the project scope, providing significant development opportunities, securing local business leadership in advance to drive the project, and proactively adding compelling advantages and unique assets to the project at the time the solicitation is launched. **PM**



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TURNING THE LOCAL GOVERNMENT SHIP STARBOARD



SIX KEYS TO ACTIVATING ORGANIZATIONAL CULTURE CHANGE

Vincent Long, ICMA-CM

Today's managers have the exciting opportunity to create more effective and highly valued local governments than ever before. To do so will take more than working harder and smarter. In most cases, it will require local governments to generate true organizational culture change.

I know, even the term is scary, and the suggestion of the need for culture change is often met with a mix of cynicism and

frustration. That's an honest reaction for many in local government who may feel under attack after years of devoting their best efforts to the toughest issues facing their communities in a generation.

Yet despite these efforts, disconnects persist between residents' negative perceptions of government and the positive things government *actually* does to improve their daily lives. This is a culture war of another kind. Thus

far, the culture of local government has proven to be no match for the culture (or set of behaviors and beliefs among people) *toward* government in general.

Especially in large government organizations, culture change often evokes the "turning of the ship" analogy, which, of course, speaks to the difficulty and the time it takes to turn something so large with such momentum that it is easier to just stay the course.



Most managers are quick to tackle and to fix what they readily identify as performance issues, like absenteeism and missed deadlines. These are often symptoms of such larger problems signaling the need for culture change as lack of cooperation, purpose, and communication, as well as general organizational stagnation.

The later are both easier to ignore and harder to fix. And like the iceberg,

it's hard for managers to understand the dangers of, no less fix, what they do not see, including shared values, beliefs, and commitments that drive organizational effectiveness and performance.

So, instead of turning the ship, managers engage in endless retooling and restructuring efforts or focus on just plain fixing the next biggest problem that arises—in other words, rearranging the deck chairs. The truth

in this analogy is that culture change is hard, but the only thing more urgent than the desperate need for organizational culture change in most local governments is the time frame the manager has to make it happen.

Unlike the captain who can simply yell, “Turn to the starboard,” the work of the local government manager takes more than a single command. Although specific changes will be unique to each locality,

managers must rely on six keys to activate organization-wide culture change.

1 Support of the elected body.

Managers know the support of the elected body is critical to the success of most anything we do. Notwithstanding important boundaries in the council-manager structure of government, some managers may be too quick to draw a red line between what they see as management and organizational issues versus policy and political issues. If the manager pigeonholes organizational culture change as solely a management or organizational issue, the effort may be doomed from the start.

The elected body must fully understand the reasons for the change and have clear expectations about what it will see as a result of the change (refer to local government management rule No.1: No surprises!). Elected officials must engage in and endorse this effort as it will impact everything: how the organization thinks, acts, communicates, and is perceived. Specifically, prior to the launch and implementation of the culture change, the elected body should adopt specific tenants of the culture change in its vision statement and goal-setting processes. An ideal time to do this is at an annual commission retreat.

Commissions rarely have time away from the full agenda of a commission meeting to get in the balcony and think about the broader vision. Doing so affords elected officials the opportunity to see how the culture change aligns with their vision.

When elected officials see the benefits of influencing the organization at this level, they will also see less of a need to dive deeper into the organization to try to fix problems when they arise.

While some elected officials may not want to embrace the term *culture change* when they first hear it, they will become champions of the change when they realize that you have armed them with something much more powerful: Confidence in the organization they represent and the ability to easily convey that to their constituents.

THE TRUTH IN THIS ANALOGY IS THAT CULTURE CHANGE IS HARD, BUT ONLY THING MORE URGENT THAN THE DESPERATE NEED FOR ORGANIZATIONAL CULTURE CHANGE IN MOST LOCAL GOVERNMENTS IS THE TIME FRAME THE MANAGER HAS TO MAKE IT HAPPEN.

2 The power of employee buy-in.

Make no mistake about it, employees make culture change happen, so employee buy-in is essential. For employees, buying in to culture change is not like the passive acceptance of a new idea or even the faithful execution of a new direction. These are easy for most employees.

Buying in to culture change requires a commitment to do things differently than employees have perhaps ever done them before. That's a tall order, especially for something that can seem intangible or unproven like culture change.

It is imperative that employees believe the culture change is not an exercise or process improvement that they are subject to, but a transformational process that they drive. For public employees who have had plenty of justification to feel like an easy target for too long, it is important that the culture change be empowering.

In fact, much of the positive culture change that can occur in local government acknowledges the larger economic and political factors that we do not control but focuses on that which we have complete control over. This is what powerful organizations do.

Employees must also understand that culture change is not only critical for the organization in adapting to new realities, but also that it will help them and their fellow employees perform their jobs better and derive greater job satisfaction.

3 Creating and supporting culture change.

Part of my reason for writing this article was my own failed attempts to find a step-by-step process for creating and sustaining the culture

change my organization needed.

Despite the abundance of literature available on organizational culture, I could find little with a strong nexus or much practical application to local government organizations.

I ultimately came to realize, however, that the lack of a single best process for effectuating organizational culture change is not as important as developing a process you believe will work best for your organization—and then using it. The process of stimulating culture change generally involves identifying what the current culture is and what the preferred culture needs to be.

This effort takes willingness to dig deep and identify what collective behavior changes need to occur for employees and residents to derive continuously improving meaning from the organization, to the benefit of the organization. This requires the ability to take an honest look in the mirror and recognize what the organization does well, what it does not do well, and where it must improve. Your evaluation must consider perceptions of the organization as facts.

This sounds easy, but it is extremely hard to do. It opens the door, however, to an enormous opportunity for the manager to explore with employees the reasons these perceptions exist, to empower employees to fix problems and to challenge them to actively convey the importance of what they do.

Once you have identified the most important culture changes to make, it will be important to identify subsequent steps to integrate the preferred culture in all of the organization's strategic

processes. In human resource processes alone, for example, the organization's culture should be reflected in everything from considering the cultural fit during employee selection, to telling the story of the culture change to retired employees.

The same emphasis on culture must be reflected in how the organization sets priorities and budgets, delivers services, measures performance, communicates, and so forth. Ensuring that all of this actually happens, however, is perhaps the most critical element to change.

This requires creating a structure to support and sustain the organizational culture. This structure clearly articulates the organization's culture and how it is aligned with and reflected in everything the organization does. Leon County does this through what we call Leon LEADS: A Structure for Success (www.LeonCountyFL.gov/LeonLEADS). In spirit, this structure ensures that no detail is too small to escape the culture in all that we do.

4 The importance of one culture.

One of the unique characteristics of local governments is that they do not provide one type of product or service, but many. As such, there are numerous divisions and departments from Airports to Zoos that do many different things.

Without a well-articulated organizational culture and a structure to sustain it, all of these separate functional areas have their own cultures. That's the way organizational cultures work. Some cultures happen by accident, others happen by design, but all organizations have them.

As a result, all of the individual organizational cultures may be conveying entirely different and even conflicting things to residents about the larger local government. Here's a signal: You know you have an organizational culture problem when residents say, "I love city parks and recreation, but I hate city government," or "I am a strong advocate of the county library system, but I am not a fan of county government." Huh?

Multiple and competing cultures in one organization create confusion, inconsistency, and loss of the immense

opportunity local governments have to convey and reinforce their organizational culture, given the aggregation of ways that managers touch the lives of the people they serve every day. Some departments or divisions will have good, scalable cultural traits that you may adopt in setting the overall culture change.

Managers, however, should know from the start that these individual cultures act as a brake on the innovation and change associated with their efforts to create the one preferred organizational culture for the whole.

5 Living your culture through core practices.

Given all of the vastly different functions local governments provide and the importance of creating one organizational culture, core practices are an important way to ensure a distinct and consistent culture throughout the organization. Core practices are not core values. Most organizations have core values; fewer organizations have core practices, which put value statements in action.

The development of core practices is a key element in organizational culture change. Core practices are not ideals that the organization aspires to, but what the people of the organization believe in and what they actually do in living their culture.

As such, core practices should facilitate, carry out, or reinforce specific areas that you identify for the culture change you seek to realize. Core practices define the organization's culture because *we are what we repeatedly do*.

An important detail to consider is to incorporate core practices in employee performance evaluations. Most organizations evaluate employees on the extent to which they "meet expectations" in the performance of technical, professional, and routine aspects of their jobs. Evaluating employees on the extent to which they exemplify the organization's core practices is a key to effectuating and sustaining your culture.

6 Manager as culture cheerleader-in-chief.

As I stated earlier, the man-

ager's work in "turning the ship around" is more difficult than the captain who can simply yell a single command. In fact, at the risk of mixing metaphors, the skills and abilities the manager needs in organizational culture change are more like that of a cheerleader.

Like cheerleading, it will require enormous energy, excitement, and repetition by the manager in articulating the preferred culture and the core practices to sustain it. All eyes will be on the manager throughout this cultural transformation. The expectation should be that the crowd (your employees) will adopt a level of acceptance and enthusiasm for the new culture that's slightly lower than the manager and management team (middle management in particular).

This requires the understanding going into it that local government employees are a particularly tough crowd; a bunker mentality commonly exists. The sense that "this too shall pass" is pervasive and understandable given election cycles and high turnover at the top manager position.

Managers should anticipate resistance, especially in siloed departments. This can depend on the organization, but it could be a highly technical department like management information services, or it could be a department with perhaps a long-tenured manager with a high degree of expertise.

Ultimately, it takes more than continuous encouragement. It requires the regular sight of the manager from the most dangerous point at the top of the local government pyramid in order to inspire others to follow.

If managers are willing to embrace this time of great adversity as an exciting opportunity to effectuate organizational culture change, their organizations will be poised to enjoy the far-reaching impact of that transformation. **PM**



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BY JEFF DAVIDSON

MANAGING E-MAIL

Practices that promise relief

Despite ever-sophisticated e-mail software with dazzling features and spam filters, managing the daily e-mail beast is becoming more difficult. Certainly, vital messages received in the course of the day or week merit a significant allocation of resources.

While e-mail, instant messaging, text messaging, and all other forms of electronic communication take the place of face-to-face interactions, special deliveries, and meetings, all of those functions—as convenient and critical as they might be—do not represent a substitute for you taking control of your activities and time.

Here are useful guidelines on managing e-mail:

Avoid sending complaints by e-mail. If you have a complaint or grievance, it's best to phone it in. There are subtleties in your voice that can't be conveyed by e-mail. Also, you don't know when and where someone might retrieve your message, and depending on the level of your dissatisfaction, he or she might take things totally out of context.

If you receive a complaint from an e-mail correspondent, get on the phone and try to quickly resolve the issue. If you respond by e-mail, you might be lucky and resolve the issue then and there, or you might incur a long trail of messages back and forth that, after considerable effort, finally equal the same solution that you could have devised over the phone in a matter of minutes.

Use e-mail only during the workday. People resolutely believe they need to be on call all day. This means addressing e-mails that come in after hours and on weekends. Most senders don't expect you to respond as soon as you receive the message; they simply were getting the issue off of their proverbial desks.

By responding during the workday and avoiding messages that arrive after hours and on weekends, you can train

your frequent correspondents as to when you actually will reply, and their expectations will align accordingly.

Use meaningful and coherent subject lines. Avoid words that spammers frequently use and keep the subject line as short, relevant, and understandable as possible.

"Yes, let's proceed with the ABC project" is perfectly suitable, for example, because it gives the recipient a quick answer, identifies what the topic is about, and alleviates your need to have an extended response in the message area. On the other hand, "Re:," "Forward:," or such cryptic subject lines as "The issue is not one easily resolved" are not nearly as helpful to recipients.

Some people argue that maintaining the same subject line back and forth creates a trail and proves to be effective for both parties. But is it? Sending e-mails with clear and enhanced subject lines as a situation unfolds helps keep order.

Stay on focus. It's tempting to want to combine multiple issues within a single e-mail. However, single-focus messages, particularly when there's some level of complexity involved, are preferable. For maintaining clarity of issues, for filing purposes, and for long-term productivity, one issue per correspondence trail works best.

Avoid attachments. If you can, avoid attachments particularly to first-time correspondents. When you can, offer the message within the message area. You have a higher probability of it being read. People are leery of attachments, especially ones with large byte counts.

Proofread, proofread, proofread. A fair amount of slack is allowed in the transmission of e-mail messages. Your grammar doesn't have to be the King's English; you can have typos and spelling errors. Still, a proofread message is superior to one that is not.

Remember: Your e-mail is not private. From news accounts, we know that nothing sent using the Internet is private. A host of federal government agencies, as well as private corporations and Internet providers, can tap into your private correspondence with tremendous ease.

Facebook is not always your friend. Google has collected more information on you than you ever imagined. Everything that you do on the Internet can be captured and preserved for all eternity.

Use a reply-by-(date) folder. When waiting to hear about a particular issue, it's good to park such e-mail messages in a reply-by-(date) folder. Checking this folder allows you to quickly surmise who has been giving the answers you seek in a timely manner and who has not. Such a folder also provides an opportunity to send correspondents a gentle reminder that you await their reply.

Handle quick-response messages immediately. When a message requires a quick response like yes or no, go ahead and reply. This might seem like commonsense, but professionals often allow these messages to mount up. Then, even though each one would only take a minute or less to address, the accumulated burden of tackling them all looms large. Don't allow the buildup, and you'll forgo the issue altogether.

Unsubscribe with vigor. In a quest to stay on top of it all, each of us too often subscribes to information services that looked enticing at the time. Then we find ourselves oversubscribed. We receive constant reminders that a new magazine or a new report is available, and all we have to do is "click here."

So, with resolve, unsubscribe to as many items as you can and then magically, you'll find that you don't miss most of them. **PM**



JEFF DAVIDSON is principal, Breathing Space® Institute, Raleigh, North Carolina. An author and presenter on work-life balance, he holds the world's only registered trademark from the United States Patent and Trademark Office as "The Work Life Balance® Expert."

BY GWENDOLYN HARVEY

RETIRED—BUT TIRED

What can happen if you don't pace yourself

“So, you're retiring?” Yes, I answer. “Whatcha gonna do?” is the next question.

I have the three “Rs” in mind: reading, w(r)iting, and studying religion.

“You go, girl!”

And away I went. I didn't just step into retirement after more than 30 years in local government management, I leapt. Landing hard, pushing ahead, and piling on. Relentless, ruthless, and riding the rails: Why not read a gazillion books at one time? Why not turn a lifetime collection of journals into a prize-winning publication? Why not apply to the top divinity school in the south?

Off to the races: networking coffees, lunches, dinners, book club meetings, care giving, church and confirmation classes, hair appointments, household, garden, exercise, family gatherings, special occasions, texting, talking, browsing, messaging, calculating, composing, listening to music, counseling, cheering, commenting, carrying on. I was doing it all.

An Abrupt Awakening

It began like any other morning: Get up by 7 a.m., take the dog for a run, and eat a bowl of cereal. But with just a moment in time, my world turned. I reached up to the cupboard and came down dizzy, saw double, broke a sweat, and fell when I tried to walk.

Tell me this wasn't happening. I was scared. My husband hurried me to urgent care. They sent me to the emergency room for evaluations and tests. The medical team was magnificent. I was a mess.

Family members have high blood pressure and heart disease. My sister had her first stroke before age 40. I was worried. The doctors kept me in the

observation unit overnight for more evaluations and tests in the morning.

I wanted to go home. They released me that evening with a diagnosis of unexplained vertigo. I began to calm down. Vertigo is a random spinning, swirling sensation that can freak you out and flatten you on the floor.

Not life threatening, but certainly disconcerting if you've never had it before. I'm told stress is a big trigger, anxiety another, and also fatigue: All reminding me of me.

No kidding, a health hiccup and hospitalization can make you see things differently. You've lots of time to sweat and fret in your starched gown, tethered to machines, dry mouthed, watching the clock, listening to footsteps in the hallway, and waiting for test results.

When they let me go with what I heard as good news I wanted two things: a chocolate milkshake and my cell phone. First, refuel with fast calories, and second, radically revise my calendar and to-do list.

Life Changes

Home again, I got busy but on the right things. I sent regrets, apologies, and no-can-dos. I cleared my calendar of non-essentials for a minimum 30 days. I vowed to spend less time on the road for any given reason.

I committed to whole days without turning on the computer. I created a sacred space free of visual clutter and annoyances. I promised not to take on other people's pain.

One of my favorite movies is *Hanging Up*. Not a box-office hit, but the story of three sisters. Amidst personal and professional chaos, the middle sister gets her other sisters to toss cellphones, trash pagers, ditch

planners, and begin to heal, unfiltered, long-standing hurts, especially with their dying dad. This movie shows that sometimes we move forward when we first let go of what's holding us back.

At the time I wrote this, I was halfway through a self-imposed moratorium. Have I changed that much? My husband would probably say no, and I have to agree. It's easy to get sucked back in, so Michael Corleone laments in a less favorite, but watchable, *The Godfather: Part III*.

But for now I'm spending more time on the front porch, in a rocking chair, dog below, iced sweet tea beside. I rock, pet, and sip.

So what is the message of this article for managers who consider retirement some day? Here are things I would *not* recommend new retirees do:

- Jumping in too intensely to their new lifestyle and failing to lighten up and let it pass.
- Boxing yourself in and filling your days excessively because you're good at it.
- Working too hard on anything and fearing if you don't your mind will turn to mush.
- Becoming overly ambitious and dieting, starting all type of projects, or finishing the long deferred pile of reading material – all at once.
- Getting on the road too much because driving, especially long distances, can be trying and tiring, no matter where you're going.
- Rushing to the rescue and thinking as a former manager that you can manage anything.
- Forgetting you work for yourself now and seeing but not believing “game over.”

And, then, I would recommend this to new retirees:

Figure it out and bypass the best hospital in town. **PM**



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BY STEVEN SPINA

WHAT I'D DO DIFFERENTLY . . .

Looking back to help managers move forward

Local government professionals do not always have the opportunity for a do-over on the job. Managers learn from their mistakes, often reading about them in print and online websites, and vow to do better next time.

An important part of being a professional is to mentor others and to help them avoid the mistakes made by their predecessors. As a retired city manager who now serves as a visiting instructor of public administration, I have looked back at some of the more practical issues that happened during my management career.

Here I offer insights to what I learned so others might benefit from my experiences. I also want to include how I could have improved my decision-making processes, as well as my relationship with elected officials.

This review involves three major areas: taking the advice of the city or county attorney, dealing with council conflict, and managing employee relations. I also offer a brief synopsis of some things I got right while on the job.

The Legal Realm

City attorneys are an integral part of the local government management team, yet their presence is not often discussed in management seminars or academic literature. I found attorneys I worked with to be helpful for several reasons.

First, they are removed from the day-to-day operations of a local government and thus, can be removed from the daily frictions that might occur between managers and elected officials or managers and staff. Also, based on their training, attorneys are often more detached from the emotional aspects of arguments that may surface in a local government.

In the legal analysis by an attorney, something is legal or it is not and

meets statutory requirements of an ordinance or it does not. A calm head in a heated debate is always welcome, especially when the person offers insight and clear guidance based on facts, not emotion.

Several times in my tenure as manager, input from the city attorney was welcome and usually spot-on. Unfortunately, sometimes I failed to heed that advice, which led to trouble. On one occasion, I received advice from the city's labor attorney regarding termination of a city employee that had occurred the year before.

The attorney suggested that due to the length of time since the termination and the cloudy issues of the matter that we let the termination stand and move on. After we had discussed the issue, I decided it was important to know the facts of the termination. Reopening the case to review resulted in disruption, re-terminations back and forth, a lawsuit, and eventually, settlement of damages. All of which would not have occurred had I followed the attorney's advice.

During a controversial communitywide debate, the city attorney came to my defense and rescue—and that of council—on more than one occasion. We were hearing charges from residents that a city ordinance was not followed and that staff failed to bring it up (which did happen) and that councilmembers failed to follow its tenets (which they did not).

It was the legal interpretation from the city attorney that cleared the air and resolved the issue based on her finding that council's legislative powers extended further than the limits of the ordinance in question. The attorney was able to diffuse a difficult situation based on her knowledge of the law and espousing facts, not mere opinions.

Council Conflicts

Conflict in local government management is inherent, and life in local government often is fraught with conflict and turbulence. Many times managers are the target of confrontation and conflict from an elected official unhappy with how a situation was handled or simply unhappy with that particular manager.

Too much conflict can result in a manager moving on to a new community. There are methods, however, to diffuse situations, to lessen conflict, and to resolve professional differences between managers and elected officials.

One thing I would do differently in a confrontational relationship with an elected official is to lower my own level of hostility. It is difficult to have an argument alone, and when only one person is directly antagonistic, the hostility level should decline.

This is not to say managers should not defend themselves, but taking the rhetoric down a notch helps lessen the tension. Managers are better suited to seek middle ground with obstinate councilmembers rather than try to match them head-to-head.

The best advice is to try to discuss the problem with the elected official one-on-one, in the privacy of one's office if possible. If not, it may be helpful to bring in a third party to facilitate the conflict and work to build a more positive relationship. In some local governments, the mayor (if it will not violate sunshine laws) may be useful as a mediator. Others might look to the outside for a neutral third party.

Conflict is another arena where an attorney can be helpful. City attorneys are schooled in mediation, and with that training, may be able to work to lessen discord and help remind both parties of the different roles of their positions, sometimes a major area of concern and misunderstanding.

While managers have been educated that the dichotomy in public administration is clear-cut, the roles of administration and politics do blur and carry over

IN THE LEGAL ANALYSIS BY AN ATTORNEY, SOMETHING IS LEGAL OR IT IS NOT AND MEETS STATUTORY REQUIREMENTS OF AN ORDINANCE OR IT DOES NOT. A CALM HEAD IN A HEATED DEBATE IS ALWAYS WELCOME, ESPECIALLY WHEN THE PERSON OFFERS INSIGHT AND CLEAR GUIDANCE BASED ON FACTS, NOT EMOTION.

into each domain. Several times, my community's attorney sat in on a meeting simply to help keep the discussion going in the correct direction.

It is important for managers to keep conflict under control. First, conflict drains energy away from the true mission of the local government: providing services to its residents and meeting their needs. Conflict can become center stage and draw others into it, including elected officials, staff, and residents.

Conflict can also draw the media's attention, which might embellish it and help keep the feud going. Another important tip to managers: Be extremely careful of comments made to members of the press about an elected official.

A comment made in jest or seemingly innocuously looks and reads more sinister on the front page of a newspaper story or a blog. It looks even worse when it is drawn out of a story and published in large, boldface type beside your photo.

When all else fails, outside mediation or hiring a facilitator can be helpful. My city went this route when workshops were held to resolve issues between the council and the manager. There were differences of opinion on managing departments and council's role in day-to-day activities.

An outside facilitator, himself a former city manager, helped to clear the air, review the city charter, and give all members of the leadership team—including the council, manager, and mayor—time to discuss their roles, perceptions, and methods to govern effectively. It was definitely a successful exercise.

Personnel Management

There are two ways that managers are hired: They can be promoted from within or hired from outside an organization. Both methods can cause the manager problems once he or she is in place.

For the manager hired from within, there can be relationship issues that must be rearranged and resolved. Once one of the gang of department heads down the hall, the new manager must find a way to separate from the crowd, yet maintain a positive working relationship.

As a manager who was hired from within, I struggled to balance the differences and sometimes erred on the friendship side over the manager side. It made dealing with personnel issues more difficult, including disciplinary actions or terminations.

For the new manager hired from the outside, relationship issues are different. The new manager must become familiar with various departments and their managers and at the same time, learn who is supportive and willing to work together and who may be the type to attempt to get into the manager's good graces on superficial terms.

Often, a manager who previously worked for another community has an easier time with disciplinary issues because he or she does not have the personal associations that may hamper a manager who has a longer and perhaps more personal history with an organization.

Terminating a department manager is perhaps among the most difficult tasks a manager must face. Frequently, higher-level terminations receive press

coverage, input from elected officials, and, in the case of a police or fire chief, much scrutiny from employees in the specific departments, especially if those departments are unionized.

Some Practical Advice

Here are simple tips that can help you be a successful manager:

Return telephone calls and e-mails. This may be a no-brainer, but managers can fall down in this regard. Another part of this issue is that phone calls and e-mails can come directly to the manager's phone or computer, bypassing an administrative assistant.

Without that memo slip from an assistant, it is sometimes difficult to remember to write down a message or to respond to other correspondence. It is an important aspect of the job because residents, elected officials, and local business members will remember if you called them back or not.

Be involved in your community. If Main Street is hosting an event downtown, be there in support. Provide city support as well with regard to offering barricades, extra trash barrels, and city streets or parks staff to help if necessary. Follow the same tactics with other community organizations. Being visible is a great way to support the community, meet citizens, and be available for questions or comments. It also helps support elected officials, many of whom may have community associations as their pet projects.

Talk to people who are downtown, at the shopping mall, or at the grocery store; host a coffee and invite residents to attend; or join in the local 5K run. Public managers are just that—public—and it is an important facet of the job of a local government manager. It's why we do what we do. **PM**



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BY KAREN THORESON

20 YEARS OF TRANSFORMING LOCAL GOVERNMENT

A trip down memory lane

As ICMA prepares to celebrate its 100th anniversary as an association dedicated to enhancing the professionalism of local government managers, I couldn't help but contemplate the 35th anniversary of the Alliance for Innovation (previously Innovation Groups) and to celebrate 20 years of the Alliance's Transforming Local Government (TLG) conference.

The unique intersect of our respective organizations—ICMA's broad individual membership and the Alliance's discrete out-in-front organizations—has allowed us both, along with Arizona State University (ASU), to bring our special talents to the universe of local governments that work to better their communities.

In this article, let's traverse memory lane to look at the innovations that have been pursued by local governments during the TLG's 20-year journey and contemplate where we might be without the bold pioneers who shared their stories along the way.

The Topics and the Times

1995: The first TLG, held in Long Beach, California, focused primarily on local governments and their vendors, which were using new products to enhance a community's infrastructure or organizational capacities.

1996: There were two TLGs—one in Long Beach, California, and a second in Norfolk, Virginia. Long Beach featured author Peter Block as the keynoter, introducing the revolutionary strategy of encouraging conversation with residents, rather than public forums to gather formal input.

Norfolk was all about the emerging Internet. In-depth sessions on building a city/county homepage, introducing

e-mail, and creating an Intranet were front and center for this conference. Remember in those days, there were more base-stationed radios than cell phones. Computers—if you had them—were hooked up to mainframes and IBM Selectric typewriters were the most common tool used to create letters, council packets, or community flyers.

2001: TLG, held in Dublin, Ohio, featured a definite team theme. Intensive team clinics helped attendees understand the benefits of cross-functional teams and improve team dynamics. (The start of breaking down silos had begun!) This theme lived on through 2002 in Tucson, Arizona, and 2003 in Plano, Texas, where more and more of the sessions were presented by local government staff teams rather than vendor experts promoting innovative products.

2004–2005: Washoe County, Nevada, in 2004, and Sarasota County, Florida, in 2005, took the early themes of the Internet and adapted them for new purposes: e-procurement, paperless agendas, and the benefits of geographic information systems were front and center. We also saw an increased emphasis on such new forms of resident engage-

ment as development of neighborhood councils to advise staff and elected officials and being touted as a method for connecting. As the leadership in local government was aging, we also saw the first mention of the importance of succession planning for organizations.

2008: Fast forward to the incoming Great Recession, and the tone of the next few years focused on budgeting, new revenues, and innovative approaches to downsizing or outsourcing.

These themes continued through 2011 as local governments everywhere dealt with their local economic downturns and contemplated how they would impact a community's ability to provide basic services. While budgets were the big news, there was also a serious look at local government's role in green efforts, sustainability, and smart growth.

2012 and beyond: We see an increasing optimism in the case studies from local governments across North America, which used the bad fiscal times to get their house in order and now have systems in place to help them plan smarter, focus on core community services, and connect with residents in increasingly innovative manners.

LET'S TRAVERSE MEMORY LANE TO LOOK AT THE INNOVATIONS THAT HAVE BEEN PURSUED BY LOCAL GOVERNMENTS DURING TRANSFORMING LOCAL GOVERNMENT'S 20-YEAR JOURNEY AND CONTEMPLATE WHERE WE MIGHT BE WITHOUT THE BOLD PIONEERS WHO SHARED THEIR STORIES ALONG THE WAY.

The Takeaways

The adoption of a key mission to accelerate the adoption of innovative practices in local government transformed the Alliance for Innovation and allowed it to target its energies on a new business model: Focus on what the most innovative Alliance local governments are doing, test and research the results they are getting through ASU, and disseminate and promote the most successful practices through the broad membership of ICMA.

What we have learned along the way is that there are few breakthrough innovations in government or business, but there are an infinite number of adaptations that take place as organizations view what others have done and modify those models to fit their own local situation. For instance:

- Has your local government embraced the Internet as a means to not just

serve as an electronic newsletter but to become a tool that promotes transparency and multi-dimensional communication?

- Has your organization deployed cross-functional teams both internally and externally as a way to solve your community's wicked problems?
- Have your budgeting practices moved to focusing on future trends rather than relying on information that is rooted in past performance?
- Does your organization encourage and embody an entrepreneurial spirit toward new ideas and new approaches to solving problems?
- Do your staff and elected officials understand the need for measured risk taking in order to move forward and provide better, cost-effective services for your community?

These are just a few examples of the type of changes progressive

governments have made during the past two decades. Each has been highlighted early in their development at the annual TLG conferences.

If you have innovations to share we encourage your organization to submit them for consideration for presentation at an upcoming conference. If you haven't undertaken some of the organizational improvements discussed above, there is plenty of evidence that you should.

Join us for our 20th TLG anniversary in Denver, April 23-25, 2014, by logging on to www.tlgconference.org. We look forward to celebrating the great ideas of the past as well as those awaiting us all in the years to come. **PM**



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BY JIM CULOTTA

BARN RAISING— 21ST CENTURY STYLE

Local governments turn to neighbors for assistance

It doesn't take long to find a story on underfunded government pensions or speculation on which local government will be next to file for bankruptcy. Service reductions, furloughs, and tax increases have become all too familiar.

Although most local governments are not in dire straits, it should come as no surprise that many are looking to their neighbors for help to get projects completed. This strategy is reminiscent of early American barn raising, where able-bodied members of a community would come together to collectively build a neighbor's barn, a necessary structure on any farm. Those who volunteered were not paid, but each could count on the favor being returned if ever needed.

Barn raisings would also help bring a community together in a time of crisis to rebuild after a fire or other disaster. With every new barn, the community prospered.

Partnerships with Neighbors

Just as the typical family in 18th- and 19th-century rural America might not have had the resources to assemble a large barn, cash-strapped local governments today are increasingly considering partnerships with their neighbors. Such collaborative service-delivery approaches as interlocal or shared-service agreements are not new, but they can offer cost-effective solutions.

These types of relationships, however, don't happen overnight. Identifying the right service partner can be made easier if appointed local leaders also have an established network of their peers.

Asking neighboring communities for a site visit or attending ICMA or state association meetings can provide insight

into the best practices of others.

Leadership networks can help identify potential service partners. Finding a neighboring community with the same collaborative approach and compatible service philosophy is critical.

Shared-service agreements must be built upon mutual respect and the political support of elected officials. Successful collaborations may even occur between neighbors that don't always see eye-to-eye so long as each is able to put differences aside in pursuit of a common goal.

State laws may dictate the form and function of these agreements. These principles offer a foundation of accountability:

Hang on to the purse strings. A central tenant of any agreement must be the retention of budget authority. Even if your local government partner is taking over the service entirely, the taxpayers financing the program expect their elected officials to remain financially responsible.

The agreement should include a process that gives both sides equal input and authority. A joint commission, for example, could be formed to provide budget oversight and to make recommendations to each elected body.

A mechanism should also be established to resolve a budget impasse, which can include reverting to prior year's expenditures until differences can be resolved.

Performance matters. Equally important to brokering a sound financial arrangement is ongoing program oversight and contract management. Building performance reporting into the agreement will benefit both communities because they can monitor the impact of the new relationship.

Each side to the agreement should consider the type of information needed to exercise reasonable oversight. Is the service provider meeting performance benchmarks? Are additional service demands reducing program effectiveness?

Another consideration is whether the terms of the agreement are subject to change if performance either exceeds expectations or misses the mark.

Plan to communicate. Regular communication will help ensure a successful partnership. The agreement should detail how the parties will keep the lines of communication open. There are several ways to ensure open dialogue.

Creating a committee of elected and appointed resident representatives has worked well for some communities provided the role of the committee is clearly defined. Less formal but frequent communication at the staff level can help address day-to-day issues and manage other aspects of the agreement.

Develop an exit strategy. Another critical element of an interlocal agreement that fosters accountability is an exit strategy. Both communities should be able to pull out of the agreement if it's not meeting taxpayer needs. Advance notice, perhaps 12 months, is a reasonable provision that will enable the community providing services adequate time to prepare operationally and financially.

The service-receiving community would also have time to consider how the program will be provided after the agreement is terminated. An exit strategy also ensures future governing bodies will have the right to reevaluate not only the relationship but also if the service should be provided at all.

If crafted to ensure taxpayer accountability, interlocal agreements can offer local governments the same win/win benefits early American farmers enjoyed from barn raisings. **PM**



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BY HEIDI VOORHEES

TOP 10 INTERVIEW BLUNDERS

They are all fixable!

I've had the opportunity to observe at least 1,000 interviews in my career as an executive recruiter. I find it distressing when I see a qualified candidate not get a job due to an interview blunder. Here are some of the most common missteps I've witnessed:

1. Poor initial impression. Candidates must shake hands with every interviewer (firm, not crushing, and definitely not limp), make eye contact, and smile when entering the room. Remember that elected officials or other hiring authorities are picturing you circulating in their community. They want to know that you can project a welcoming demeanor.

2. Appearance issues. Be sure to wear a suit that fits you. If you have gained or lost weight, invest in a new one. Decide if you need a haircut that projects a groomed, professional image.

Also, be aware of any nervous habits you have that may creep into an interview. These can include your leg shaking under the table, saying "um"

frequently, turning red—some of these are not controllable. If you are aware of them, though, you might be able to take steps to counteract them in advance of the interview.

3. Dated language. Under no circumstances should a candidate say "girls in the office." For professional purposes, females over the age of 18 are not ladies, girls, or gals—they are women. Failure to make this transition indicates you are not current in your perspective of women in the workplace. Such other phrases as "data processing" can also project a dated image.

4. Failure to answer the question. Answer each question directly, give an example to support your answer, and conclude. If you have to ask if you answered the question, you probably have not. If you are unsure, you could say "Can I provide you with another example?"

5. Long-winded answers. Strike a balance between being succinct and

getting your story out. If the recruiter or one of the interviewers brings up time constraints and the need to focus your answers, pay attention to this. You can still salvage the interview, if you heed the warning.

6. Inability to convey your accomplishments. Clients have said to me that I did a better job of outlining a candidate's accomplishments than the candidate did. This is not good. You have to be able to convey your accomplishments. Make a few notes on a notepad in your portfolio (bring one to an interview!) of key points you want to make—no matter what.

If you have not had the opportunity to make all of your points, ask for a chance at the end of the interview to make a *brief* closing comment and then indicate you "have these other experiences you believe may be compatible with their community."

We all have had the experience of walking out of a presentation and thinking about what we should have said. If that happens and you feel the omission is significant, follow up with an e-mail or letter.

7. Failure to prepare. Do your research on the community. Read the materials on its website, watch board meetings if they are available on a website, visit the community if at all possible, and then include some of your observations in your answers.

Also, practice answering questions you think might be asked. You do not want to sound rehearsed, but this will help you focus your answers on key points you want to make.

Preparation includes being sure your social media presence is what employers will find acceptable. Check your public Facebook page and Twitter comments. More and more candidates are not advancing due to social media missteps.

These missteps include publicly criticizing a current employer, commenting on not wanting to work very

hard, or making a remark on a political issue that the employer may find uncomfortable; for example, criticizing police officers in a general comment and then applying for a job in a police department. These may seem obvious, but I have seen each of these examples in the past year.

8. Use of the word “retire.” Do not say this word in an interview if at all possible. Elected officials are nervous about seasoned managers looking for a “retirement job.” Such phrases as “staying here until I retire,” or “I can retire from my current job and move to your state,” or “I have one more move left in me” are not what elected officials want to hear.

They want you to be excited about coming to their community. You can say that you have family in the area and have had the opportunity to get to know the community. I would avoid saying that you have aging parents nearby and want to move closer. That can come out later, but communities want you to want them.

9. Failure to ask thoughtful questions. If given the opportunity to ask one or two questions, do so! If you are not given the opportunity, ask the interviewers if you can ask a question. Be sure to come prepared to ask questions that reflect research you’ve done on the community.

10. Failure to exhibit energy. This is the biggest misstep of all. You need to show your passion for the community and for public service. To quote my friend and colleague, educator Greg Kuhn: “This is not a budget hearing.”

You need to smile, lean forward with your forearms on the table, and engage the group with your answers. Then, if you want the job, ask for it! Good luck! **PM**



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BY LYNNETTE KELLY

MUNICIPAL SECURITIES

Rulemaking board to focus on fairness, transparency, and efficiency in 2014

This year, the Municipal Securities Rulemaking Board (MSRB), regulator of the municipal market, will focus on improving pricing for investors and issuers, and implementing a regulatory framework for municipal advisors as its top priorities.

Improving pricing for investors. Price transparency is essential to fulfilling MSRB’s mission to protect investors, state and local governments, and other issuers of municipal bonds. Its Electronic Municipal Market Access (EMMA®) website (<http://emma.msrb.org>) provides free public access to real-time trade prices and other data and disclosure documents. MSRB is in the process of researching and collecting public comment on developing a platform to provide comprehensive, interactive, and real-time display of trade data.

Implementing a regulatory framework. With the Securities and Exchange Commission’s (SEC) final guidance on the definition of “municipal advisor” released in September 2013, MSRB will study the guidance and continue its outreach to advisors as it assumes oversight responsibilities. It will take an incremental approach to rulemaking in light of the SEC’s final guidance and seek public comment on all rule proposals. It will also continue to work with the municipal advisory industry to develop a professional qualification exam to establish standards of competency for advisors.

Improving Regulatory Efficiency

In addition to these priorities, MSRB will continue to improve regulatory efficiency in the municipal market by streamlining or consolidating its rules and related guidance, and aligning the MSRB rule book with the rules of other regulators as appropriate. It is moving forward with a package of rule proposals to simplify interpretive guidance associated with MSRB Rule G-17 on fair dealing by consolidating key principles into stand-alone rules.

Plans also call for consolidating numerous provisions and rules related to registering with the MSRB into a single registration rule. Importantly, all MSRB rule proposals are informed by economic analysis.

MSRB also will provide education, outreach, and market leadership on a range of municipal market topics. Its online State and Local Government Toolkit (<http://www.msrb.org/MSRB-For/Issuers/Issuer-Toolkit.aspx>) is frequently updated with new information and resources.

Check MSRB’s website at msrb.org to access up-to-date information and sign up to receive updates. Feedback on priorities is welcomed, whether through the formal process of responding to requests for comment on potential rules or contact forms on the MSRB website. **PM**



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BY TREVOR WILSON

ADDRESSING RAMPANT EMPLOYEE DISENGAGEMENT

Focus on individuals' unique assets

An alarming Gallup poll published in 2013 titled *State of the American Workplace Report* (www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx) indicated that most American workers either hate their jobs or don't care one way or the other about them. Less than a third of Americans are actively engaged in their work, meaning they're passionate about it, enthusiastic, and energetic. They're consistently productive and high performing.

Gallup estimates the some 20 million who are actively disengaged—openly negative and unhappy—have a staggering effect on the economy, possibly costing the United States \$450 to \$550 billion each year in lost productivity. To engage this 70 percent—the 20 million who are actively disengaged and 50 million who are passively disengaged—leaders need to change how they view human capital.

There is a solution to engaging employees. I call it human equity or the unique assets each individual brings to the workplace that often go unrecognized. Identifying and leveraging your own human equity, as well as that of employees, addresses not only the incredible waste of human capital illustrated in the Gallup poll, but also related concerns that leaders can share, including the constant need for innovation. These challenges are not unique to the United States.

There is a reason why such executives as Warren Buffet and former General Electric CEO Jack Welch sought talent beyond traditional criteria like knowledge and skills, which are also important. Here is a method for uncovering valuable intangibles in employees

that I call the SHAPE V talent model:

Strength. Consider strength as defined by the 1999 Gallup *Strengths-Finder* study: "consistent near-perfect performance in an activity." The study identifies 34 qualities that can be innate and, unlike skills, are not learned. Individual employees and managers should not force a square peg into a round hole.

If, for example, an employee's near-perfect, near-effortless strength is in research and analysis but not so much in data management, managers should allocate this resource accordingly.

Heart. Have you ever wondered what comes first, whether you're good at something because you like it, or you like it because you're good at it? The chicken-or-egg question aside, what matters is the passion one has for a talent. This includes activities a worker would do even if he or she didn't have to do it on the job.

If a talented manager won the lottery and decided to quit his job, for example, he might be inclined to manage people in a local political campaign or take the helm of his son's little league team.

Attitude. An employee might have three general attitudes, according to a branch of study in positive psychology.¹ First, there are those who approach their work as a job, who seek only a paycheck and benefits.

The second group includes those with a career perspective who seek advancement. The third group views their work as a calling and deeply connects with what they do every day.

Personality. In 2009, nearly \$500 million was spent on personality testing in North America alone.² A reliable test isn't valuable in so much as it reveals

differences among workers, which are most likely already apparent.

The value of these tests is in showing how and where differences lie. Understanding differences can lead to an appreciation for how and why coworkers perform and improve the synergy of teams.

Experience. Who is the person you're sitting next to at work; who is she when she's not making business calls, scheduling meetings, or troubleshooting problems? How does her race, religion, economic background, family situation, and overall lifestyle influence or not influence her work life?

More importantly, how might her life beyond work offer diversity of thought in the workplace? Life experience should not be overlooked when assessing talent.

Virtue. "Value in action, that's virtue" is what I say. Candor, temperance, courage—these traits preempt problems like public scandals, harassment, and discrimination. They also foster a positive moral pragmatism among coworkers and practical wisdom among leaders.

With social media continuing to expose bad behavior and employee morale revealed to be at a stunning low, this is a significant quality in the ongoing search for the best talent. **PM**

ENDNOTES

- 1 Isen, A. M., & Reeve, J. (2005). The influence of positive affect on intrinsic and extrinsic motivation: Facilitating enjoyment of play, responsible work behavior, and self-control. *Motivation and Emotion*, 29, 295–323. See also: Wilson, T. *The Human Equity Advantage: Beyond Diversity to Talent Optimization*. "The SHAPE of Talent," 127–128.
- 2 Wilson, T. (2013). *The Human Equity Advantage*, 128–129: "There are well over 2,500 personality questionnaires on the market, and each year dozens of new companies appear with their own 'new' products . . . One of the most popular personality tests is the Myers-Briggs Type Indicator (MBTI). . . One of the most reliable personality tests is the Kolbe, which divides people into four basic personality types: fact finders, follow-throughs, quick starts, and implementers."



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BY THE NUMBERS

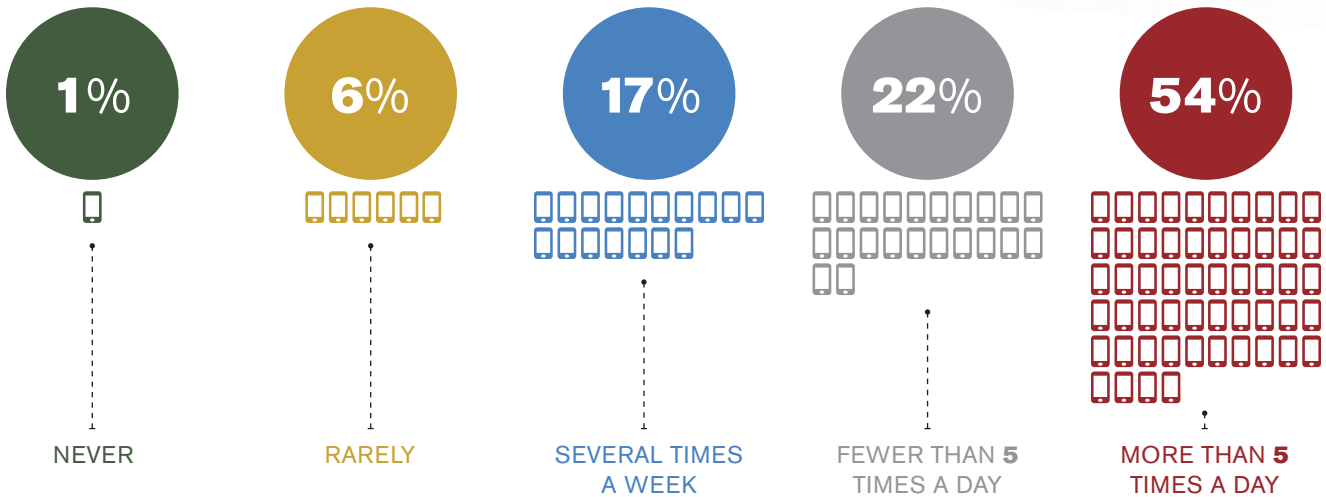
Ever wonder how you compare to your colleagues in how often you access the Internet? Or whether you're the only one shopping online from your tablet? Get a glimpse in these charts of how ICMA members are using digital equipment. Results are based on the Digital Use Survey that ICMA conducted in September and October 2013.



THE SURVEY FOUND THAT 88% OF ICMA MEMBERS USE SMARTPHONES.

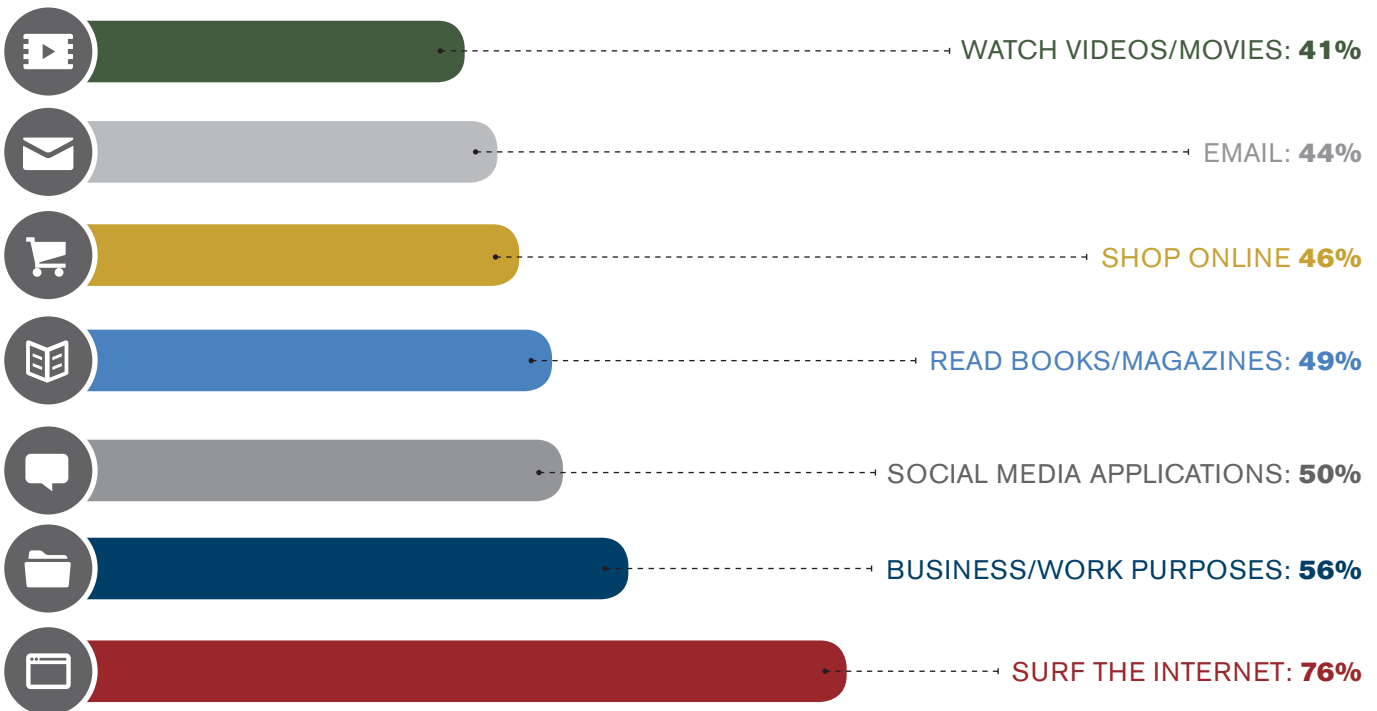
How Often ICMA Members Use Smartphones to Access the Internet

Percent Reporting, Total Number of Responses: 421



How ICMA Members Use Tablets and e-Readers to Access the Internet

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

Roger is contributing author and editor of *Town and Gown Relations: A Handbook of Best Practices* (McFarland, 2013). This is a handbook of national best practices in this dynamic and evolving field!



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BY RYAN EGGLESTON

GO WITH GOALS

A habit of a lifetime

A New Year's tradition my family honors annually stems from my grandmother and her Czechoslovakian heritage. On New Year's Eve, everyone in our family places a coin or two under the welcome mat on the front porch. We never forget to do this as my grandmother—and now my mom—carries on the role of reminding family members to put the coins outside.

The warning was always the same: If you do not put your money out, you will be broke next year. When we were young, no one wanted to chance it, so the coins we had saved went under the doormat. They were picked up on New Year's Day and were not spent. Those coins made their way to our savings account.

The Goddard Way

Most families probably have some type of family tradition, but the one that affected me the most was when I was

climb Mt. Kilimanjaro, learn jujitsu, circumnavigate the globe four times, and the list goes on.

Readers might be thinking bucket list right now, but it was Goddard who started me on my goal-setting habit. From him, I learned that the goals must be written down without hesitation. Just write quickly, enumerating ideas of places to visit, things to accomplish, books to read, financial ideas, family goals, purchases to make, health ideas, and so forth. Keep making the list without contemplating all the details and costs.

Think of the Goddard List as a written plan to mark off and date when accomplished. Let me stress again that the list must be written on paper or typed on the computer.

Now this is vital. Do not keep something off the list because of the price or cost. If there is something like a new

THE FIRST STEP, AGAIN, IS TO WRITE DOWN GOALS. THIS DOES NOT GUARANTEE SUCCESS, BUT IT INCREASES THE PROBABILITY OF THE GOAL BEING ACHIEVED.

13 and my mom told me about John Goddard. As the story goes, on a rainy afternoon Goddard sat down at his kitchen table in Los Angeles and wrote these three words on a yellow, legal-sized notepad: My Life List.

Goddard, who became a famous explorer, adventurer, anthropologist, and lecturer, was 15 at the time and listed 127 goals he wished to experience or achieve in his lifetime. Some of the 127 goals were not easy. He, for example, wanted to study primitive cultures, explore the Orinoco River in Venezuela,

Audi or a cruise to Alaska, put that on the list. At this point, money is not the issue. The next part of the planning involves the who, what, when, where, and how.

I know that this type of list making and goal setting works, and I have been setting my Goddard goals each January 1st for 19 years. I also know that I have been a goal setter since second grade when I decided to graduate from Syracuse University. I had developed a plan for grades, for obtaining academic scholarships, and for working three jobs, and my list went on.

Goal-Setting Tips

As I travel forward in my life, I know that goal setting produces results. I still diligently set goals to be a good husband and father to my children and to travel to faraway destinations as often as I can. My Goddard upbringing makes that list grow. Similarly, I use my knowledge of the Goddard process to develop goals as a local government manager.

There is a discipline in achieving goals. The first step, again, is to write them down. This does not guarantee success, but it increases the probability of the goal being achieved. And the great part is, there is no cost involved—just a little time.

Second, the goals need to be visible. I put my personal goals on the refrigerator along with my children's artwork and school papers. The goals need to be placed somewhere visible so they serve as a daily reminder. My work goals are on a yellow legal tablet right on my desk.

Finally, pick a reasonable date to achieve a goal. Deadlines work wonders. Jot down the obstacles to overcome. Think of supportive people who will help you along the way.

Steadfast Pursuit

Goals also have a sense of priority. There needs to be an action plan in which the person actually begins to do something, anything. Every day keep moving in the direction of the Goddard goal to develop momentum. Then, work diligently on this goal until it is achieved.

Vince Lombardi once said, "Leaders aren't born; they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal." **PM**



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Summit Tentative Agenda

Thursday

REGIONAL SUMMIT BEGINS

1:30-4:30

ICMA University Workshop



The Future of the Profession and the Challenge of Culture Change

In a new format, modeled after the popular TED Talks, Bob O'Neill, executive director, ICMA will host a conversation featuring local government managers who are involved in significant culture change. Speakers from

each region will present a brief overview of the issues and processes they have engaged to effect change and Bob will lead a Q&A sessions that connects the presentations to the issues that are the future of the profession. **Regional presenters TBA.**

5:30-6:30

Reception - sponsored by ICMA-RC

6:30-8:30

Dinner - "Celebrating the Profession"

Friday

7:30-8:15

Breakfast

8:30-10:00

Meet with your ICMA Executive Board Leadership

10:15-12:00

Regional Meeting of State Officers and Members

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