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PM PUBLIC MANAGEMENT

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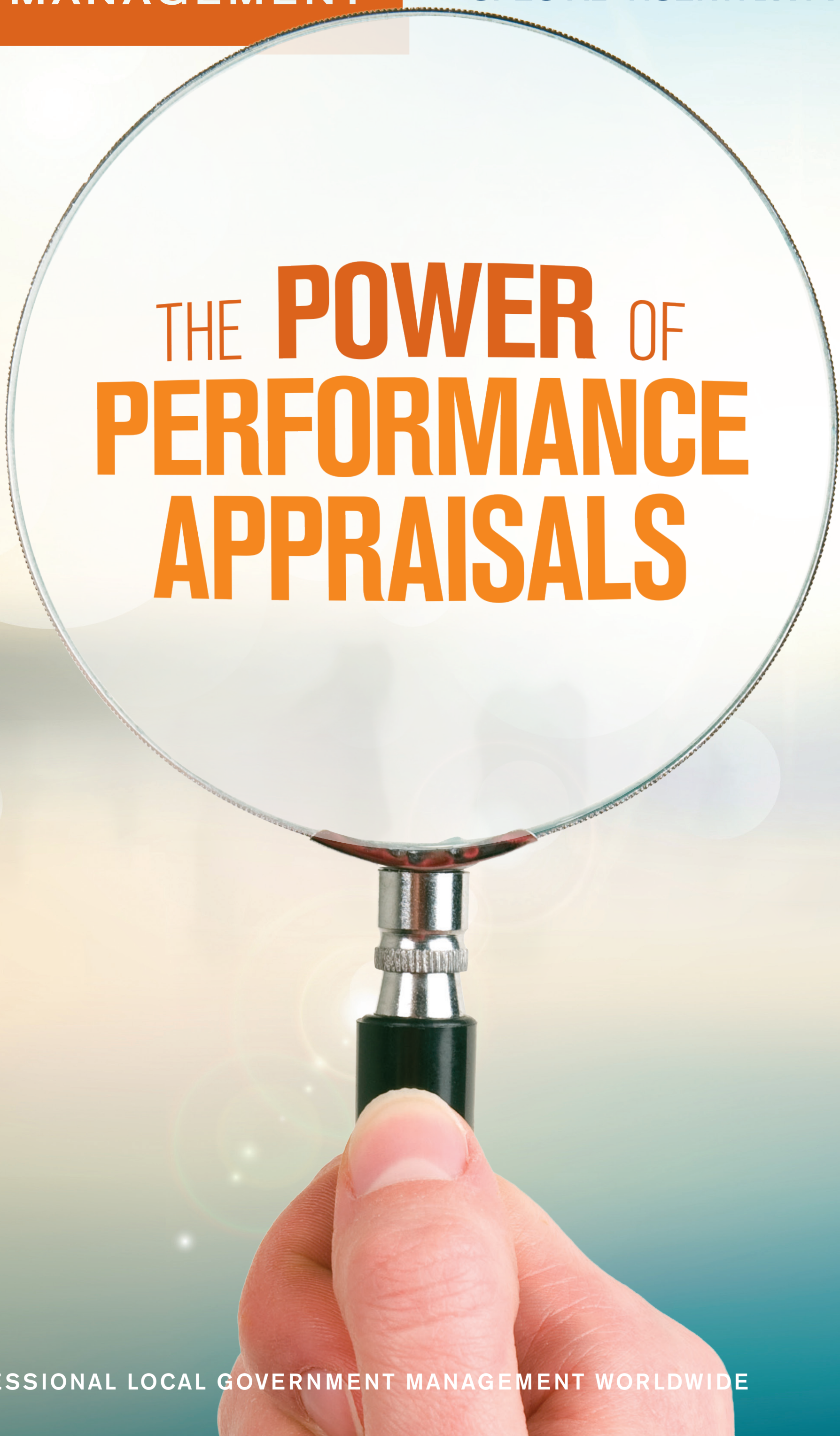

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BY MARTHA PEREGO

#CONFIDENTIALITY RULESIFETHICS MATTER

Transparency vs. confidentiality

Back in the day, it was all about "sunshine." It was the disinfectant that would wipe away the haze of machine politics, favoritism, and outright corruption that infected government actions at all levels. A little-known fact is that it was actually Utah, not Florida (aka, The Sunshine State), that adopted the first of the sunshine laws back in 1905.

The favored term now is "transparency." It's what the public, leaders, oversight agencies, and others insist upon when government does something perceived to be wrong. Perhaps the largest effort to achieve total transparency now will be placing body cameras on the officers who serve in some 12,000 local police departments.

But transparency isn't just a standard that gets dusted off and reinvigorated in times of crisis. The value is embedded in the way local governments operate. From procurement to land development to public works to finance, processes are purposefully designed to be open and provide for both resident input and observation.

Transparency is the cultural norm, because it is the essential value for building trust with the public. The more information and details people have about what is happening, the more confidence they have in the organization, even when things go wrong.

Efforts to be transparent will at some point collide with the responsibility to maintain confidentiality. Organizations will feel the tension between meeting the public's demand for instant answers and perhaps an employee's right to due process. Or, in the relentless social media coverage, they will have to resist the urge to do damage control by presenting partial facts before the complete investigation is available for public scrutiny.

Maintaining confidentiality can be viewed as a smoke screen. Protecting reputations and rights can appear to be self-serving. Yet, organizations do have to carefully consider their legal as well as ethical obligation to preserve or relent on confidential matters.

The ICMA Approach

Balancing the benefit of transparency while respecting the value of confidentiality has been a tension in how ICMA approaches enforcing the Code of Ethics with members. ICMA's ethics review process is entirely confidential unless and until the ICMA Executive Board decides to issue a public censure, expel/bar a member, or issue a temporary suspension.

From the moment the story of alleged unethical conduct hits the media to the final decision of the board, ICMA will not comment on whether a member is under investigation. No one beyond the complainant and the ICMA staff involved in processing the case will even know that the matter is under review. If the review ends in a finding that the member violated the Code, but only a private censure is warranted, that decision is a confidential matter.

Only the complainant and state association president will be notified (assuming they are ICMA members). If the review finds that the member didn't violate the Code, that also remains a confidential matter. Only the member who is the subject of the complaint can break the confidentiality of the process to reveal the outcome.

PM
PUBLIC MANAGEMENT

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

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The absence of public confirmation that a matter is actually under review can cast doubt on the validity of the enforcement process. And lack of certainty around the outcome can do so as well.

Why take this approach then? Two reasons: First of all, the underlying facts supporting the alleged misconduct are not always correct. Almost 40 percent of the cases referred to ICMA are closed.

Second, the potential damage to a professional's reputation by publicly revealing that he or she is the subject of an ethics complaint, before the investigation has run its course, can be catastrophic.

ICMA's peer review process is rigorous. At the outset, it presumes that the member did not violate the Code. But it also requires the member to address the allegation and to provide evidence to support his or her position.

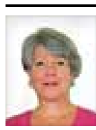
It can call into play the resources of a fact-finding committee if needed. At the end of it all, it's about even in terms of the cases that result in public censure with its public comment and those that end in a private censure.

In the interest of greater transparency, here is a list of private censures issued by ICMA during the past two years. Some details may have been altered so as not to inadvertently reveal an individual's identity. Members were privately censured for:

- Driving under the influence (Tenets 2 and 3).
- Resigning after serving only three months to take the manager position in another community (Tenet 4).
- Exercising poor judgment in an interaction with a subordinate employee, which raised speculation of a personal relationship with that employee (Tenets 2 and 3).
- Pleading no-contest to misdemeanor charges of domestic violence (Tenets 2 and 3).
- Exercising poor judgment during an interaction with a resident (Tenets 2 and 3).

THE ABSENCE OF PUBLIC CONFIRMATION THAT SOMEONE IS DOING SOMETHING CAN CAST DOUBT ON THE VALIDITY OF THE ENFORCEMENT PROCESS. AND LACK OF CERTAINTY AROUND THE OUTCOME CAN DO SO AS WELL.

- Resigning after 16 months to take another position in the same state (Tenet 4).
- Interfering with an entity's right to conduct business and the public's right to access public information (Tenet 3).
- Failing to be truthful and candid about an employment search when it became a matter of public record (Tenet 3).
- Serving as an appointed manager and an elected official for a special district (Tenet 7).
- Engaging in a personal relationship with a subordinate employee for several years and failing to disclose the relationship (Tenets 3 and 12). PM



MARTHA PEREGO
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WHAT'S IT LIKE TO BE IN A MEETING RUN BY YOU?

CHARLES PENNY, ICMA-CM
City Manager
Rocky Mount, North Carolina
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I usually start with an agenda so everyone knows the outline of the meeting. Meetings also can't last more than 90 minutes unless all participants agree. If we get caught on a topic that needs more time, we will set the item aside and come back to it.

In this digital age, I don't ban electronic devices, but I certainly expect people not to be on their cellphones. I implemented a $5 fee should a cellphone ring during a meeting. This fee goes into a fund called "Christmas Aid," and at year's end, the funds are used to help employees.

If I want input from meeting participants, I avoid stating my position up-front because that tends to hinder team input.

Minutes are kept, and department heads can distribute them to supervisors and employees. In quarterly supervisor meetings, the sessions are videotaped and shared with all employees on YouTube, helping with transparency and ensuring a consistent message.

EILEEN STEIN, ICMA-CM
City Manager
Mount Angel, Oregon
estein@ci.mt-angel.or.us

I took this opportunity to ask Mount Angel staff members the same question. They tell me I am prepared, thorough, thoughtful, and inclusive.

They can count on meetings I lead to have enough detail to make for a good discussion. I was interested to learn of their assessment, because it is my intent to do just these things.

I believe in the power of collective wisdom and think the best decisions are the ones the team makes together. I try to impart as much perspective as possible and solicit just as much to inform my own.

I like to see an issue from different angles and perspectives, with different possible courses of action. In turn, my team feels well informed and has the context team members need to do their jobs.

KEVIN SWEET
Town Administrator
Maynard, Massachusetts
ksweet@townofmaynard.net

In Maynard, the local governmental structure is that of open town meeting/board of selectmen/town administrator, with a minimum of one annual town meeting and board meetings occurring on a bimonthly basis.

Careful planning must occur, with the agenda being a crucial item as it's the meeting's road map. Selecting the proper time allotment and scheduling the flow of topics is essential. After the agenda has been set, information is dispersed to the board members several days ahead so they can be prepared.

Once a meeting has begun, it is important to define the meeting rules to keep it running smoothly and civilly. When meetings become contentious, it's okay to call a recess or even table the discussion for a future date.

When closing a meeting, we let the public know how soon they can expect action on open items and when they can view the meeting minutes.

CARINA WALTERS
City Administrator
Burlington, Wisconsin
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What I have learned from my mentor, and try to faithfully practice in a meeting, is "setting the context." Setting the context explains to your audience what is the purpose and goal of the meeting. This integral piece can be framed in the form of an agenda.

Another important piece is knowing who your audience is and articulating the message toward them. You may, for example, address a dignitary and an elected official differently from a work crew meeting on a construction site.

Regardless of the audience, having an open dialogue, acknowledging your stakeholder questions, and fostering a participatory environment have allowed me to see successful meetings, even in times of conflict. PM

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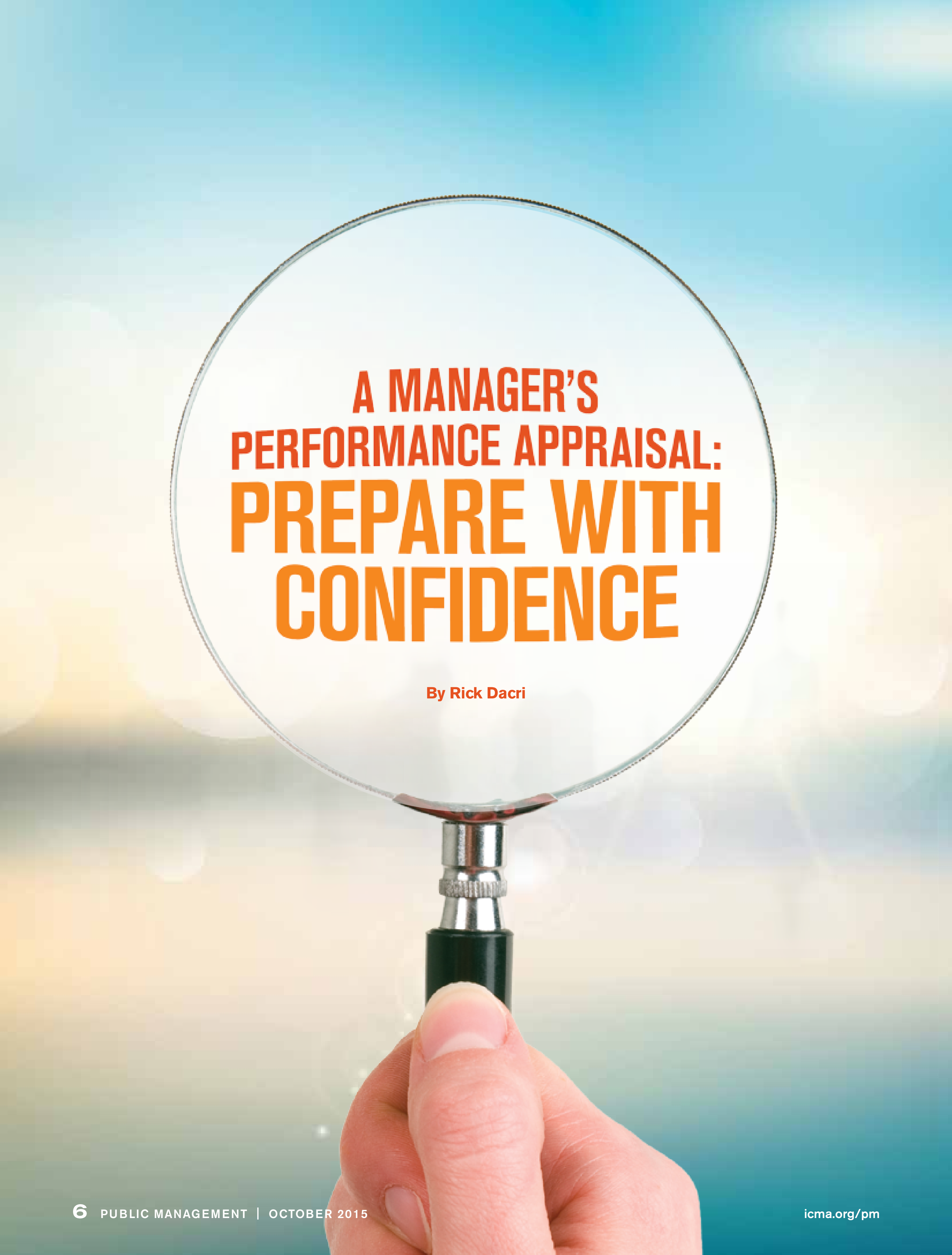
A MANAGER'S PERFORMANCE APPRAISAL: PREPARE WITH CONFIDENCE

By Rick Dacri



Imagine you're responsible for organizing the family vacation. It's all planned, and everyone piles into the car ready to go. From the back seat, you hear: "I want to go to Disney." "No, I want to go to the beach." "No, we always do what you want, let's go camping."

Your partner gently leans over and says: "I want to go for a romantic vacation, without the kids, and by the way, we should fly, not drive." And now, if things couldn't be worse, you know they will all judge you, and the quality of their vacation will be based on your decision.

Crazy? Is this scenario all that unrealistic? In fact, for many, this resembles the life of a local government manager. As one city administrator defined it, "multiple conflicting priorities," topped off with a performance appraisal. »

TAKEAWAYS

› The planning process is the foundation for an effective evaluation of the manager.

› Evaluating the manager's performance is difficult when the role of the manager and the role of elected officials are ambiguous and unclear.

› An uncomplicated performance appraisal process, based on a healthy, open relationship between the manager and the elected officials, is the basis of both open communication and clear accountability standards.

› A link exists between strategic planning, goal setting, performance management, clear governance, and highly functioning local governments.

Powerful Tool with Benefits

As a manager, your job is to carry out the wishes of the governing board. But if you cannot find agreement on where you are going, who is driving, and who is in charge, you are on the road to dysfunctional government and a strained relationship with elected officials.

An evaluation of the manager—a process hated by most and ignored by others—should be an opportunity to both develop a manager's knowledge and move a community forward.

If we are able to step back from the report-card aspect of most appraisal processes and realize that a performance appraisal is simply a tool used by elected officials to ensure that community goals are being met, then one can appreciate the power of this tool.

So why doesn't that happen?

One Pennsylvania township has a five-year plan in place that marries its business plan to its strategic and financial plans. The town is run like a private sector business according to its town manager. When the five-person, elected board hired the manager 11 years ago, board members recognized that a professional manager who embraced sound business and financial practices was needed to run their organization.

With a background in accounting, he pushed long-term planning with goal setting, and out of this process came the need for both strategic planning and an evaluation process. Nothing in business works effectively without clear direction and strategy, along with clearly defined metrics to measure progress.

But simply having a business plan does not ensure positive results. These five essential components found in most well-run communities should be present:

- Well-defined mission and vision.
- Clearly defined goals and expectations.
- Defined roles and responsibilities.
- Positive working relationships.
- A method to evaluate the progress and success of the manager.

Mission and vision. Defining who you are, what you believe, and where you are going—all rudiments of an effective strategic plan—is crucial. In one Vermont tourist community, administrators view their town as a business that is dependent on tourism and marketing to visitors, while still focusing on primary and secondary homeowners.

Elected officials always make decisions with an eye on this mission, keeping them focused and forward thinking. Managers and officials must regularly discuss their mission, vision, and strategy, while defining values that they believe, and from which they operate and conduct business. When mired in constant crisis or reacting to the day-to-day issues, communities can sacrifice their future and the opportunities this future presents.

Goal setting. The goal-setting process can be the most dynamic and harmonizing event that managers and governing boards experience. Many communities do it annually, while others do it after each new board is seated.

Here, the board can establish clear expectations and accountability standards for the manager, ensuring that he or she is aligned with the board's interests. Done well, this becomes a vibrant, proactive experience. Without it, people could find themselves sailing on a rudderless ship, destined for disaster.

Clarity of roles. Local governments work best when there is only one manager. Yet too often, councilmembers get confused about their role and think they, too, are the manager. Like the two-headed monsters of Greek mythology, they find themselves moving in different directions. It doesn't work.

Good governance makes good government. One town manager quotes Plato when he discusses governance during board orientations. "To do one's own business and not to be a busybody is justice," which basically means justice is found in fulfilling your own role while not overstepping it.

Taking the time to define roles and adhering to them minimizes problems in the future and is essential to meaningful appraisals.

PUTTING IN PLACE A PROGRESSIVE PROCESS TO EVALUATE THE MANAGER ALLOWS FOR HEALTHY DISCUSSION; CLARIFICATION OF EXPECTATIONS; REFOCUS OF DIRECTION, IF NEEDED; AND OPEN COMMUNICATION.

Positive working relations. I regularly tell people who I work with that results can only occur if there are three elements in place: 1) a positive working relationship between the board and the manager; 2) a shared mission about what the locality is and what the locality wants to accomplish; and 3) a commitment to move forward together in a collegial manner.

With that foundation, communities can progress. But absent any one element, things come tumbling down. Relationships based on trust, respect, and confidence are essential.

Governing and managing are all about the relationship. Managers must know that they have the backing of the elected officials and vice versa.

Evaluation process. Putting in place a progressive process to evaluate the manager allows for healthy discussion; clarification of expectations; refocus of direction, if needed; and open communication. No business relationship can occur without accountability standards, and this is the power of the appraisal process.

What Makes a Good Evaluation Process?

Agreement on the process. Ideally, the governing board and the manager should come together to decide how to do this, when it should be done, and on what basis the manager will be evaluated.

While many shy away from evaluations, one Connecticut manager built the process into his contract to ensure he had open communication with "his new bosses," to understand their viewpoints, and to make sure he was in sync with each of them.

When I have developed appraisals with managers and governing officials, I have found that simply discussing the process opens lines of communication, breaks down barriers, and often leads to discovering emerging new areas of communality.

More than a form. Good evaluations are simply conversations, not forms. In fact, the forms are often a distraction from what is truly important. A frank open dialogue, with all individuals participating, is much better then including a five-point Likert scale and boxes to check on a form.

Forms are good for clarity and recordkeeping. They make the human resources professionals and lawyers happy, but they can never replace the feedback received during the appraisal interview. Good evaluations occur when people are talking and listening with each other, not when forms are written, read, signed, and forgotten in a file.

Manager self-evaluations. Managers should take time to both critically evaluate their own performance and that of their organizations. Elected officials readily admit that they do not know what managers do each day—and why should they?

It is not their responsibility to monitor everything the manager does. Managers should, however, communicate what they have done and more importantly, what they have accomplished during the period.

After all, they were hired and are being paid for accomplishments, not activities or simply showing up. A pinch of selfless self-promotion is also a good thing.

Review of goals. As noted earlier, this is an ideal time to review progress on the manager's goals and objectives. It is also a period when new goals can be established. Goal setting is the heart of the appraisal process.

In one Connecticut town, every two years, the board, the manager, and the department heads get together for a formal goal-setting session. They incorporate a three-step process that includes:

1. Identifying the overarching issues facing the town. The top five umbrella issues nearly always include public safety, quality of life, infrastructure, education, and economic development.
2. Breaking down each issue using a modified SWOT analysis and then addressing what they want to focus on and improve upon the next year.
3. Coming up with 50 to 100 individual action items, prioritizing them, and then creating a workplan.

The manager and the department heads then allocate responsibilities and time frames for completion. This plan forms the basis for the manager's and the department heads' performance appraisal.

Development of the manager. Having a manager with yesterday's ideas is like eating day-old bread. It won't kill you, but it also won't satisfy your palate.

The demands of running a multimillion-dollar business with staff, equipment, changing technology, constant changes in regulations and legislation, employees, unions, and resident demands requires a manager who is up-to-date, understands best practices, and manages with knowledge and confidence.

Ongoing professional development readies the manager. It must be a requirement of each manager and an essential component to discuss during the review process.

Performance appraisal cannot simply be a look back. What happened yesterday cannot be changed. The review must include a look forward, and one way to guarantee that a manager can get a community to where it wants to go is through professional development.

Managers need continuous skills training, exposure to new ideas and concepts, interaction with other successful managers, knowledge of changes in legislation and regulations, and awareness of emerging trends. Seminars, professional association programs, conferences, and college seminars are essential elements to this development process.

Communication is the key. Whether it is on or off the record, fluid, open, and meaningful dialogue that ensures that everyone is in the loop guarantees success. Managers must talk and listen to the board and vice versa.

PERFORMANCE APPRAISAL CANNOT SIMPLY BE A LOOK BACK. WHAT HAPPENED YESTERDAY CANNOT BE CHANGED. THE REVIEW MUST INCLUDE A LOOK FORWARD, AND ONE WAY TO GUARANTEE THAT A MANAGER CAN GET A COMMUNITY TO WHERE IT WANTS TO GO IS THROUGH PROFESSIONAL DEVELOPMENT.

The best reviews contain more conversation, with less emphasis on the forms; a clear understanding of the respective roles and responsibilities; well-defined goals and expectations; metrics and timeliness; and genuine respect and trust. When this is present, the appraisal process is working.

Potential Stumbling Blocks

Unfortunately, too often these stumbling blocks can derail the process:

Politics. As I regularly find out from talking with managers and elected officials across the country, politics and everything that connotes often poisons the evaluation process. Conflicting agendas, singular motives, scores to settle, or an unwillingness to embrace the community's mission and vision make governing difficult, thwart consensus, and derail the process.

As one Florida councilmember stated: "Agendas by councilors prevent good evaluations." When politics gets in the way, managers become afraid to make bold moves. They fear losing their jobs and become too paralyzed to be effective, and then often shy away from addressing the difficult issues.

Surprises. Surprises should be left for birthday parties, not evaluations. The review process cannot endure many surprises. Issues should be addressed as they occur and not stored in a gunnysack and saved for review time.

The governing board and the manager must always be transparent, open, and forthcoming. Matters that seemingly emerge from left field kill conversation, put individuals on the defensive, and serve no other purpose than to derail the process.

Report-card approach. A review is a development tool. It is a mechanism to plan for the future. It cannot be a merely a grading mechanism that reminds you of your past shortcomings. You can't be effective with a club over your head.

Lack of differentiation between performance and personality. Managers are hired to perform. While getting along and congeniality are important, the more critical piece is getting things done. Having a nice guy who accomplishes little is not an enviable standard.

That said, defining the important traits of a successful manager is important during the hiring process and reinforcing these during the appraisal process is appropriate.

A Successful Relationship

Local government management can be difficult and complex. To be successful, the relationship between the manager and elected officials must be open and positive. Each must understand the other's roles and expectations.

The manager's job is to take care of everyone in the organization. Officials expect them to run and grow the business; carry out their mandates; recruit, retain, and develop the internal talent; and prepare the organization for the future.

It is the role of the officials to take care of the manager in a supportive manner. Managers, like any employees, want their basic needs met and when they are not, resentment occurs.

They want a governing board that provides clear expectations and accountability standards, understands managers' needs and expectations, and provides timely performance reviews. Late reviews and salaries that fall below their peers are two areas that cause the greatest resentment resulting in breakdowns in the relations and turnover of managers.

Next vacation, when everyone happily piles into the car and agrees on a destination and driver, then and only then can it be viewed as a positive experience. Managing a city or county requires the same. And when that happens, everyone can enjoy the ride. PM

RICK DACRI is a management adviser, Dacri & Associates, Kennebunk, Maine, and author of the book *Uncomplicating Management: Focus on Your Stars & Your Company Will Soar* (rick@dacri.com; www.dacri.com).

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JUMP-STARTING A SMALL-COMMUNITY ECONOMY

SIX STAGES TO SUCCESS

By Randall Wheeler

As almost every new local government manager can tell you—and every aspiring manager will one day find out—one of the most important expectations of a new manager is to "do something about economic development." Exactly what that is and how to do it are unique to each community.

The one thing that has been consistent with every community I have worked with is a desire for "more" and "better." Seems simple enough, right? I sure wish it was. This one area of Poquoson's governmental mission is unlike most traditional government services and in almost every instance, smaller localities are woefully under-resourced.

Poquoson is a small coastal city located on a peninsula in Virginia literally at the end of the road. When I accepted the position of city manager six years ago in the midst of the Great Recession, one of my main responsibilities was to jump-start its economic development program.

Like any good applicant would, I had studied the comprehensive plan, read the pertinent economic development plans, and was eager to hit the ground running. What I discovered, however, was that the city had no dedicated staff, no resources to speak of, and economic development efforts were almost completely reactive.

For the past several years, city staff and I, working closely with the city council and the economic development authority, have made great strides in the areas of economic development and marketing. Poquoson recently received the Virginia

TAKEAWAYS

› Find out why the small community of Poquoson, Virginia, decided to breathe life into its economic development activities.

› Innovation and out-of-the-box strategies are what the city used to make it happen.

Municipal League's Communications Award for community rebranding efforts.

If you, like me, are called upon to essentially create a high-quality economic development program in an extremely constrained resources environment, it is my hope that our experience, which I have broken into six overlapping stages here, offers helpful insights.

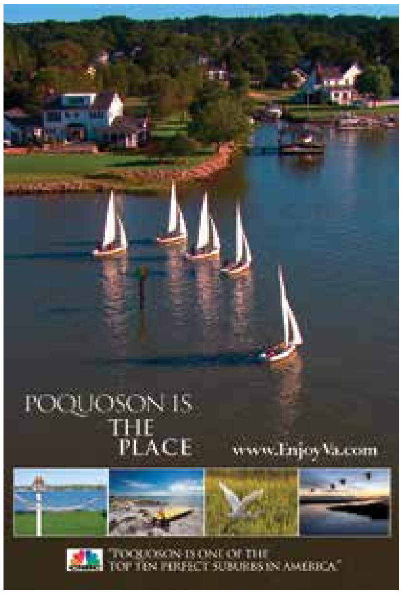
Stage One: Strategic/Resource Alignment. The birth of the city's current program began at a council retreat. With the support of the mayor, I asked for the opportunity to engage the councilmembers in a discussion of their priorities, specifically economic development.

In my discussions with them, it was clear that economic development was in the top three priorities for each member. But unlike the other two, education and public safety, which were the city's two largest budgetary priorities, economic development had essentially no dedicated resources.

If we were going to be successful in meeting the council's expectations, we needed at least a small bundle of dedicated resources. The importance of this step cannot be overvalued. It required the staff and me to do something that can be unusual in the local government management profession. That is, admit that we would not succeed without help. To their credit, councilmembers responded affirmatively.

Stage Two: Assessment. We took a critical look at our efforts up to that time, changed unproductive strategies, and clarified goals and objectives. The main marketing strategy, for example, had been placing signs on properties and hoping someone would drive by and call with an economic development initiative. While this might be an effective strategy if Poquoson was located on a major highway, it is not particularly powerful when the property is in a remote location.

In another instance, we were meeting with an important prospect and much to my chagrin, our marketing materials consisted solely of a photocopied maga-



"Poquoson Is the Place" primary market photos and theatre marketing poster.

Start first by clearly understanding the goal, be honest about the tools you need to achieve that goal, and build a coalition of the willing.

zine article someone else wrote about Poquoson a few years prior. Clearly, marketing efforts had room for improvement and so did planning documents.

The economic development authority had a strategic plan located "somewhere," and a marketing study and plan conducted a few years before for a main development area was on a shelf gathering dust. It was critical that before we moved forward, we carefully studied these previous efforts.

At the conclusion of this assessment, we brought forward a plan for economic development, which the council endorsed. This plan included implementation strategies for marketing, outreach, land development, and performance measurement.

Stage Three: Branding. One key aspect of any successful economic development marketing campaign is branding. What about your smaller-sized community is special, unique, or highly competitive? Whose attention are you trying to attract? What is attractive to this constituency? These are important questions to ask when establishing a community brand.

Ask yourself, or better yet, ask your residents and business owners: What is great about your community? Do this enough times and your brand will emerge. In this case, we learned that Poquoson itself was the brand.

Just as we had "developed" this brand ourselves, we also realized that given our limited resources we would need to develop all the supporting marketing materials in-house. Though you may not have a team of marketing professionals on staff, chances are staff members have experience marketing your community.

They could be employed anywhere in your organization, but I suggest you start looking first in the parks and recreation department, local library, and school system. I am proud to say that Poquoson's award-winning marketing program was developed on several large pieces of butcher paper by the assistant director of parks and recreation.

Stage Four: Outreach. As noted previously, Poquoson is an end-of-the-road location on a peninsula. During my settling-in period as the new manager, I was often struck by the number of people I met who said they had never been to Poquoson even though, in many cases, they lived within a 15-minute drive.

Clearly, we were located close to a large, untapped market area. We began by reaching out to two groups—the commercial development community and residential realtors. In separate events, we invited them to the community to unveil our marketing program and to discuss the unique and special aspects of the community.

One of the highlights of the realtor event was a bus tour of the city when I told them about the community's history, which in turn helped them to relay it to their customers who would be our future residents. Both events now occur on an annual basis.

We also hosted an extended visit and tour with the editorial staff of the local newspaper, sharing with them the many positive and unique aspects of Poquoson, including our economic development and marketing plans. As a result, we received some outstanding regional press coverage.

Another important element of our outreach plan was to engage with business leaders, asking them to help us "champion" the community. We also asked for their candid feedback and suggestions on how best to achieve the city's objectives. The first big economic development project was a direct result of a referral from one of these business leaders.

A final component was to reach out to landowners in the city's planned development area and facilitate a nearly year-long dialogue intended to give them the information and tools necessary to develop their properties and just as importantly, create an opportunity for owner-to-owner dialogue. As I prepared this article, the council was in the midst of considering the city's largest ever mixed-use development project in the primary development area that is a direct result of this dialogue.

It is important to note that one of the first things we had to do was make it clear that the city had no interest in or ability to buy landowners' properties; meaning if their property was going to be developed, they would need to seek a private sector alternative. This understanding helped set the stage for all that has since occurred.

Stage Five: Marketing. As we began outreach efforts, we marketed our community as never before. We successfully built upon initial branding and marketing efforts by again looking for help internally to make things happen.

Poquoson Is the Place "App Logo" and associated QR code.

We were fortunate that one of the Economic Development Authority members happened to be an award-winning maker of short films. We used her expertise and contacts to produce high-quality aerial footage of Poquoson for which we have found many uses.

These include placement of short, quality-of-life spots in movie theatres across Virginia, promotional videos, and still images that capture our unique coastal community. We also expanded the city's website and added the app EnjoyVA.com, which I encourage readers to try.

A little more information about the app: It was developed for about the same cost that was used in the past to print and mail a yearly business guide. My thinking was that most people would rather have something they can readily access from their cellphones rather than a guide left forgotten in a drawer.

Among other things, the app includes marketing videos, links to area businesses, an e-coupon section, a direct link to the city website, community recreation information, and residential and commercial property listings.

Since we had limited money to spend, we have had to be extremely careful in targeting marketing dollars. We have, for example, focused a good portion of our efforts on recreational boaters.

The thinking here is that water access is one of the community's strengths, and we firmly believe that if recreational boaters visit us once, they'll be hooked on our community. We are also keenly aware that in order for visitors to get to the waterfront, they must drive through the central business district.

One last word about marketing: The council and I recognize and appreciate the important role that every city employee contributed in making Poquoson a great place to visit and to live. The same can be said for residents and business owners. Everyone recognizes that collectively we are all ambassadors and cheerleaders for the city.

Stage Six: Organizational Alignment. During meetings with residents and business owners, we have actively sought feedback and suggestions on how we can better promote economic development. As a result we have changed ordinances, removed unnecessary barriers, and streamlined the development-review process.

The resultant changes have added speed and certainty to city processes. Another area of strategic alignment was in the tax code. A few years ago, the council eliminated the tax on boats. As a waterfront community that is heavily reliant on commercial and recreational boating, this was seen as an investment in Poquoson's way of life rather than solely a tax issue.

Again, if your community is struggling with economic development, I hope this information will be helpful. My advice includes these priorities: Always look forward, use hidden talent within your organization, and change strategies that have not borne fruit.

Start first by clearly understanding the goal, be honest about the tools you need to achieve that goal, and build a coalition of the willing. PM

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Breaking INTO THE Public Sector Job Market

Questions and advice for student job seekers

By Phillip Messina

This past winter I was invited by the ICMA student chapter at Portland State University (PSU), Portland, Oregon, to answer two questions: How can we as students and graduates of an MPA program be better candidates for entry-level public sector jobs? How can we get qualified for mid-level jobs?

I suspect the reason they wanted my opinion had something to do with my 25 years of experience in Oregon and Washington as a city manager, a city administrator, and a brief stint as an executive recruiter. During my management career, I've hired police chiefs, fire chiefs, public works directors, and finance directors. While a recruiter, I worked with elected officials to hire local government managers.

But hiring entry-level or mid-level positions? I probably did that long ago, before social media and well before most of the bright young emerging leaders who invited me to Portland were born.

No Magic Wand

I was certain they were expecting a magic formula to getting a job in the public sector; however, I can't pull out a wand like Harry Potter would and say "jobbus gettum" and instantly transform them into managers, administrators, and department directors.

Unsure of what useful information I could share, I did what any self-respecting manager might do. I asked for help from my friends and colleagues.

I posted the two questions on the Oregon City/County Managers Association online discussion list. Several of the newer—and perhaps younger—managers responded with some excellent observations and advice. I repurposed as much information from these managers as possible—after all, youth and intelligence can be overcome by old age and treachery—and began organizing my thoughts for the discussion.

On an overcast day in January, I drove from Seattle, Washington, to Portland, Oregon, found room 611 at the PSU Hatfield School, and fumbled my way into the meeting of the MPA students.

My first question to the group was: What area of public service are you aiming to work for? I was surprised when only three of them said "city management." (After all, in my opinion, it's the best profession by far.) Other students were interested in transportation planning, public program management, economic development, and community development.

I told them that once they could answer that question and make a decision, then each student should focus his or her research on organizations in those areas. I also asked them: Where do you want to work? Chances are good that job seekers won't get their first job within walking distance of home.

They will need to be open to moving, whether that is across town, across the state, or across the country. Though I am describing how to go after a manager or administrator position in this article, the advice should be generic enough that it can work with almost any job search.

The Need to Know

Long-time public-sector recruiter Greg Prothman suggests that job seekers put together a type of "three-ring binder" either in writing or electronically with all the research that an individual does on an organization, including website pages, newspaper articles, budgets, goals, vision, and mission statements. Candidates should bring this information to job interviews and refer to it as needed during the interview.

If it's possible, candidates should attend a council, department, or agency meeting, and watch the interaction between elected officials and staff. Is the tone professional, or does there seem to be an underlying or blatant degree of disrespect? Candidates should ask themselves if they want to work in this type of organization?

It is important to get a sense of the community (or agency) where a person wants to work. My advice is to walk around, go into businesses, talk with the chamber of commerce director, and chat with anyone else who has a relationship with the local government.

For management positions, permission should be requested from the current manager or interim manager to talk with the department directors to get their sense of the issues, the organization, and the community.

Once that permission is given, an e-mail should be sent to each department director asking if they can schedule a time to talk. When discussions have been set up, be prepared with insightful questions relating to the community, organization, and job. Discussions should be direct, concise, polite, and brief.

Parts of the Conversation

During the interview for a position, these points should be considered:

Technical skills and experience. What particular skill or skill set can help your new employer? You're trying hard to land a job, so what's your expertise? Are you interested in budgeting? A project manager? A grant writer?

Do you have accounting and financial expertise? Management and supervision skills? What specific experience,

TAKEAWAYS

› Find out the importance of researching a potential employer to determine if it's the right job in terms of fit, culture, and opportunities.

Twenty or 30 years from now, what do you want to look back on and be proud of? What will your public service legacy be?

knowledge, skills, and abilities do you bring to the job?

Communication. As long as there are dinosaurs like me hiring and managing organizations, we will insist that you be able to read, write, and communicate clearly, concisely, and correctly. At some point, you might be writing a grant application that requests a person or a resource to give your organization large sums of money.

Or you might be tasked to write a comprehensive staff report that will be read by elected officials who could use the information to make such a monumental decision as banning exotic pets. With this task, you will need to put your thoughts and ideas into clear, correct language. Save the computer shorthand and emoticons for after work.

Key Responsibility Areas

In order to be a local government manager, experience will be needed in these areas:

Budget. Review the budget document. How is the local government funded? Where does the revenue come from? What is it spent on?

Human resources. Knowledge on hiring, training, disciplining, and firing employees is helpful

Union contracts, labor law, and collective bargaining. These can be tricky as union negotiations are held behind closed doors, and the details are confidential. To someday sit in the manager's chair, however, some experience in negotiating labor contracts probably will be needed.

Land-use law, zoning, planning, and development regulations. To work for a local government, knowledge about comprehensive plans, zoning codes, and development processes also will be needed.

Applying for Jobs

As for a resume, two to three pages should be sufficient, and web links included if applicable. Candidates only have a few minutes to get the reviewer's attention with the cover letter and resume, so make them stand out. And definitely no typos in the resume copy.

When reviewing resumes, I'm interested in what previous jobs candidates have had, even if they aren't directly focused on the public sector. When references are checked, the interviewer can ask if candidates are reliable. Did they get along with coworkers? Did they get the work done? Did they solve more problems than they caused?

Research. Before an interview, homework can be completed on the community. My assumption is today's students are well-versed in Internet research and can find out everything they want to know about the community where they want to work. Also check the local newspaper, the organization's website, and the appropriate resources on ICMA's website.

Interviewing: Be prepared for stock questions. When asked to give personal background information to an interviewer, keep it brief. Have a good answer for this question: Why are you the best person for this job?

Ask intelligent questions about the organization or community. Answer questions honestly and most importantly, be yourself.

Landing a Job

No one does public sector work alone. When a person is hired for a local government position, he or she will be part of a team, accountable for assigned work, respecting of deadlines, and accountable for mistakes as well as to learn from them.

Once hired, a person doesn't want to blow it by underperforming. When things are slow, ask for more work. Find tasks that need to get done and volunteer to do them.

Whatever an assignment is, the important part is to get it done, on time, professionally, and completely. If not sure about something, ask questions. Be ready to work hard, but don't neglect family nor forget to have a life.

Again, my advice to new hires is to always be honest. If unsure how to proceed in a sticky situation, check the ICMA Code of Ethics.

Looking Back on a Legacy

Local government management can be a frustrating, difficult profession at times, but it can also be the most rewarding work a person will ever do. The final questions here are those that students will have to answer for themselves: Why do you want to work in the public sector? Twenty or 30 years from now, what do you want to look back on and be proud of? What will your public service legacy be?

I urge students to do this one thing in their careers: make a positive difference—to the people they work with, to the managers who hired them, and especially to the communities they will serve. PM

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BY MITCHELL BERG AND CRAIG WALDRON

WHY CAN'T WE JUST BE CIVIL?

Managers can encourage courtesy and respect

Why does incivility pose a concern to managers and their communities? First of all, incivility can lead to an erosion of public trust, resulting in people simply giving up on their government. Ridiculous and rude behavior makes it difficult to maintain a positive perspective of what government can do for its residents. Incivility can also lead to major delays, a decrease in productivity, and a waste of scarce resources.

Unfortunately, incivility also moves a community's perspective away from the important long-term view to more of a short-term perspective, while redirecting the community's energy level to putting out the flames of day-to-day brush fires. One can also see the threats of lawsuits that actually surface from uncivil behavior and the respective costs in time and money these lawsuits cause.

Incivility can contribute to low staff morale and high turnover, exacerbating the challenge of encouraging the next generation to consider public service. A community that is affected by a high turnover rate in staff may suffer a loss of institutional knowledge, which can prolong projects or even delay time-sensitive residential and business requests.

Consider a Code of Conduct

What can a management professional do about incivility? First and foremost, a manager can consider a code of conduct for elected officials, staff members, and residents when they are visiting, working, or testifying at city hall. Buy-in to this code is absolutely critical on the part of elected officials, as they need to help establish internal support.

Once a code of conduct is adopted, it needs to be seen as valid and credible by those serving on the governing body, those working for the council, and those who reside in the community. Steps to make any code credible should include having staff model the code of conduct in front of elected officials and residents.

Subsequently, staff members need to provide training on the code to volunteer boards and committees. Local governments and community organizations can adopt a public outreach and engagement effort within their communities to increase awareness about civility. The Speak Your Peace Civility Project (www.dsaspeakyourpeace.org) is one template several local governments in Minnesota and Wisconsin have used to improve both communication and civility.

FIRST AND FOREMOST, A MANAGER CAN CONSIDER A CODE OF CONDUCT FOR ELECTED OFFICIALS, STAFF MEMBERS, AND RESIDENTS WHEN THEY ARE VISITING, WORKING, OR TESTIFYING AT CITY HALL.

Skills and Training

Building civility necessitates that a manager encourage elected and appointed officials to attend training. The presiding officer—the mayor or council chair—needs to develop extensive skills in terms of how to run a meeting, how to listen, how to receive testimony, and how to move issues forward in an amicable manner.

This person can make or break the level of civility in a community. When the presiding officer is the one acting uncivil, however, there appears to be few options. One course of action is providing training to all elected officials.

This training would include how to conduct a proper meeting so officials can actually find out how a meeting should be conducted and also learn what they can do if one isn't. Through training and coaching, they will find out how to effectively control and manage each other when their behaviors lead to incivility.

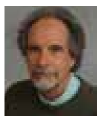
As a manager, it can be extremely difficult to step in and attempt to influence an elected official's behavior. That responsibility has to fall to the officials themselves, holding each other accountable.

Managers would do well to enhance their own respective skill levels to better tackle this issue. We suggest skill development in nine areas: listening, conflict resolution, enhancing emotional intelligence, defusing volatile situations, positively flipping dilemmas, staying flexible, becoming a role model, reinforcing civil behavior, and developing trust with elected officials, residents, and staff members.

A Serious Threat

We also want to emphasize that the management profession is extremely concerned about the lack of civility and the threat that it poses for the democratic functioning of our communities.

Every one of us needs to take a look in the mirror and figure out what we can do in all aspects of our lives to encourage civility. Our democratic institutions may depend on it. PM

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BY GREG READ

TRANSFORMING HISTORIC BUILDINGS

From streetcar maintenance to police headquarters

One of the most formidable juggling acts in a building's rehabilitation involves combining the preservation of a historic structure with nearly any other goal. With the building shell inviolable, an energy upgrade and an expansion of space are tall orders, or at least expensive ones.

Yet both were achieved during the transformation of the former Monroe Shops building in South Dallas, Texas, into what is now the Dallas Area Rapid Transit (DART) police headquarters. Interior space was almost doubled, from 35,000 to 65,000 square feet, and its LEED Platinum status is a first among publicly owned buildings listed on the National Register of Historic Places.

How this transformation took place is one that also can be replicated in other historic buildings.

Constructed in 1914 as a streetcar maintenance facility for the Texas Interurban Railway, Monroe Shops closed in 1948, leading to decades of intermittent use by businesses as diverse as a paper mill and a U-Haul rental. Purchased by DART in 1991, the derelict building was partially repaired and used as a museum and health center, and the agency sought and attained historic status for the building in 2007.

Without a dedicated headquarters of its own and with a growing workforce, the DART police department saw the building as an opportunity to meet its needs while reclaiming its transit-oriented past.

Working within Constraints

Whether related to budget, site, code, or other issues, every project forces architects to work within some level of constraints. An adaptive reuse of an older structure already forces the designer into a box, with a historic structure adding one more aspect of the project that can't be touched.

In this case, the box is a good metaphor for the design solution that was used to solve the problem of preserving a leaky building shell, while meeting the department's sustainability goals for the project. The designers only minimally disturbed the building shell (primarily masonry repair on the interior, as well as the addition of structural support elements), while creating a building-within-a-building concept that includes a glassed-in interior set away from the building shell.

Around the upper two floors inserted into the former central bay (the train maintenance area), the resulting four-foot-wide maintenance access space can be heated using radiant units installed there, leaving the inhabited portion of the interior unheated.

To cool the interior, under-floor air was specified on the upper two floors. This is both more efficient, since the full volume of air needn't be treated, and also allowed the designers to take advantage of a lower floor-to-floor height to get three floors where there ordinarily would have been two.

The central bay's vertical clearance of 30 feet to the bottom of the roof trusses made the insertion of these two floors above the main floor tricky. The under-floor air helped make possible the eventual solution of pushing the third floor up until the trusses aligned with the floor's door frames, limiting the amount of space in the building that is less than standard height.

The combination of unconventional design and efficient mechanical systems mitigates the lack of insulation on the building's brick exterior, but also brings the historic structure within view of employees and visitors, alleviating the disconnect between modernized interior and classic exterior that sometimes occurs in such projects.

Even more, the effect within is of an almost negative space—the building's feature is its historic shell of brick, steel trusses, and factory-style windows, rather than the modern facility constructed within it. The age and first purpose of the building are showcased beginning in the three-story entry lobby that is the one part of the former central bay kept as it once was, though cleaned up.

Historic materials salvaged during demolition were preserved and original signs and other features reincorporated, while a refurbished streetcar parked on rails is a reminder for anyone unfamiliar with the building's history.

Ensuring Functionality

As befits a building constructed for the maintenance of train cars, Monroe Shops consists of one long narrow space, one narrow space half that length, and smaller appendages that served as maintenance shops and offices. Despite the narrow footprint, DART headquarters must, like all public safety facilities, remain functional for each specialist group and maintain certain adjacencies.

On the first floor, for example, members of the general public have access to the lobby and a community room, and the records department holds a central position so that it can be accessed by the public on one side and DART police staff on the other.

Beyond the public's reach, accessed by a dedicated staff entry, are such functions as the staff exercise room (in the former paint shop), men's and women's locker rooms, and the IT center. The back end of the first floor is set aside for DART's heavy work: evidence, quartermaster, and armory.

While those detained in criminal inquiries are brought to city lockup in each member city of the DART network, vehicles held for evidence are processed

Photos © Charles Davis Smith, courtesy of Brinkley Sargent Wiginton Architects.

here, and a bay for processing vehicles sits next to an evidence drop, evidence storage, evidence processing, and all other ancillary spaces required.

Next door sees a similar grouping of armory and quartermaster receiving, armory, quartermaster storage, and so on.

The second-floor patrol and emergency preparedness zones and the third-floor criminal investigation and internal affairs zones can be accessed by a stairwell located inside the secured staff entry, as well as a stairwell within the evidence zone and a stairwell and elevator located just off the public lobby.

Natural light floods interior spaces from exterior windows and skylights (located, in some cases, on the other side of the interior glass). In another of the inclusions that earned the facility LEED Platinum, daylight-responsive lighting controls were installed within 15 feet of exterior windows or skylights.

Two Projects in One

When adaptive reuse is paired with historic preservation, it often helps to think of it as two separate projects. The part that is pure preservation—maintaining a building's original character—stays outside, while the adaptive reuse creates a fully modern and up-to-date space inside.

The building-within-a-building concept used in the DART adaptive reuse maintains the original character of Monroe Shops and, what's more, brings that character into view of the people who come to work in the space on a daily basis. PM

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BY JIM SULLIVAN

INTERNAL COMPLAINT INVESTIGATIONS

Five Questions to Consider

Your local government receives a complaint that an employee or vendor is involved in serious misconduct that warrants an investigation and opens a floodgate of concerns that require a thoughtful and reasoned response. What should you do?

Before initiating an investigation, you need to consider five questions that will dictate your response and direct any further actions.

1. Is the complaint credible?

Before determining a course of action, evaluate the evidence or allegation that has been initially presented. An organization that responds to all allegations concerning its employees and vendors risks investing inordinate resources and expense chasing spurious claims.

Although anonymous complaints can be reliable, the complaint must be assessed on the information provided. A person with specific knowledge of wrongdoing may choose not to identify himself when making a complaint, yet the evidence provided may show signs of credibility.

Specific facts and detailed information provide insight into the complainant's knowledge base. In essence, don't discard anonymous complaints. Be sure to evaluate the allegation and the evidence presented.

If the complaint comes from an identified source, begin your due diligence and inquire further. Question the complainant about her firsthand knowledge of the issue.

Try to determine if the complainant is passing on information overheard from others or inferences made from other people's comments. Seek to identify others who can corroborate the allegation or provide further evidence.

2. Does the nature of the allegation warrant notification to outside agencies?

Certain alleged misconduct must be reported to the appropriate agency for investigation. Child abuse or neglect allegations, for example, require that mandated reporters notify the local child welfare agency. Administrative regulations may require that sexual harassment allegations be reported to a specific agency official for follow-up. Grant providers may include provisions in awards requiring immediate notification of alleged malfeasance.

The list of possible notifications goes on. Public housing agencies may be obligated to report allegations to the U.S. Department of Housing and Urban Development; schools may be required to report allegations to a local or federal oversight board; and allegations about breaches of environmental or safety protocols may need to be reported to the appropriate state or federal agency.

If the complaint alleges criminal conduct, you may want to notify local law enforcement. Keep in mind, however, that government employees' rights differ based on the nature of the investigation. Government organizations can conduct an administrative investigation into criminal conduct while still preserving the use of evidence in a subsequent criminal proceeding.

But an administrative investigation can also secure evidence—an admission or evidence obtained following an administrative interview—that cannot be used in a criminal proceeding. Likewise, search-and-seizure rules vary slightly in an administrative investigation from the traditional and limited exceptions to the exclusionary rule, which precludes admission of evidence obtained in violation of a defendant's rights.

Any of these required notifications may dictate if or how you and your organization can respond to the allegations.

3. What is the employee's status?

The response to an allegation against a member of a collective bargaining unit may be dictated by the terms of the collective bargaining agreement (CBA). Union employees may be guaranteed certain rights, including the right to be notified about allegations of misconduct. Knowing and understanding these rights helps an organization navigate the investigative process.

In addition, at-will employees traditionally have fewer rights than career service, civil service, or non-exempt employees. CBAs may grant employees the right to arbitration to contest discipline. As such, the investigative process may vary based on the level of proof necessary to enact discipline and the forums in which the evidence will be presented.

Contractual obligations may also determine the requirements of an investigation of a vendor and the forums where investigative results are presented.

OBVIOUSLY, A CLEARLY ADMINISTRATIVE RULE VIOLATION SHOULD BE INVESTIGATED BY THE ORGANIZATION OR OUTSIDE CONSULTANT.

Similarly, an organization's debarment policy may identify specific, prohibited conduct and resultant sanctions.

Knowledge of the provisions of CBAs and vendor contracts further helps determine the appropriate course of action following an allegation of employee or vendor misconduct.

4. Who will conduct the investigation?

After you have determined that the complaint has sufficient credibility to warrant an investigation, you must determine who will conduct the investigation. Local governments don't always have an internal investigative department equipped to follow-up on an allegation.

Or they can't provide a comprehensive response without violating rights guaranteed the employee or vendor by contracts, rules, or laws. Some investigative units may not possess the necessary skill sets or have the breadth of knowledge to conduct complex multilayered investigations.

"Sunshine" and Freedom of Information laws or other transparency provisions also may require disclosure of the results of investigations. This disclosure could be detrimental to the organization, the discipline process, and actions for civil recovery from vendors.

Organizations might have outside counsel hire a specialist or investigative service for sensitive investigations and use attorney-client privilege to protect disclosure of the results of the investigation.

A law enforcement investigation may be the appropriate response to criminal allegations, but law enforcement involvement may preclude disclosure or use of the evidence by the organization in an administrative proceeding if evidence was obtained through the use of a grand jury.

Likewise, many law enforcement agencies and prosecutor offices may preclude their agents from testifying at an administrative proceeding before the disposition of the criminal charges.

Obviously, a clearly administrative rule violation should be investigated by the organization or outside consultant. Criminal allegations warrant critical decision making up-front, and knowing the consequences of those decisions helps guide the process.

5. Who else knows about the complaint or misconduct alleged?

After a complaint has been made and evaluated, you must determine if there is an immediate need to secure any relevant evidence. If alleged wrongdoers have knowledge of the allegations, can they destroy evidence? If so, evidence should be secured, computers backed up, or passwords changed to reduce the possibility or impact of attempts to destroy evidence.

If the complaint has been broadcast outside the agency, will it draw the attention of local media? If so, you must determine how media attention affects the decision-making process for all the issues discussed above and if the unwanted attention requires a response.

Also, keep in mind that media attention could bring additional complainants and witnesses out of the woodwork. Apprehensive whistleblowers may feel more at ease if they know others have also complained and follow-up is imminent.

An internal investigation presents many hurdles and exposes an organization to many risks. Thoughtful, informed decision making from the onset will help local governments navigate critical issues, including resource allocation, compliance, employee rights, and outside scrutiny.

Think about the five crucial issues outlined above to help save time and money, and perhaps the reputation of your organization. PM

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BY PAUL LACHANCE

THE LINCHPIN ROLE

Technology in public sector sustainability

The strategic plan for San Francisco, California, highlights the need to increase use of the city's Computerized Maintenance Management System (CMMS) as a key step in reaching sustainability goals for 2015. In Buffalo, New York, city staffers tap into a robust CMMS to operate municipal facilities at peak energy efficiency.

These cities provide only two examples of the growing recognition that modern, cloud-based CMMS technology plays a linchpin role in governmental efforts to improve the sustainability of urban centers and small towns alike. That recognition is based on a simple fact: even the most energy-efficient buildings and infrastructure systems will not achieve sustainability targets if not properly maintained.

Key Benefits

But how exactly does a CMMS contribute to reaching sustainability goals? Here are a few of the environmental benefits these systems offer:

Preventive maintenance. At its core, CMMS technology promotes and enhances Preventive Maintenance (PM), which contrasts with the reactive approach of making repairs only after equipment or building systems have broken down. A PM strategy heads off maintenance problems before they become big headaches, saving time, money, and energy.

With a PM scheduler, facility managers input and track important information on individual pieces of equipment, including parts specifications, maintenance schedules, repair history, and other relevant data. A PM calendar can also produce alerts so maintenance teams can service equipment in a timely manner. If valves at a wastewater treatment plant, for example, need regular adjustments, that task can be requested or entered, and CMMS can automatically produce a work order for it.

Local agencies can also find complete information on vendor, supplier, and contractor relationships in one system, including costs, technician certifications, and performance details. All of these CMMS capabilities enable maintenance teams to operate with greater efficiency and effectiveness, which cuts down on waste.

Energy monitoring. Installing an alternative energy system does not necessarily produce higher energy efficiency, unless the equipment is monitored properly. Creating a condition-based monitoring link, however, enables a variety of data types to be fed directly into a CMMS, making it easier to check on equipment performance in real time.

Operators analyzing such data types as pressure, temperature, voltage, and hours run can easily identify energy peaks or spikes as well as specific pieces of equipment that may be "energy hogs." By tracking and monitoring the utility consumption of physical assets, maintenance teams can then take appropriate preventive steps to keep equipment operating at optimal levels and reduce energy waste.

The facilities maintenance supervisor in one Colorado county, for example, used CMMS reports to show how much energy and staff time was being wasted by an old HVAC system that needed constant repairs. Armed with clear data from CMMS reports, the supervisor successfully lobbied for the purchase of a new, more efficient system.

Asset management. A CMMS system offers distinct advantages to public agencies when it comes to managing their complex array of capital assets, which can range from streetlights and sewer systems to administration buildings and senior centers.

Because it provides a historical record of equipment performance over time, CMMS identifies which assets are poor performers by ranking every component. Instead of automatically projecting capital expenses to replace old equipment, CMMS enables managers to analyze an asset based on a variety of factors: energy consumption, frequency of failure, frequency of work orders, cost trends, and more.

In snowy Gilpin County, Colorado, maintenance managers took information from CMMS reports to show the driving time required to operate the snow plows and to document the 700 hours spent repairing them one winter. Those reports not only helped justify paying the appropriate amount of overtime to drivers, they also pinpointed which plows were

RESOURCE INFORMATION

Here are websites with more information on the two city's initiatives outlined in this article:

San Francisco, California Strategic Plan:

– http://sfdpw.org/modules/showdocument.aspx?documentid=2655 (see pages 22–23).

Buffalo, New York:

– http://www.cannondesign.com/our-work/work/city-of-buffalo.
– http://www.cannondesign.com/news-insights/news-item/big-data-how-one-city-took-control-of-its-facility-assets-with-data.

INSTALLING AN ALTERNATIVE ENERGY SYSTEM DOES NOT NECESSARILY PRODUCE HIGHER ENERGY EFFICIENCY, UNLESS THE EQUIPMENT IS MONITORED PROPERLY.

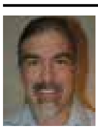
worth repairing and which ones needed to be replaced.

Other Uses

While CMMS technology clearly offers improved preventive maintenance, energy monitoring, and asset management, these systems also facilitate sustainability initiatives in other ways. Public agencies can set up their CMMS so staff members from any department can input repair requests and see updates on the status of those requests from their desktops or mobile devices—and across multiple languages.

A technologically-advanced CMMS also simplifies the process of achieving LEED certification for building projects, and it can cut down on the amount of staff time needed to comply with regulatory reporting requirements from governing bodies like OSHA.

As local governments face increasing pressures to manage dwindling resources, CMMS technology will continue to support sustainability efforts. Because ultimately, when equipment and infrastructure systems run more efficiently, they use fewer materials and less energy. PM



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A CONVERSATION

With BOB SCHULTZE, President and CEO, ICMA-RC

When Bob Schultze joined ICMA-RC in early 2015, he was excited by the opportunities and challenges ahead. As CEO of an organization exclusively dedicated to building retirement security for state and local government employees, he could apply his more than 35 years of public service experience in state government.

As director of the Virginia Retirement System, Schultze was acquainted with the issues facing public managers and the hopes and dreams of public sector retirement plan participants. As a client of ICMA-RC, he was impressed by the quality of service that ICMA-RC provided.

Here are edited excerpts from a conversation with Schultze about the challenges facing local government, how ICMA-RC is helping public sector employees with retirement planning, and how participants are preparing themselves for retirement.

Q: What is it about ICMA-RC that appealed to you?

A: ICMA-RC's mission of serving state and local employees really appealed to me. ICMA-RC doesn't have to focus on profit, so we can focus on service. Being founded by the public sector for the public sector, we're committed to it 100 percent day in and day out.

Q: What has changed about local government management?

A: The landscape of the public sector workforce is changing. Today's public administrators have more complex challenges related to attracting and retaining employees and offering benefits to meet employees' needs, while containing costs.

Q: What has been the impact of this change?

A: Like employers everywhere, the impact of baby boomers' retirements over the next 15 years will be transformational in the public sector retirement planning atmosphere. For more than 40 years ICMA-RC has been there for them, and we stand ready to assist them in retirement. We also continue to look for ways to help employees starting out in their careers.

Plan sponsors are more reliant on a robust retirement plan for employees in both late and early career, with more than 80 percent of local governments offering a combination of defined-benefit and defined-contribution plans such as a 457 or 401a supplemental retirement savings.

Q: What changes are affecting the retirement planning of public sector employees?

A: While traditional defined-benefit plans are still the dominant primary plan in state and local governments, because of the wave of pension reform that's swept across the country spurred by the Great Recession, defined-benefit plans are becoming less generous.

Therefore, defined-contribution plans are increasingly being looked upon to make up the retirement income gap in the future.

Q: How are participants reacting to these changes?

A: ICMA-RC participants have wisely increased contributions in the past few years. Our 457 plan participants, for example, who have contributed to their plan every month between July 2013 and June 2015, increased their contributions by 7.82 percent.

This is remarkable when you consider that state and local government employee compensation generally has been pretty flat since the recession.

Q: What is ICMA-RC doing to help?

A: ICMA-RC is addressing the major concerns shared by the thousands of Americans who are turning 65 each day: Have I saved enough to retire? How long will it last? We help answer these types of questions through our representatives in the field who conduct one-on-one meetings, as well as group seminars and workshops to help public sector employees prepare for retirement.

Our message to participants is to save more, take full advantage of tax-preferred savings plans, maximize your employer match if available, seek help from our representatives, and use our online calculators to estimate how much you'll need to retire.

In addition, we want participants approaching or in retirement to know that even though they have separated from their employers, they aren't separated from their retirement plan with ICMA-RC. We treat them the same way in retirement as we treated them while they were actively making contributions to their plan.

Q: What's the best part of being CEO of ICMA-RC?

A: I recently attended a large industry conference. My name tag, of course, said "ICMA-RC" and I was struck by how often people would see that and pull me aside and say, "I have money with your company. You guys are doing a great job." PM

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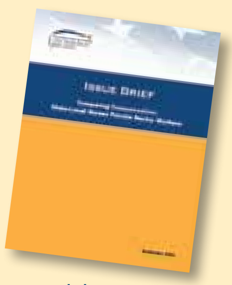

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BY JOSEPH GULFO

LEADERSHIP HAPPENS

10 straightforward and insightful leadership tips

Here's a primer on leadership basics, including some dos and don'ts.

1 Communicate and be patient, flexible, and confident. Do not expect immediate results. Anticipate that creating some semblance of alignment will take six to 12 months, especially if you are new to the organization.

Be flexible and patient, and realize that you are working on a mosaic masterpiece, and there is no way of knowing exactly what it will look like on Day One. Be confident that it will be beautiful, no matter what, in the end. Share that confidence.

Over-communicate throughout this process. People will be wary of you and in the absence of information they will come up with their own narrative. Give them yours, even at the risk of sharing more than you are comfortable sharing in a typical situation. This isn't typical.

2 Allay fears. You are not in your position to change anyone; you are in it to change the trajectory of the organization. Become part of the organization. Do not try to impose your systems (e.g., work hours, attire, office organization) on employees right away; rather, make people comfortable.

Change is the scariest thing for everyone. People are not mind readers, so they will read your actions for signs of things to fear. Don't give them easy things to be upset about, like changing everything.

3 Get some work done, even if it isn't integrated and coordinated. Ordain each member of your team to be in charge of something. Every person wants to be noticed for being superior in some way. Plus, it is business so no excuses—dates and deliverables must be honored.

4 Consider a problem statement. Invite staff into crafting a problem statement, if needed. Don't do it on your own because that will be viewed as your objecting to them and their way of doing things. Once staff can see that things are not optimal, on their own, you will have created a window for change to actually occur.

5 Do it their way—for a while. Invite people into crafting a solution and use their input; don't simply take it under advisement. Show them that you can learn from them. A few rounds of doing it their way to show that you will listen is important. Also, you will learn something and become a better manager for it.

6 Step back from positional authority. Avoid the temptation to assert positional authority when you get exasperated. If you do, there will be some movement, then retrenchment back to the same, or possibly even worse, behaviors.

You will make mistakes, too. Having a positive, optimistic attitude is key; cheerleading is your job. Staff members are not children, even though they may behave as such at times. Telling them to do something "because you said so," however, doesn't work.

7 Exert personal authority by showing your talent. Deliver on a few big things that really matter and a couple that don't. Once people see you do something that they could not do themselves, or tried to do and failed, they will begin to see the value that you bring and respect you.

8 Form your team by doing the first seven over a six-month period. You will quickly learn which team members have leadership skills, which of them others seem to follow, and who among them are beginning to warm to you and follow your lead. These individuals will have supporters within the organization who will have figured out what you just figured out. Poof: You just identified the change masters.

9 With the blessing and cooperation of your change masters, start doing what needs to be done to make the operation all that it can be. Go slow, but steady. Maintain the alignment of a core group of staff members as you go.

10 Determine who is on the bus and who is off the bus, then close the door and drive. At some point, the others will come in line, and there will be no dramatic showdown. One or two may resign, so say goodbye and good luck to these people.

One or two others may need to be forced out. As long as you have the support of the core, you can do the hard stuff, compassionately, for the good of the organization. PM

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