

PM

PUBLIC MANAGEMENT

INSIDE

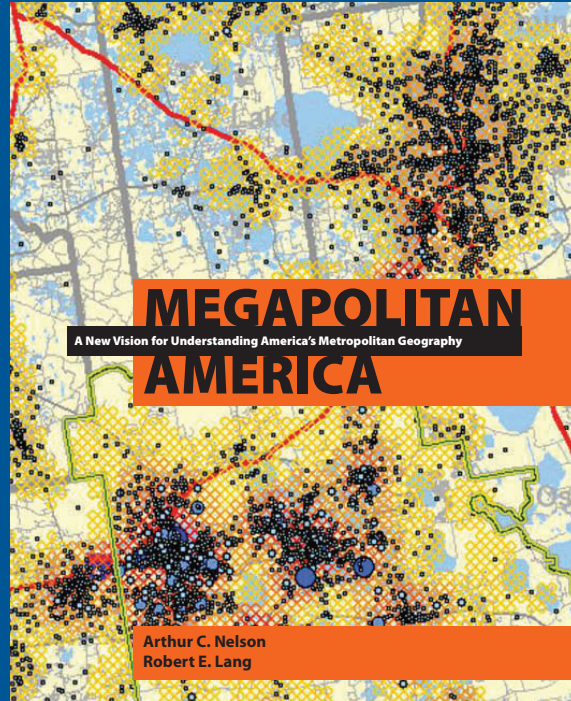
- 2 GETTING COMPENSATION RIGHT
- 12 DEALING WITH PUBLIC MISTRUST
- 16 MEASURE RESIDENT ENGAGEMENT
- 26 SET THE STAGE FOR COUNCIL SUCCESS

PICTURING IT: THE YEAR 2020

Managers Predict the Future
Of Their Profession

**“This book will change the way
we think of the economy and how
we all have come to live.”**

—Bill Bishop, author of *The Big Sort*



Megapolitan America

Arthur C. Nelson, FAICP,
and Robert E. Lang
2011. 312 pp.
Hardcover \$74.95
APA members \$49.95
Order item A64972
APA Planners Press

NEW VISION

Legend says America is the land of wide-open spaces.
The numbers tell a different story.

Available at APAPlanningBooks.com



American Planning Association

Making Great Communities Happen

cover story



features

MANAGEMENT

12 DEALING WITH PUBLIC MISTRUST

How managers can get through some truly difficult situations.

Dana K. Lee, MECHANIC FALLS, MAINE

16 THINK YOU CAN'T MEASURE RESIDENT ENGAGEMENT? THINK AGAIN!

And does measuring it really make a difference? *Laura Allen, Colma, California,* AND *Amanda Thompson, DECATUR, GEORGIA*

19 ENCORE! ENCORE!

How to transition from your local government job but stay connected to the profession.

Kevin O'Rourke, FAIRFIELD, CALIFORNIA; Michael Garvey, SAN CARLOS, CALIFORNIA; Rod Wood, BEVERLY HILLS, CALIFORNIA; AND Frank Benest, PALO ALTO, CALIFORNIA

5
Managing
Animal
Services



departments

2 Ethics Matter!

Getting Compensation Right

4 On Point

What Are Your New Year's Resolutions for 2012?

5 @icma.org

22 Management Minute

- Toward Utility Fees
- Top 5 Ways to Impress Your Global Warming Friends

24 Commentary

- Maintain the Sharpest Tools
- A Book, an Essay Contest, and a Video Game

26 Council Relations

Starting Your New Board or Council Off Right

27 Tech Touch

Streamlining Multiple Processes

27 Calendar of Events

28 Professional Services Directory

32 Short Story

Election Night

icma.org/pm

This issue of *PM* is available online at icma.org/pm January 1, 2012.

BY MARTHA PEREGO, ICMA-CM

GETTING COMPENSATION RIGHT

Ethically speaking, that is.

In any environment, maintaining public trust when public dollars are in play is critical. As the entire globe works its way through the Great Recession, the spotlight at the local government level is clearly on public sector compensation.

Need to close the gap between essential services and available resources? Then explore cuts in the big-ticket item. For local governments that would be labor and the associated cost of compensation and benefits.

If the outcome of that review is even the appearance that decision influencers personally benefited disproportionately or inappropriately in pay and benefits, then trust is broken.

TAKEAWAYS

› The governing body has a governance role to play. Create a compensation committee of the governing body or committee of the whole to design and implement the framework for setting the manager's compensation.

› Decisions on compensation and benefits must be made by the entire governing body in a public meeting. In the interests of transparency, the salary plan and salary ranges for local government positions, including for the manager, should be publicly accessible on the agency's website.

› Don't put your personal compensation interests before the good of the overall organization and that of the citizens.

› Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation. Greed is not good.

The Challenges

The lack of established practices for negotiating public sector executive compensation combined with the transparency threshold that must be met makes an otherwise difficult task almost daunting. Roles and responsibilities may be clear on paper but not in action.

The decision makers—that is, the governing body—are not always experienced with the process. The beneficiary—that is, the manager—sometimes is the one who is more knowledgeable, skilled, and, shall we say, savvy. That imbalance can create a conflict of interest. The result can be compensation packages or benefits negotiated in good faith that later appear to be inappropriate, unfair, and just too costly.

The Principles

The principles of the profession have long been the driver for personnel and compensation matters. The standard for establishing executive compensation is that it be fair, reasonable, and transparent. But what's "fair" is subjective and debatable.

Taking the principles, ICMA established formal guidelines for negotiating executive compensation that set standards for benchmarking using comparable public sector salaries on regional and national bases. The guidelines more clearly define roles and responsibilities, and they address issues that relate to all employees as well.



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

ICMA EXECUTIVE DIRECTOR

Robert O'Neill, Jr.

DIRECTOR OF PUBLISHING

Ann Mahoney

EDITOR

Beth Payne

DESIGN

Rock Creek Strategic Marketing

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

COPYRIGHT 2012 by the International City/County Management Association. All rights reserved. Material may not be reproduced or translated without written permission.

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

SUBSCRIPTIONS: U.S. subscription rate, \$46 per year; other countries subscription rate, \$155 per year; single copies, \$10. Printed in the United States. Contact: 202/289-4262; subscriptions@icma.org.

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

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

EDITORIAL INFORMATION

202/962-3619

bpayne@icma.org

ADVERTISING SALES

Fox Associates

800/440-0232

adinfo.icma@foxrep.com

CHICAGO: 312/644-3888

NEW YORK: 212/725-2106

LOS ANGELES: 805/522-0501

DETROIT: 248/626-0511

ATLANTA: 770/977-3225

PRINTING

Westland Printers

Laurel, Maryland

ICMA

icma.org | icma.org/pm

2011–2012

ICMA EXECUTIVE BOARD

PRESIDENT

Sam Gaston*

City Manager, Mountain Brook, Alabama

PRESIDENT-ELECT

Bonnie Svrcek*

Deputy City Manager, Lynchburg, Virginia

PAST PRESIDENT

David M. Childs*

Assistant County Manager, Washoe County, Nevada

VICE PRESIDENTS

WEST COAST REGION

Patricia E. Martel*

City Manager, Daly City, California

Andrew Neiditz*

City Manager, Lakewood, Washington

Troy S. Brown

Assistant City Manager, Livermore, California

MOUNTAIN PLAINS REGION

Bruce T. Moore

City Manager, Little Rock, Arkansas

Chris Anderson*

City Administrator, Central City, Nebraska

Melissa Mundt*

Assistant City Manager, Gardner, Kansas

MIDWEST REGION

Matthew S. Fulton*

City Manager, Coon Rapids, Minnesota

Michelle Crandall

Director of Administrative Services, Dublin, Ohio

Robert Kiely, Jr.*

City Manager, Lake Forest, Illinois

SOUTHEAST REGION

Andrea Taylor Arnold*

Assistant City Manager, Decatur, Georgia

Lee Feldman*

City Manager, Fort Lauderdale, Florida

Kenneth L. Chandler*

City Manager, Portsmouth, Virginia

NORTHEAST REGION

Heather B. Harper*

Assistant Town Manager,
Falmouth, Massachusetts

Michele Meade*

Township Manager, Livingston, New Jersey

John P. Bohenko*

City Manager, Portsmouth, New Hampshire

INTERNATIONAL REGION

Noelene A. Duff

Chief Executive Officer,
Whitehorse Council, Australia

Peter Agh

City Manager, Novezamy, Slovakia

David Johnstone

City Manager, Candiac, Quebec, Canada

*ICMA Credentialed Manager (ICMA-CM)

The Process

To establish fair and reasonable compensation, the governing body should either operate as a committee of the whole or designate an evaluation and compensation subcommittee. This group should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established on the basis of compensation in comparable local government and public sector agencies. The governing body should engage experts, whether contracted or in-house, to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

The Realities

The principles and guidelines provide advice to address those unusual or questionable practices.

The ICMA Model Employment Agreement recommends one-year severance. The average length of severance is six months. Is negotiating a two-year severance appropriate? Is three okay? If so, under what circumstance?

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired. That said, some places are just more political and volatile than others. A history of high turnover may support larger severances.

Having negotiated severance, is it okay to negotiate and accept more in a forced departure? If so, under what circumstance?

A deal is a deal! The most ethical approach generally is to accept what was originally negotiated and not to leverage

the departure to obtain more. But there are unique situations where it is fair and ethical to negotiate for more: long-tenured managers who are terminated close to retirement and short-tenured managers who sometimes incur the cost of relocation but are terminated before being afforded the chance to show what they can do. It is rare but the settlement of legal claims may result in additional payments made at departure.

Is it okay to request an exception to the policy that caps the amount of leave that can be sold back in order to boost retirement?

Managers are in a unique class and do negotiate for benefits that other employees do not receive. But changes to benefits should be considered during agreement negotiations or renegotiations so that changes can be considered in the context of the cost of the entire package. Avoid one-offs and practices that lead to pension spiking.

In an effort to reduce payroll expenses, the manager proposes an early-retirement incentive. Can the manager participate in the program? If so, when should disclosure of intent be made?

Professionals must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits if they will be the sole or primary beneficiary of the change.

The manager can participate in the program but only if there was full disclosure up front that the manager was both in the universe of those affected and interested in taking the option. Not to fully disclose this fact puts the validity of the proposal in question. Is this a good deal for the organization or just good for the manager? **PM**



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

WHAT ARE YOUR NEW YEAR'S RESOLUTIONS FOR 2012?



ROBERT GARZA
City Manager
Las Cruces, New Mexico
rgarza@las-cruces.org

A new year brings both opportunity and optimism of great things to come. An important goal in my community's strategic plan is to "operate an accountable, responsive, and engaged city government." In 2012, I am determined to enhance Las Cruces's ability to engage our community through the use of evolving technologies and enhanced customer service levels.

Like many local governments, we need to integrate social media into our operations. The public expects enhanced communications in nontraditional forms to align with services available to them in other places where they have the ability to point and click to get data, information, and services.

I intend to provide comprehensive customer service training for every employee to ensure all messaging and communications are wrapped in the mission of a service-oriented agency.



KATE FITZPATRICK, ICMA-CM
Town Manager
Needham, Massachusetts
kfitzpatrick@needhamma.gov

What would New Year's resolutions be without mention of weight, exercise, and accepting challenges outside of our comfort zones? In recent years I have achieved success in losing weight, running a half marathon, and even dancing with the Needham Stars, a fundraiser for the town's tercentennial committee.

In 2012, I decided to turn my attention to more cerebral self-discipline—preparation and communication. To paraphrase Dan Millman in *Way of the Peaceful Warrior: A Book That Changes Lives*, any problem that I have, or ever will have, is a direct result of inadequate or improper preparation.

Not preparing quite enough for a meeting, not taking the time to learn a special feature about a community event, forgetting to have a funny anecdote ready at an employee retirement party—who hasn't been in this situation? The people I admire most never are.



JACK BENZAQUEN
City Manager
Dollard-des-Ormeaux
Quebec, Canada
jbenzaquen@ddo.qc.ca

Tradition dictates that every year we should sit down with a cup of coffee, paper, and a pen and reflect on the changes we want or need to make. We then set New Year's resolutions that are in fact commitments. The real challenge, however, is keeping our New Year's resolutions.

In the past, I would specify four resolutions:

- What I should learn in continuous education.
- What I should improve about my personality.
- Whom I should reconnect with among my peers.
- What I should achieve in my career goals.

More recently, though, I have realized that things move too quickly, and it is impossible to forecast what will happen in the months to come. For this reason, I have decided not to make any resolutions at New Year's. Instead, as soon as I realize that I should take action, or take advantage of a specific situation, I will.



BETH LINN
City Administrator
Edgerton, Kansas
blinn@edgertonks.org

As 2011 comes to a close, I begin to think about 2012. New Year's resolutions have to be simple for this first-time city administrator and mother of two toddlers. My main resolution will include two important words: Be present.

I work for a small city, and there are no department heads to assist me. So I will focus my time and efforts on priorities identified by the governing body as most important. It is too easy to tell my family "Just one more e-mail." I will put down my phone and cherish our time together.

During my commute each day, it is easy to get distracted by the day's upcoming events. I will enjoy my drive for the opportunity that it is—an opportunity to enjoy the quiet or to listen to my music rather than to Mickey Mouse.

Definitely, I plan to be present. **PM**

EVERYONE WINS

Parks and recreation departments are establishing partnerships with private organizations so they become more responsible for parks and recreation facilities.

► icma.org/park_partnerships



3



MANAGING ANIMAL SERVICES

Find out how animal control and sheltering operations are being transformed, with the goal of becoming "no more homeless pets" communities.

► icma.org/animal_services

INTERNATIONAL PERSPECTIVE ON TRANSPARENCY

4

A consistent theme in ICMA's international programs is the promotion of practices that increase

local government transparency and accountability. Based on its experience implementing programs in dozens of countries, ICMA has identified five key elements that are necessary for combating corruption and creating open, transparent government systems.

► icma.org/transparency

2

E-GOVERNMENT 2011



Results of a 2011 survey revealed local governments' use of e-government, types of online transactions, use of cloud computing, positive changes that e-government has introduced, and barriers to e-government.

► icma.org/e-govt2011



PICTURING IT: **THE YEAR 2020**

Managers Predict the Future
Of Their Profession

Can you imagine what the local government profession will look like in the year 2020? Will major job challenges be the same? What will have the most impact—positively and negatively—on the profession?

Making predictions can be tricky. Didn't someone once say that Apple's iTunes players would never make it? But considering what's in store for the profession is both fun and a necessity. PM asked managers around the world this question: "What do you think local government management will be like in the year 2020?" Here are their predictions.





LEE GALLOWAY,
ICMA-CM

OVER THE COURSE of my 38-year career, the greatest changes I have seen are in the area of information technology (IT). During the coming years, I think there will be further unimaginable changes in that area. One negative I envision will be less person-to-person contact with residents and the public, something I view as a downside of too much technology.

I think that eye-to-eye contact and face-to-face communications achieve better results as we can see when there is disagreement or confusion or misunderstanding. On the positive side, I feel further developments in IT areas will allow for greater productivity, accomplishing more work in less time, increasing our efficiency.

I am afraid that budget challenges will remain for several years, as we all try to adjust to a world economy. I also fear that the antigovernment attitude that I find so hard to understand may also remain a part of the landscape for years to come. To counteract that, we must continue to adhere to the tenets of this profession as found in the ICMA Code of Ethics.

In 2020, I believe we will still administer most if not all the services we now deliver, we will still serve at the pleasure of elected officials, and residents will advise us that they pay their taxes and our salaries. And we will still be asked that age-old question: "What exactly does a city/county manager do anyway?"

LEE GALLOWAY, ICMA-CM
Town Manager
Waynesville, North Carolina
townmanager@townofwaynesville.org



NOELENE DUFF

THERE WILL BE A stronger focus on our provision of services to older people in our communities as the baby boomers retire and age. People will be seeking services more tailored to their particular needs as part of a more affluent society. People will pay more for services than in the past, and there will be more service rationing as the pressure on government services increases with an aging population, in particular.

Local government professionals will need to recognize the diverse needs of our communities even more than currently, embracing opportunities to engage new technologies in our service delivery programs, including on-line, social media, remote access, and automated processes that will increase access to everyday service options. Public sector providers will need to ensure the quality of services more than ever before as the community's expectations increase.

I think managers will need to have more highly developed consultation skills as the community expects more and more input into decision making at the local level. We will need to have a greater understanding of the diversity of our workforce and provide a platform of work options to match these changing requirements. This flexibility will need to embrace, for example, parents, younger people, those wishing to transi-

tion to retirement, and other sections of our communities.

Some opinion polls suggest the demise of the community's confidence in our political systems. This is a potential negative but could also result in some positive outcomes. I see this as a challenge to the local government profession as we try to demonstrate the professionalism of the local government sector and elicit confidence from the community about services we offer

and decisions made on behalf of our communities.

Levels of government need to streamline their service delivery and present a seamless network of services to communities.

**LEVELS OF
GOVERNMENT
NEED TO
STREAMLINE
THEIR SERVICE
DELIVERY AND
PRESENT A
SEAMLESS
NETWORK OF
SERVICES TO
COMMUNITIES.**

The question of who does what will have less and less relevance as services are increasingly accessed remotely and taxation systems become more centralized. Residents will want to spend less time negotiating a system of service delivery and have easier access when and where they need it.

NOELENE DUFF
Chief Executive Officer
City of Whitehorse
Nunawading, Victoria
Australia
noelene.duff@whitehorse.vic.gov.au



ROCHELLE SMALL-TONEY,
ICMA-CM

THE CITY OR COUNTY MANAGER of 2020 can't do it alone. This, of course, has always been the case. But the most recent recession, combined with a growing anti-tax sentiment and general distrust of government, has put a finer point on the axiom.

Local governments increasingly don't have the resources to be all things to all people. By trying to do this through the years, managers have trained their residents to become both more passive and more demanding, leaning perhaps too heavily on local government to provide services.

Increasingly, a manager is going to need to develop skills to activate residents to participate in the business of managing a community. Real resident engagement—working with the public to create lasting solutions to thorny neighborhood problems—will become the norm for projects large and small over the next decade. Resident participation is no longer public comment at required formal meetings. It is using our communities to build community.

Those communities no longer end at the city/county limits. It's a given that the modern manager must think and act regionally. In 2020, managers will be required to look beyond state and national borders as well. The world today is global in terms of commerce, culture, and education. Action takes place on an international stage, and a manager should help a community benefit by building strong relationships abroad.

Finally, to engage, serve, and communicate with residents over the next decade, managers must embrace technology. The manager of today and the near future does not need to be technologically savvy. But he or she must understand the power of technology to help manage an organization more efficiently, communicate with the public more directly, and provide services more quickly.

ROCHELLE SMALL-TONEY, ICMA-CM
City Manager
Savannah, Georgia
rtoney@savannahga.gov



SAM GASTON,
ICMA-CM

I THINK MOST SERVICES will stay the same—garbage will be picked up, streets will be paved and repaired, parks will be improved and maintained, and our public safety personnel will respond to emergencies and traffic control. I think, however, that more and more business will be done electronically, and most of our communications with residents will be conducted by e-mail, Twitter, Facebook, or future technology.

Managers will continue to be challenged by the rapid growth and expansion of technology. Our skills as organizers, delegators, leaders, and consensus and team builders will be tested as the waves of the new generations become voters and taxpayers as well as employees. I expect managers to continue to sharpen their skills to meet these new challenges through training offered by ICMA, state associations, or municipal and county associations.

On the positive side, I see ICMA continuing to keep members abreast of the changes and trends in our communities. I also see residents who will allow managers to successfully meet these challenges. I believe there will be greater emphasis on performance measurement, quality control, and benchmarking to ensure that services to residents are efficient and effective. Residents will be

better informed about their local government services and operations through technology.

On the negative side, I see greater demands on our profession as various special-interest groups and single-issue candidates increase. Our

**MANAGERS WILL
CONTINUE TO
BE CHALLENGED
BY THE RAPID
GROWTH AND
EXPANSION OF
TECHNOLOGY.**

communities will become more diverse, which will place increased demands on our skills as community and consensus builders.

We will be expected to respond more quickly to requests for service because of the advancement of technology.

I believe that by 2020 most residents will understand what a manager's job is since ICMA is rolling out the "Life Well Run" campaign that will tout what local government managers do and the benefits we bring to the communities we serve. Also, on our website and in some city publications there is a good explanation and overview of the city manager's duties and role. When I make a presentation to a civic club, a garden club, or another group, I plan to continue to explain what I do as city manager.

SAM GASTON, ICMA-CM
City Manager
Mountain Brook, Alabama
gastons@MTNBROOK.org



DARIN ATTEBERRY
ICMA-CM

LOCAL GOVERNMENT MANAGERS must be deeply committed to good governance and quality service. That's true today, and it will be true in 2020. The environment in which we work is becoming increasingly complex. Public trust is imperative, and as such, local government must be transparent. Managers must model high ethical standards and expect the same from their workforce. They must maintain a deeply held respect for the council-manager form of government.

Relationships with residents will continue to evolve. It's no longer a paternalistic model where it's the city's responsibility to solve all problems. Instead, local government will work in partnership with the community. Managers must cultivate a collaborative problem-solving culture, where both local government and residents together have a responsibility to address challenges and prepare for the future.

Similar to a business, cities and counties must remain competitive. Knowledge-based workers can now choose to live anywhere they like, and this trend will continue into the foreseeable future. Attracting and retaining the creative class will require that managers advocate for investments in our quality of life. Simply put: place matters.

Managing local governments of the future will require a commitment to sustainability. We have a growing obligation to assure that our current plans, investments, and actions do not harm future generations. Environmental stewardship, fiscal responsibility, and social awareness are equally important.

The work of managers will continue to be essential, and a primary role is to help communities clearly define a vision for the future and then mobilize resources to achieve that vision.

DARIN ATTEBERRY, ICMA-CM
City Manager
Fort Collins, Colorado
datteberry@fcgov.com



DAN GILMARTIN

THERE IS NO QUESTION that the delivery of services will look very different in 2020 and, I think, even before that time. The current way we deliver services is unsustainable and inefficient. The undoing of the old way of operating is quickly being influ-

I THINK THAT BY 2020 RESIDENTS WILL HAVE A MUCH BETTER IDEA OF WHAT LOCAL GOVERNMENT CAN AND CANNOT DO THAN THEY DO NOW.

enced by economics, technology, a global environment, and residents themselves.

Residents are looking for more than just good services—they want more walkability, a greener environment, arts and culture, and, in some of the larger cities, transit options. They are looking for quality of life and a sense of place.

There has always been resident engagement to some degree or another, but in some communities residents are actually taking over services that can no longer be provided. (*Fast Company* magazine has profiled several great examples.) This will only continue to grow as social media networks continue to expand and open source government opportunities increase.

Managing resident involvement will require a different skill set, especially as the population ages and becomes more diverse. Communication, facilitation,

technology, and the need for creative thinking and innovation will all be more important than ever as local governments figure out what their role is in providing services.

What will impact the profession positively is that never has there been a better time to do things differently and be a part of creating a different model of governance in the 21st century. On the negative side are concerns about the bottom line, diminishing revenue streams, and providing fewer services. Also, although I don't see this as a negative impact, managing engaged residents through social media tools will challenge the profession.

I think that by 2020 residents will have a much better idea of what local government can and cannot do than they do now. It's going to take a lot more of their involvement to make their communities sustainable. With diminishing resources, citizens will have to be much more a part of the process, thereby becoming decisionmakers in shaping the futures of their communities.

DAN GILMARTIN
Executive Director and CEO
Michigan Municipal League
Ann Arbor, Michigan
dpg@mml.org



SAM MAMET

EIGHT YEARS WILL BE here tomorrow. How quickly indeed does the pace of our lives seem to move nowadays. I think it is, in part, the impact of social media and the immediacy of now.

Real-time information is the environment in which we all live, and the interconnectedness of us all is exactly what Thomas Friedman spoke about in *The World Is Flat*. This book should be required reading for any aspiring public manager. The upcoming generation of managers understands and grasps this well.

A GREAT POLITICAL DIVIDE WILL OCCUR, AND, AS A RESULT, WE WILL ELECT OUR FIRST PRESIDENT WHO WILL BE DIRECTLY FROM LOCAL GOVERNMENT, MORE THAN LIKELY A MAYOR.

Their talents and their ability to navigate the interconnectedness will be important.

Our whole notion of local government will change. We will no longer focus on the artificial nature of what constitutes local government as a political subdivision. Instead, the notion of what is a city, town, village, county, township, or municipal authority as a legal and political matter will diminish.

There will be more of a focus on the basis of local government: the concept of community. This is the effect that the awesome power of social media and its influence on political discourse globally will have on local government, and managers will need to understand this.

A thought-provoking document that elaborates on this point is a book called *The Economics of Place: The Value of Building Communities Around People*, published and released last fall by the Michigan Municipal League

THERE WILL BE MORE OF A FOCUS ON THE BASIS OF LOCAL GOVERNMENT: THE CONCEPT OF COMMUNITY.

(www.mml.org). I commend it as essential reading for those of us interested in this sense of a city as a place and as a community.

Municipal finance will be totally different from what it is today, and we will have addressed on-line commerce. It will likely preempt state and local taxing authority and generally not be beneficial to us.

Our federal tax code will have changed, and this will profoundly affect state and local finances. City and county managers will become experts in this. The country will have resolved the federal deficit, and this will have driven a policy debate with some positive, but mostly negative, outcomes for state and local government leaders.

There will be a concerted nationwide debate put forward by state and local government leaders to rewrite the 10th Amendment and some basic principles of federalism. The relationships among and between state and local government interests will be as strong as they have ever been. Our collective relationship with the national government, however, will be near rock bottom.

A great political divide will occur, and, as a result, we will

elect our first president who will be directly from local government, more than likely a mayor. And his or her chief of staff will have been a city manager by profession.

Budgeting will take on a whole new meaning with priority-setting principles that will take hold in local government budgets large and small. By this, I mean that local services will compete against each other in a much more robust manner. These services will be benchmarked more aggressively against the private sector. Both elected officials and citizens will demand this of local government administrators. We will have to learn how to do this, and it will not spring forth from today's graduate schools of public affairs.

Business schools will become leaders in offering a new type of MPA and training for public administrators. Traditional PA programs may become less relevant to the needs of the new local government. Business principles will become more the norm in managing our local governments, and they will be structured around the ideas put forward by author Jim Collins in *Good to Great* and *The Social Sectors*.

We will conduct more public business through the Internet, including voting for candidates for local government office.

A local government manager will do less managing and far more facilitating. In fact, we may even see a name change to a council-facilitator form of local government.

Good luck to us all, for we shall surely need it!

SAM MAMET
Executive Director
Colorado Municipal League
Denver, Colorado
smamet@cml.org

VILLAGE OF MONTGOMERY, ILLINOIS STAFF MEMBERS

IN THE YEAR 2020, local government will have a need for local government managers with a preference for collaborative relationships, including a firm focus on teamwork and consensus building.

In May 2011, ICMA reported that women occupied only 24 percent of its memberships. What's even more alarming is that although the profession is more than 56 percent chief administrative officer (CAO) positions, of these only 13 percent are currently occupied by women.

The good news: the conversation about women's role is already happening. People are asking "where is the female presence?" With 48 percent of entry to middle-management positions occupied by women, there are women in the pipeline for future CAO positions. Women nationwide are mobilizing to mentor this generation, and for the first time people are actually talking about the challenges facing women in the profession.

Now combine the momentum around advancing women in the profession with the current antigovernment mantra. It's back and bigger than ever. The public and elected officials are pushing for a more efficient, accountable, and transparent operation. The result is a commingling of policy and administration. These circumstances force managers to cooperate, collaborate, and build consensus with elected officials to achieve results.

More good news: Women have the skill set to succeed in this environment. Watch out 2020: strong, successful, and intelligent women will be flooding the profession with a desire to promote teamwork and efficient leadership.

STAFF MEMBERS

Village of Montgomery, Illinois



SUSAN STANTON
ICMA-CM

I FEEL THE JOB of city management will be very different when the next generation replaces the more command-and-control city managers who are primarily white middle-aged men. I see the use of social media and direct democracy becoming much more prevalent in local government and reforms in the way people elect local officials. We will not be voting on a single day at a specific spot, and this will also make local government more responsive to the needs of the entire community.

Major job challenges will be keeping these diverse groups properly and effectively engaged with each other. I see the substantial shifts in the demographic composition of this nation being a big driver of change, as minorities become majorities. I see a lot of conflict between the haves, the have-nots, and the should-nots as our nation comes to terms with both immigration and the maturing and aging white baby boomers.

I suspect a manager's major skill set will be working effectively within cities with diverse communities who have traditionally not been able to demand city services because they were shut out by the political system. I think future managers will need to be subject-matter experts in smart, sustainable policies and approaches to funding services.

We will no longer focus on mindless collection of garbage but be more involved in waste reduction programs. We will not be focusing on building large power plants but will be working to decentralize the way energy is generated, distributed into the power system, and consumed by users who are both consumers and producers. The manager of the future will be expected to provide these tools to the community.

It is my hope and expectation that this profession will professionalize itself. We will have created a meaningful credentialing process much like the legal and medical professions and test for minimum competence. Continuing education won't be enough. This will slowly eliminate good ol' boy managers.

On a negative side, this might reduce the pool of people who can call themselves local government managers. I see women becoming much more engaged in leadership both as managers and in the profession. Also on a negative side, I see more of the larger cities adopting strong mayor forms of government because of the continued discomfort that a manager is not accountable to the electorate.

This profession is still traditional and very nonaccepting of diversity among its own membership. I see this slowly changing but not fast enough, which will be a major factor in people dropping this form of government. The need to embrace diversity will be resisted by traditional managers between today and 2020.

By then, I think most residents will understand what a manager does, or this profession will not survive. We will become more visible in engaging community dialogs in a more transparent way. The modern manager will not be able to hide out in the office but will need to be a part of the civic debate and dialog in the community.

I think if the profession continues to demand competence of all its members, members of the profession will be in a better position to achieve the same respect as today's members in the legal and medical professions. Future managers' increased competence will be seen and recognized by both elected officials and the community as a whole.

SUSAN STANTON, ICMA-CM

City Manager
Lake Worth, Florida
www.lakeworth.org

DEALING WITH PUBLIC MIS TRUST

A man with a beard and a woman with blonde hair are looking directly at the camera. The man is on the left, wearing a white shirt and a plaid tie. The woman is on the right, wearing a grey and white striped sweater. The background is a plain, light grey.

Local government officials will have to adapt to frustration, mistrust, and personal attacks

By Dana K. Lee

The public's mistrust of government has been on the rise since the late 1960s when Watergate and other widely publicized issues began to tarnish the image of public officials. Late last summer, in a CBS and *New York Times* survey, only 19 percent of Americans felt that they could "trust government in Washington to do what is right most or all of the time."

TAKEAWAYS

- › Do not internalize or personalize attacks. They are attacks on the position and the governmental institutions and are borne out of broad frustration.
- › As tempting as it may be to "fight fire with fire" when verbal attacks occur, it will likely only sharpen future attacks, damage your professional reputation for being calm and sensible, and make you feel even worse about the situation. Take the high road, engage these citizens, and try to learn their core issues and concerns.
- › Discuss how to best support one another when these attacks occur. From the top elected officials down to the lowest paid employee, how people behave, react, and support one another can either worsen or improve the conflict. Specific strategies should be discussed and adhered to with consistency throughout your organization.

Thanks to the around-the-clock news cycle and numerous social media tools, people are ever more exposed to government wrongdoing and are more capable of teaming up with one another in order to attack and protest government officials. The Tea Party movement and the tax watchdog groups at the local level are indicative of the frustration and anger toward all levels of government. Stalling or even shutting down government is becoming a viable strategy for the disenfranchised, be they Tea Party activists or Occupy Wall Street protesters in Manhattan.

This article examines how elected and appointed officials will need to adapt to frustration and mistrust as well as personal attacks and the use of freedom-of-information legislation as weapons against government.

Mistrust Grows and Consumes

One local resident decided that her local public officials were hiding something, including stealing and lying about it. She chose to bombard staff with e-mails demanding documents while also including pointed attacks on staff's integrity in those e-mails. At one point it was estimated that her freedom-of-information requests would cost \$15,000 to a local Maine town over the course of a year. Her methods discouraged and upset staff and crippled their productivity.

People who mistrust government and its employees will likely never be convinced to change their views. They see corruption and incompetence at all levels of government. They see it where it exists (via television reporting, 24 hours per day), where it doesn't

exist, and even where they believe it exists but just can't prove it yet. Managers can be assumed guilty by simply being associated with government, and some people have already carried out imaginary trials and convictions.

The vast majority of public servants continue to be honest, conscientious, and hardworking people, yet uncivil discourse and mistrust are sharply on the rise. It is with this contentious environment in mind that I present strategies for coping with this type of resident.

Government employees need to recognize the thinking and belief systems of the true government haters. It hurts us, of course. We are only human, and it is in our nature as public servants to do our jobs to help society—not harm it, lie about it, steal from it, or get rich from it.

Other than espousing and living our code of ethics daily, and engaging citizens as much as possible, public servants can do precious little to reverse the growing mistrust of government. We are in unusual times given high property taxes, the rising number of foreclosures, and joblessness.

Strategies Matter

Elected and appointed public officials need to learn strategies for compartmentalizing, minimizing, eliminating, deflecting, or otherwise ignoring the negative attacks on their integrity, motives, and competence. There is no single strategy that will work in every case. Options are needed, depending on the nature, tone, and method of attack. Here are 10 options to consider.

1. You must depersonalize the attack.

You are not the position. You are a human being, and you do a job the best you can. When you think of yourself as "the city" or "the county manager," as if an equal sign exists between your name and that office, you truly risk being affected personally by the attacks. If it were not you, it would be some other person holding the office who would be under attack. It's your ego that makes it personal, and it can tie you far too closely to the position.

WE MUST UNDERSTAND THESE ATTACKS AND MAINTAIN PERSPECTIVE. WE MUST DEPERSONALIZE THE ATTACKS, AND, TO THE MAXIMUM EXTENT POSSIBLE, WE MUST LEAVE THE NEGATIVITY BEHIND US. STICK BY YOUR ETHICS, SMILE, AND DO A GOOD JOB.

2. Put critics in perspective in two ways:

First, always start by having your perspective in order. What are the big chunks of beautiful blue sky that make your life grand? The spouse, kids, grandchildren, time at camp, or playing sports with buddies? Also consider all the other great relationships, hobbies, and time spent smiling.

And then there are the majority of residents—80 percent? 90 percent?—who seem pleased or content with what you do. Taken together, that's your big blue sky. Unfortunately, there are those few, tiny red holes of anger in that otherwise big beautiful sky. Does it make sense—does it work to your advantage—to focus on the tiny red holes?

Second, walk a mile in their shoes. Many of these people may have not had the upbringing, education, opportunities, and good fortune that you may have had. As noted earlier, the abused woman and the distressed widow had beliefs that, while hurtful and inappropriate, are nonetheless understandable. Isolate that thought and say to yourself, "I'm grateful that I am not them. They are very unhappy inside."

3. Never feed the beast. Don't focus on the person. Don't allow the negative words and energy to poison the office. Don't talk about him or her. Don't even discuss the latest, nuttiest attack. Anger feeds anger, and negativity feeds negativity.

4. Don't carry around a grudge at them. It's not worth it. A friend told me that a grudge was "like you drinking poison and expecting them to die." Let it go. They can carry the poison in their bellies.

5. Indifference is a nice strategy. "It takes 43 muscles to smile, 17 muscles to frown, and zero muscles to sit there with a dumb look on your face." Some of my colleagues use

this strategy extremely well. They have developed a strategy to view mistrust and attacks as a minor, natural occurrence, which will not be allowed to create negative feelings for them.

6. Wait it out. Don't respond. Take time to cool down. What's the worst that happens if you choose to simply not engage the attacker? Attackers want an immediate reaction. They want to get under your skin. Deny them that joy.

7. Learn lessons from their behavior. Act as though you are an outside observer of what they are trying to express or achieve. Maybe there is a lesson to be learned in their criticism, such as "I demand earlier posting of public meetings and agendas on the website!" It may be wise, transparent, and accountable to do that—so do it. You will not appease them in any meaningful way, but the other 80 percent—the silent majority—may appreciate it.

For the mistrustful, it would just be one item on a list of 100 top things they do not like about your office. They'll be in the town office tomorrow or at the next council meeting with a new gripe.

8. Build a support network. Your colleagues are going through this as well. Find time to have lunch and share stories with them. Support each other. Reach out to a colleague getting attacked and offer an uplifting word.

9. Ask elected officials to issue policy or guidelines allowing staff to "shut down" these folks when they are getting aggressive, time-consuming, or too personal. Make sure that elected officials "have your back" if you need to take

adult control over an increasingly intolerable situation. Determine your "rights" with your supervisors about how you may choose to speak and act when an angry citizen comes through the door to chide you. In any event, never get loud or aggressive. Remain calm, but firm.

10. Finally, be aware of a rational versus an instinctive reaction. In other words, will you offer a thoughtful response or jump to a fight-or-flight reaction? You must choose to stay at a rational level and stay above the fray. A friend once told me "to never get into a mudslinging contest unless you are ready to get covered in mud." If they yell, you stay calm. They want to push your buttons; deny them that joy.

As a local government manager, you may not even be the staff member taking the most frequent and greatest abuse. Frontline staff will also need your support, your wisdom, and your strategies to mitigate the negative feelings that mistrustful people can cause.

A Few Black Eyes

These are difficult times to be a government employee, and it is important that an individual learns to cope with attacks on character and integrity. A person must remember that the attackers are relatively few in number and that, in general, residents of a community serve a reasonably content public. Remember too that, given the number of good, conscientious government employees, only a tiny fraction commit wrongdoing and cause a black eye for the rest.

It's best to understand these attacks and maintain perspective. Also, it is best to depersonalize the attacks, and, to the maximum extent possible, leave the negativity behind. Stick by your ethics, smile, and do a good job. **PM**



DANA K. LEE is principal, Lee Facilitation Service, Mechanic Falls, Maine (danalee@leefacilitation.com). This article was prepared from an August 2011 presentation to the Maine City and County Management Association at Sebasco Resort, Phippsburg, Maine.

WHAT SHOULD YOUR BENEFITS LOOK LIKE? THE ANSWER CAN BE FOUND IN YOUR ORGANIZATION'S DNA.

Your local government is like no other. What about your benefits? At Cigna, our philosophy is simple: we approach each employer and its employees on an individual basis. It's a custom approach designed to help keep your workforce healthy and reduce costs — delivering sustainable savings of up to 26%.* Healthier employees and a healthier bottom line. That's in every local government's DNA.

Health benefits designed
for the public sector.
Cigna.com/healthiergov

GO YOUSM



*Cigna Choice Fund® Experience Study, October 2010.

"Cigna" and "Cigna.com" are registered service marks and the "Tree of Life" logo is a service mark of Cigna Intellectual Property, Inc., licensed for use by Cigna Corporation and its operating subsidiaries. All products and services are provided by such operating subsidiaries, including Connecticut General Life Insurance Company and Cigna Health and Life Insurance Company, and not by Cigna Corporation. All models are used for illustrative purposes only. 850960 11/11 © 2011 Cigna.

THINK YOU CAN'T MEASURE RESIDENT ENGAGEMENT?

THINK AGAIN!

Local governments can determine if engagement programs are successful in building community

By Laura Allen, ICMA-CM,
and Amanda Thompson

TAKEAWAYS

- › It is important to evaluate the impact of resident engagement programs so the community can appreciate them.
- › Using city staff and resident volunteers to collect data is a cost-effective way to evaluate programs and build relationships.



Can you really quantify the soft side of resident engagement? Can you measure the effects of those activities on trust in government? Does this engagement really make a difference?

These were all questions our Leadership ICMA team tackled as we worked with the city of Montgomery, Ohio, to develop performance measures for its resident engagement programs.

Our research showed one of the key practices in implementing effective engagement is to measure the results and treat the feedback as a valuable strategic asset. But really, how do you do that? From our work with Montgomery, we developed a three-step process that's transferable to other local governments interested in measuring their engagement activities:

1. Define what success looks like.
2. Choose performance measures and collect data.
3. Share the story.

Define Success

Montgomery uses the Knight Foundation's definition of resident engagement, which is: community resident engagement = attitudinal loyalty + passion. Using that as the basis, we developed specific performance measures for the five engagement programs that exemplified the two-way communication desired by the city.

The measures were based on national research and local definitions provided through staff and resident focus groups. These performance measures are designed to provide ongoing information about the efficiency and effectiveness of the engagement programs.

When defining success, the key is to be clear and specific about the purposes and goals of the program. The Knight Foundation defines "passion" as the pride and enthusiasm residents have toward their community, what their outlook for the future is, and how they feel about their place in the community.

One of Montgomery's engagement goals was to increase a sense of pride in the community. City staff tried to increase a sense of pride by engaging more than 30 residents and business owners to produce a video in which they expressed why they loved living in Montgomery. The video was viewed by approximately 700 people on the Internet.

It would be expensive to measure, postproduction, the impact of Montgomery's YouTube video on community pride. The number of views was collected, but it would require focus groups or surveys of those viewers to determine whether their pride in Montgomery increased.

If the goal of that program, however, was to involve residents in creating a product that showcased their pride in Montgomery, then the city has effectively captured qualitative (stories from participants) and quantitative (the number of residents involved) data that show the goal has been met. Broad outcome measures, like a sense of pride, are best captured through annual community wide surveys and tend to change slowly over time. It is important to identify goals that can be met and measured in a shorter period of time.

Choose Performance Measures

Once you have defined success, you will need to select performance measures and collect data to determine whether you have met your goals. It is helpful to remember that there is not one perfect measure that can determine whether a community has reached its goal.

The true impact of the city's programs is a summation of multiple measures and perspectives. Using several types of performance measures is the best way to get a clear picture of a program's impact.

Another common engagement activity governments provide to influence how residents feel about their community is volunteer programs. Montgomery advertises its volunteer program by setting up a city information booth at special events. The example below walks through how performance measures were used to evaluate the impact of this information booth on resident engagement.

Outcome (Effectiveness) Measures.

These measures, which were adapted from a publication produced by ICMA's Center for Performance Management,

tell how well a program or service is accomplishing its mission and goals, including effectiveness, quality, cycle time, and resident satisfaction measures.

Outcome measures are:

- Tied to mission and program targets.
- Short-term, intermediate, long-term, or end outcomes (ultimate program impact or effect).
- Resident perceptions—often captured by surveys—that often are the ultimate set of outcome measures.

EXAMPLE: 85 percent of residents reported that Montgomery does an excellent job at welcoming resident involvement.

Outcome measures are influenced by and determined in part by:

Output Measures. These measures reflect the amount of a service or program provided, which represents completed work activity or effort expressed in units of service delivered.

EXAMPLE: The city hosted three information booths at special events advertising volunteer opportunities in 2010.

Efficiency Measures. These measures indicate how well the organization is us-

ing or leveraging its resources, expressed as a ratio between the amount of input and the amount of output or outcome.

EXAMPLE: The cost of one information booth at a special event is \$50. This is determined by the cost of staff and volunteer labor multiplied by the number of hours the information booth was open and the cost of printed materials.

Output and Efficiency measures, are influenced by and determined in part by:

Input Measures. These measures include the number of resources used to produce a program or provide a service, generally expressed in expenditure or labor units.

EXAMPLE: Inputs for the information booth at special events include staff time (\$15 per hour), volunteer time (\$10 per hour, in-kind service), printed handouts with volunteer activities (25 cents per copy), and giveaway items with the Montgomery logo (\$1 per item).

All of the input measures need to be analyzed in the overall context of:

Descriptors. These provide information about the jurisdiction (population, median household income, square miles of service area) or the ways services are provided (volunteer or professional fire department, curbside recycling).

EXAMPLE: The city provides an information booth that is staffed by one volunteer and one city staff person three times a year at the largest special events (the Bastille Day, the Arts Festival, and the Winter Solstice celebration). At the booth, visitors can learn about volunteer opportunities in the community, sign up for an e-mail list, and pick up a key chain with a Montgomery logo.

Choose Data-Collection Method and Collect

At all times, the policy goal should drive the data collection. Once you have defined success, the next step is to determine the best data-collection method and start collecting data.

A variety of data collection tools can

ICMA RESOURCES

ICMA's softcover book, *Citizen Surveys for Local Government: A Comprehensive Guide to Making Them Matter* (2008. Item number 43526), shows how to make survey results work to improve performance and efficiency. Read more about it at bookstore.icma.org.

National Citizen Survey is a low-cost survey service for local governments developed by ICMA and the National Research Center, Inc. For more information, search for National Citizen Survey on ICMA's website at icma.org, or go directly to icma.org/en/results/surveying/national_citizen_survey.

An *InFocus Report* was published by ICMA in December 2011 on measuring resident engagement. Check ICMA's bookstore (Item number E-43675).

be used to generate performance measures, including surveys, focus groups, interviews, observations, and case studies. These tools can be used to collect qualitative (descriptions) or quantitative (numbers) data.

Tools include customer feedback cards, resident surveys, eGov statistics, and records reviews. Results of the data collection are shared through articles for the city newsletter, web pages, and annual reports.

For each resident-engagement program, the city must consider the appropriate data-collection tool to evaluate the program goal. Each tool varies in cost, collection time needed, and ability to generate performance measures. A records review can show you how many volunteer booths you hosted in a year (output), but does not tell you if pride in the community increased (outcome).

Surveys can show change in community pride over time, but they cannot tell you why that belief has changed. Focus groups can explain why a resident feels pride in the community, but it is difficult to generalize those findings to the larger community.

Engagement efforts are commonly evaluated using a combination of surveys and focus groups because they are the best tools for capturing outcomes. Montgomery cannot physically inventory community pride. However they can ask residents, "How do you feel about living in Montgomery?" and see how that response changes over time.

Data collection does not have to be time-consuming or expensive. Frontline employees are ideally suited to administer short surveys or record observations. Volunteers can also be trained to collect data. Most residents will not come to city hall, but city hall can come to them.

Examples of city staff who can collect data include:

- Permitting, inspections, and buildings staff.
- Police officers.
- Recreation staff.

Examples of volunteers who can collect data include:

- Neighborhood associations.
- Members of nonprofit organizations.
- Resident boards and commissions.
- Religious institutions.

Share the Story

After the data have been collected, it is important to share the results or the story of the work that is happening in the community. The National Performance Management Advisory Commission framework, the National Center for Civic Innovation, and the Governmental Accounting Standards Board have published guidelines on the elements that make a performance report useful.

They suggest that performance reports be targeted to a specific audience, produced regularly, and accessible through multiple methods and channels as well as provide clear, unbiased information.

Sharing the story of the information is essential. As Seth Godin, author of *Tribes*, explains: "People don't believe what you tell them. They rarely believe what you show them. They often believe what their friends tell them. They always believe what they tell themselves. What leaders do: they give people stories they can tell themselves. Stories about the future and about change."

We would add this to Seth Godin's list: stories about their community. Each city has an opportunity to share its story about resident engagement. There are a variety of media for reporting information, including video, annual reports and other written materials, presentations, and even signage (think of the United Way's thermometer signs).

Reporting is an excellent topic in which to engage staff and residents through focus groups to determine what type of reporting they would be most interested in viewing and creating. Many communities are leading important engagement efforts. By defining success, collecting data, and sharing the story they can show elected officials, government staff, and residents how they are making a difference.

To find out more about other resident engagement performance measures and how to report them effectively, see the authors' recent *InFocus Report* noted in the resource box on page 17. **PM**



LAURA ALLEN, ICMA-CM, is city manager, Colma, California (laura.allen@colma.ca.gov) and **AMANDA THOMPSON** is planning director, Decatur, Georgia (amanda.thompson@decaturga.com).

DATA COLLECTION TOOLS

Surveys

- Online, in-person, phone, mail.
- Self-selected, random sample.

EXAMPLES: Resident survey, feedback cards, and program evaluation forms.

Focus Groups

- Self-selected, random sample.

EXAMPLE: Bring together a group of past leadership class participants to discuss how they learned about the program and why they decided to participate.

Observations

EXAMPLE: Attend a public meeting and record the number of civil and uncivil public comments.

Records Review

EXAMPLE: Budget documents, volunteer service records, E-gov service requests.

Interviews

- Scheduled, intercept.

EXAMPLE: Ask attendees about their experience or future desires as they leave a special event.

By Kevin O'Rourke, ICMA-CM;
Michael Garvey, ICMA-CM; Rod Wood, ICMA-CM;
and Frank Benest, ICMA-CM



encore! encore!

CREATING A FULFILLING NEXT LIFE PHASE

TAKEAWAYS

- › Many senior managers approaching retirement feel uncertain about their next life phase and how to create a fulfilling “encore.”
- › Many encore managers integrated into their new life of purpose a focus on relationships, creativity, and community in addition to leisure and service.
- › Those who have successfully transitioned into their next life phase suggest a number of strategies.
- › Cal-ICMA offers support services for managers who are transitioning and who desire to maintain a connection with their profession as part of their encore journey.

A whole generation of baby-boomer managers is retiring from local government management. Consequently, the profession is forced to take concrete steps in confronting the leadership crisis and brain drain resulting from the retirement wave. We, as a profession, have not, however, adequately addressed how we can support senior managers in making the transition into their next life phase and creating a life of purpose.

Recognizing this need, Cal-ICMA, the California affiliate of ICMA, established the senior manager/encore manager initiative and chartered a committee whose purposes are to support senior managers as they transition into their next life phase, to help managers stay connected to the profession as they may desire, and to provide resources so that managers can explore “encore” opportunities.

To collect data and plan a meaningful support program, the committee conducted six focus groups around the state, involving 85 active and encore managers, and then followed up with 10 in-depth interviews of managers who had already crafted a life-after-management experience.

Focus Groups

From the focus groups, there was evidence that by the end of their full-time careers, many managers had entered the doldrums.¹ They had the “been there, done that blues,” and some of their passion and energy for the work had diminished.

While most focus group participants felt fairly comfortable about the financial aspects of retiring from full-time local government careers, they were uncertain about their nonfinancial futures. During group discussions, here is what participants said they feared:

- 1 Uncertainty, the “unknown.”
- 2 Personal isolation.
- 3 Not being able to maintain connections with colleagues.
- 4 Losing a sense of contribution.
- 5 Working too hard in their next life phase and, therefore, not being able to explore other aspects of their personal selves.
- 6 Loss of organizational support.
- 7 Boredom.
- 8 Not having a plan.
- 9 Lack of competence in other areas they might pursue.
- 10 Loss of authority and influence.

11 Lack of intellectual stimulation and loss of a sense of personal identity after years of having been on the forefront of community issues.

12 Problems such as marital and family issues, alcoholism, and depression if they retire “badly.”

13 Family disruption caused by their retirement.

14 Inability to separate their personal self from their identity as a city or county manager.

15 Problems coping with physical, mental, and emotional stress as they transition.

Participants also discussed their hopes and dreams, voicing these thoughts:

1 I hope to stay engaged and relevant yet have time to pursue other interests.

2 My hope is to craft a vibrant and fulfilling next life phase, including good work, service, love, family, and leisure.

3 I want to explore my “undiscovered self.”

4 I desire to work on such new projects as fixing up my house.

5 I want to give back to the profession by coaching other local government managers and assistants.

6 I would like a part-time gig.

7 I think I’d like to teach.

8 I want to find something completely new in my life, which could be a new career, sports, travel, and other leisure activities.

9 I hope for more control over my life.

10 I want to learn new things.

11 I’d like to explore new opportunities, along with new professional and personal contacts.

12 I hope to enjoy my new life as much as I have enjoyed my life as a manager.

Interviews

To arrive at a more in-depth understanding of the encore phenomenon, one of the committee members interviewed eight former city managers and two retired department heads. All the managers needed at least six months to decompress from the intensity of their former positions.

The interviews generated a number of themes, some expected and some not so anticipated. As expected, all the managers desired more leisure time; some wanted to travel or become more physically fit; and most wanted to stay connected to the profession in some fashion, yet with less intensity. The other themes were less anticipated.

Relationships. Universally, all the respondents felt that during their working lives they had neglected some relationships. They wanted to refocus on their connections with partners, parents, children, and friends.

Creativity. The interviewees all wanted to reconnect with their creative selves. At some earlier point in their lives, they had enjoyed playing music, cooking, photography, or gardening, and they all had begun to reengage in these or other creative pursuits.

Community. All those who had made the transition had thought about community. For some, community meant a location. They wanted to move to a community closer to family or to an artist or university community.

For others, community meant a new group of friends. One manager, for example, got heavily involved in cycling and formed significant relationships with those who participated in his cycling club.

Spiritual connections. Some but not all respondents wanted to reconnect with their spiritual selves. For some, spirituality meant more involvement in a religion. In fact, one of the managers became an active deacon in his church. Other managers pursued a greater spirituality, but it was less connected with an established religion.

In other words, most managers who had transitioned into their encores felt they had become “lopsided” during their careers and now were seeking wholeness and a fuller life.

The Encore Challenge

Most managers who are approaching midlife have spent their careers and family lives weaving meaningful lives. To make the transition into their next life phase,

they need to unravel some of that life and reweave a purposeful next life phase.²

Given so many choices, the encore challenge is: How do I confidently reweave a life of purpose with the right balance of activities and experiences so that I can become the best version of me?

Five Strategies

To identify effective strategies addressing the encore challenge, the committee commissioned a number of “My Journey” vignettes. Six managers described their

To craft a purposeful next life phase, we must view it as a journey.

encore journeys and provided lessons and tips. The vignettes and other research suggested these five strategies:

Have the courage to reflect. As Leider and Shapiro state, “the inward look transforms the outward journey.”² To promote self-reflection, some managers talk to their partners, closest friends, counselors, or spiritual advisers; write a journal; or even go on a soul-searching retreat. Some of the courageous questions include:

- What is the core of my identity?
- What are my dreams and fears about the next phase?
- In evaluating my whole life at this point, what is my inner voice telling me?
- What is the balance of working, learning, and playing in my life?
- Who will be part of my “community”?
- Is there enough intimacy in my life as I enter my encore?

Pursue one’s calling or vocation. A life of purpose revolves around giving away one’s “gifts.” To identify a calling, you must ask yourself: “What renews me and sustains me and makes me feel the most alive?”

After much introspection, one manager wrote a personal “purpose

statement” that allowed her to evaluate opportunities and make choices about her encore. The purpose statement centered on teaching and coaching local government professionals, helping them become better leaders.

Explore other aspects of self.

Although one may wish to develop an encore career involving consulting or other paid work or pro bono service, it is important to integrate some nonwork or nonservice elements into the encore journey. Play, adventure, creative pursuits, and intimacy deserve as much attention as work or service. Swiss psychiatrist Carl Jung stated that, at midlife, “the undiscovered life yearns to get born.”

Create a transition plan and test it out.

After some significant self-reflection, it is important to draft a transition plan that incorporates a variety of experiences. Based on the plan, one needs to rehearse some of the desired activities to determine whether they are truly engaging.

If one desires to teach at the university, for example, it is a good idea to do some guest lecturing before leaving the manager job. If one wishes to sail as part of one’s next life phase, it is a good idea to take some lessons before buying a boat.

Take some risks. To become one’s “best version,” you need to take some risks. Local government managers are generally comfortable commanding their local government worlds. Relearning how to play the piano or creating more intimacy with a partner or a grown child may be uncomfortable, and it requires some risk taking.

New Support Services

To support managers who are thinking of their next life phase and those who have already begun their encore journeys, the committee has developed a number of services. The committee also is committed to helping other state and international associations that would like to experiment with similar forms of assistance.

The programs include:

- **A web page on the Cal-ICMA website³** provides information and access to services and resources.
- **One-to-one peer coaching matchups** are available on the web page. Those wishing peer coaching can review profiles of encore managers who can provide advice for those wanting to explore consulting, teaching, interim management, nonprofit service, volunteering, and other opportunities and contact them to establish communication.
- **“My Journey” vignettes**, including tips and lessons learned, also are posted on the web page.
- **A resource list** includes books, articles, and other websites.
- **Support network meetings** are offered two or three times a year for senior and encore managers to share experiences and learn from each other.³

The Encore Journey

Crafting a purposeful next life phase should be viewed as a journey. We may know the general direction but not the exact destination. Enjoy the adventure! **PM**

ENDNOTES

- 1 Frederic M. Hudson, *The Adult Years: Mastering the Art of Self-Renewal* (San Francisco: Jossey-Bass, 1999).
- 2 Richard U. Leider and David A. Shapiro, *Claiming Your Place at the Fire: Living the Second Half of Your Life on Purpose* (San Francisco: Berrett-Koehler Publishers, 2004).
- 3 Access the resources and services of the Cal-ICMA program at www.cal-icma.org and click on Senior Manager/Encore Manager Program.



This article was written by members of the Cal-ICMA Senior Manager/Encore Manager Committee, including **KEVIN O’ROURKE**, ICMA-CM, former city manager, Fairfield, California (kevin@kolgs.com); ICMA Senior Advisor **MICHAEL GARVEY**, ICMA-CM, former city manager, San Carlos, California (garveycgs@yahoo.com); **ROD WOOD**, ICMA-CM, former city manager, Beverly Hills, California (rjwood@rjwoodassociates.com); and ICMA Senior Advisor **FRANK BENEST**, ICMA-CM, former city manager, Palo Alto, California (frank@frankbenest.com).

BY JOSHUA RAUCH

TOWARD UTILITY FEES

Utility fee models can provide reliable, steady income streams

It's no surprise to local government administrators that trends in municipal funding have been rather bleak during the past few years. Many local governments rely on property and sales taxes to fund a significant portion of their operations, from personal services to street maintenance. In a time when property values are declining year over year (sometimes by jaw-dropping amounts), how can local governments implement more secure funding mechanisms? Here in Mission, Kansas, we have found that consumptive user fees, or CUFs, are providing a solution.

A consumptive user fee is a type of assessment paid by consumers in exchange for services. A considerable number of local governments already employ CUFs of one flavor or another, depending on the services they provide to residents.

Some of the most common CUFs are assessed for municipal electricity generation or water service. These fees are targeted to consumers according to consumption levels, and they directly support the infrastructure necessary to provide a specific service. In Mission, residents and property owners pay a mixture of fees: a solid waste utility fee, a stormwater utility fee, and a transportation utility fee.

Solid Waste

To provide single-family residents with solid waste service, Mission contracts with a local waste hauler and negotiates an annual rate for all single-family residents. The costs of this contract are then supported with the collection of solid waste utility fees, to the tune of just over \$120 per year

for each single-family property owner. In exchange for this annual sum, residents are provided with pay-as-you-throw trash service, unlimited recycling service, yard waste collection and composting, and monthly bulky-item pickup.

Stormwater

Stormwater utility fees directly pay for improvements to the city's stormwater system. To assess the fee, the city first determined the average amount of impervious surface created by a typical residential property. In Mission, this is about 2,600 square feet, or one equivalent residential unit (ERU).

To assess nonresidential parcels, the city uses a GIS program to measure the impervious surface area of each parcel and divides that by 2,600 square feet. This in turn yields the number of ERUs on the parcel. Each ERU is assessed at \$228 per year.

Transportation

Modeled on the transportation utility fees (TUFs) prevalent in Oregon, Mission's TUF seeks to assess developed properties a yearly amount that is commensurate with the traffic the properties generate on roadways. There are numerous ways to implement a TUF. The method selected by Mission's governing body estimates the number of annual trips created by a parcel and then assesses a flat fee to each trip. Commercial property owners pay \$0.0149 per trip, while residential property owners pay \$0.02076 per trip.

Each of these fees attempts to tie a service with an annual assessment that pays for that service. Put together, Mission's utility fees collect approximately \$3 million in dedicated funding each year. Because the fees are not based on property values or consumer spending, collections tend to be more stable and less vulnerable to market influences.

Obviously, not everything can be assessed according to a utility fee-based model, but Mission has seen a decreased reliance on general fund revenues in order to round out spending on essential

infrastructure. Prior to 2011, the city had no regular street maintenance program. The passage of the TUF in 2010 allowed the city to draw on a stable revenue stream and build an annual street maintenance program based on those funds.

Likewise, the existence of the stormwater utility fee permitted the city to issue debt for major stormwater upgrades, which resulted in the removal of the downtown area from the floodplain.

EFFECTS OF THE UTILITY FEE MODEL IN MISSION ARE TANGIBLE AND HAVE HAD LASTING IMPACTS.

Mission's governing body has determined that a continued focus on infrastructure development is critical to future growth and success. Diversifying the city's revenue stream through utility fees has proven to be an effective way of achieving the governing body's goals while maintaining a balanced budget. It has the advantage of transparently dedicating funding to specific improvements and services, and it allows residents and businesses to see the true cost of service delivery.

Utility fees are not without their critics, but here in Mission we have been challenged primarily by outsiders. As information gets exchanged, interpreted, and reimaged through the Internet and news media, it can sometimes be difficult to strike out on new paths—in our case, charting a course away from property taxes.

Nevertheless, the effects of the utility fee model in Mission are tangible and have had lasting impacts on our budget, infrastructure, and community. What could utility fees do for your own community? **PM**



JOSHUA RAUCH

Neighborhood Services Coordinator
Mission, Kansas
jrauch@missionks.org

BY ROGER KEMP, ICMA-CM, AND CARL STEPHANI, ICMA-CM

TOP 5 WAYS

to Impress Your Global Warming Friends and Engage the Skeptics

Let's save money together! Does that have a ring to it? Local governments everywhere are seeking ways to save money, enhance their downtowns, and diminish their carbon footprints—some for ideological and philosophical reasons, some just to save money. The result: We're all better off when it's done, and the arguments about who is right seem less and less important.

Whatever their reasons, the result is innovation—creativity like what has not been seen for decades. And it's not good enough to simply retrofit some buildings with double- or triple-paned windows and extra caulking. Localities are now inventing applications that wouldn't have been imaginable a mere decade or two ago.

What are some of these innovations? They include green roofs, green walls, green parking lots, and green buildings! Here are five changes taking place across the country, and they relate to everything from the management of information technology to the design of our roadways.

Data center and server consolidation. "Michigan . . . has consolidated some 4,000 servers scattered around the state into just three data centers. Saving the state \$19 million so far and freeing up 30,000 square feet of office space."¹ And, the state of Indiana has reduced its seven data centers down to one! Check out this innovative data center consolidation at www.thedatacave.com.

Green rooftops. These vegetative cool spots reduce rooftop reflectivity and heat island generation. Chicago is becoming the green-roof capital of the country while it works to enhance the beauty, health, and welfare of its residents and their neighborhoods. Check out these rooftop vegetative innovations at www.artic.edu/webspaces/greeninitiatives/greenroofs/main.htm. Read even more about green-roof topics without having to use any

paper or ink at www.greenroofs.com.

Green walls. These beauties can reduce interior building temperatures, absorb carbon dioxide, and provide visual diversity to the urban landscape. They demonstrate appreciation of the urban environment and can enhance the affection of city dwellers for "their place." There's lots to read about the new subject of vertical, not horizontal, gardens at the Vertical Garden Institute at <http://verticalgardeninstitute.org>.

Roadway design. Streets can be designed to be safer, more convenient, more efficient, and even more encouraging to pedestrians and cyclists. Instead of the traditional grid street system that was designed foremost for the movement of vehicles, fused-grid street systems that link pedestrian areas together with fewer street crossings can encourage significant increases in home-based nonvehicular trips.²

See more information and case studies on these innovative roadway design programs at www.fusedgrid.ca. Intersections can be designed as roundabouts to reduce carbon monoxide emissions by more than 25 percent. Read more about these state-of-the-art roadway design practices from the Department of Transportation, State of New York, website at <https://www.nysdot.gov/main/roundabouts>.

Green streets. Streets designed with landscaped curb extensions, swales, planter strips, pervious pavement, and street trees can greatly enhance the interception and infiltration of stormwater into the groundwater system. Portland, Oregon, has taken huge strides toward the husbandry and management of its stormwater. There is a wealth of information on how to do it at the Green Streets Initiative's website at www.gogreenstreets.org. Let's start designing our streets for people, too, instead of just vehicles.

The exciting thing about many of these innovations is that, because they accomplish such a wide variety of wholesome civic objectives—aesthetics, environmental preservation, economics, and improved safety and security—they do not need to create ideological, philosophical, or political conflict. Almost everyone can identify a personal value that is satisfied by helping to green America's communities.

Communities are also ripe for the redesign and redevelopment of many of their fundamental structures to make them even better and more sustainable, beautiful, and healthy environments. We who are engaged in that process have much to gain by sharing our experiences and advertising our success stories to the citizens whom we serve as we make continued progress in the greening of our communities.

The planning and development practices facilitated by these downtown revitalization trends increasingly can be applied to projects of all sizes—from a single building, to a full block, to a whole neighborhood, and even to an entire community.

The state-of-the-art planning and development practices that achieve these goals have been conceived and implemented with greater frequency in recent years. The various diseconomies associated with past planning and development practices, which have served to deteriorate the natural aspects of our environment, have facilitated the positive going-green innovative applications described in this article. **PM**

ENDNOTES

1 Roger L. Kemp and Carl J. Stephani, eds., *Cities Going Green: A Handbook of Best Practices* (Jefferson, N.C.: McFarland and Company, 2011), p. 42.

2 Ibid., p. 180.



ROGER KEMP, ICMA-CM, a career city manager, is Practitioner in Residence, Department of Public Administration, College of Business, University of New Haven (rlkbsr@snet.net). **CARL STEPHANI, ICMA-CM**, is Executive Director, Central Connecticut Regional Planning Agency, Bristol, Connecticut (carlstep@comcast.net), and is a former city manager. Both are editors of the book *Cities Going Green*, published in September 2011.

BY LYNN NORDBY, ICMA-CM

MAINTAIN THE SHARPEST TOOLS

"To be a part of a throwaway mentality that discards goods and ideas, that discards principles and law, that discards persons and families, is to be at the dying edge."

—Max De Pree, *Leadership Is an Art*

As local governments face staff reductions brought about by the recession, this quotation seems appropriate for a discussion of public sector leadership. Public agency budgets are often largely for the salaries of the people who deliver services.

Experts predict that even after the general economy begins to recover, the negative effects on local government revenue will continue to be felt. It is likely that the end is not yet in sight. How we make the decisions and how we treat the people directly affected by budget and staff reductions—through attrition, layoffs, or furloughs—will determine whether we're at De Pree's dying edge.

"It's a poor worker who blames his tools" is an aphorism that dates from the Middle Ages and expresses a basic truth that can be applied to public management. We're responsible for the way we use our human implements.

Critical Time for Respect

As a community leader, you're responsible for how sharp the tools are as well as how well you use them. Your ability to motivate and inspire is even more important now than when the city's or county's coffers are flush. This is a critical time to show respect and empathy for the staff members who are bearing the brunt of the effects of cost cutting.

Critics of government may be quick to equate reductions in force with "cutting fat." Resist the temptation to openly agree with them, even if you do. For the

employees losing their jobs and those still serving the public, this demeans them, belittles their service, and serves no useful purpose.

Few public agencies have formal outplacement programs to assist laid-off employees, but perhaps some time spent assisting with résumé preparation, with tips on job searching, and with how to deal with employment security or the retirement system can be offered at little or no expense.

If you do the best for people who work for your organization, they are more likely to do their best for you. This can be as simple as showing interest in what they do, sincerely involving them in finding solutions,¹ and showing respect.

Importance of Maintaining Morale

Those still on the job are already likely to be fearful and demoralized. Minimize the factors that contribute to fear and low morale and take whatever steps are within your ability to maintain morale. Recognize the good work of staff members. Praise for major accomplishments is always appropriate and appreciated but so is recognition for doing the everyday tasks to maintain continuity of an agency's public services.

It shouldn't be a surprise that even employees who are relieved to have survived the latest round of budget cuts may be experiencing survivor's guilt. They're happy to still be employed but sad to lose coworkers with whom they've shared a large part of their daily lives.

Remaining employees experience the grief symptoms described by Elisabeth Kubler-Ross: denial, anger, bargaining, depression, and finally, acceptance.² Recognizing that employees could well be going through similar emotions will

give you the opportunity to anticipate them and deal with them. Knowing they can contact an employee assistance program can be helpful for employees coping with conflicting emotions.

State and local governments will have to endure more difficult budget cycles for the foreseeable future, as any recovery of government revenue traditionally lags behind growth in personal and business income. Tax limitation measures enacted in many states and local agencies in recent years also have reset the tax base in ways that structurally guarantee that the recovery will be even slower.

Anticipating that the times of difficult budgeting are not over begs the question: What can we do to keep the tools sharp? Here are three suggestions:

- Know what to expect. People will feel fear, anger, sadness, and grief. Have the means to handle it.
- Treat people the way you'd want to be treated—with respect, fairness, openness, and honesty.
- Show appreciation. It doesn't cost anything, yet it yields lasting results. **PM**

ENDNOTES

1 "Survivors indicated that they were reassured when they could understand and could have a voice in the restructuring process. They expressed frustration when their input was not sought or when it was ignored to the detriment of the organization."

See Norman E. Amundson, "Survivors of Downsizing: Helpful and Hindering Experiences," *Career Development Quarterly* 52, no. 3 (March 2004).

2 Susan M. Heathfield, "How to Cope When Coworkers Lose Their Jobs: Layoff Survivors Experience Feelings of Guilt, Sadness, Loss, and Fear," About.com - Human Resources, http://humanresources.about.com/od/layoffdownsizing/a/survivors_cope.htm.

The original source of this article is *MRSC News*, published by the Municipal Research and Services Center of Washington, Spring 2011.



LYNN KARL NORDBY, ICMA-CM
Former Manager
Now Public Policy and
Management Consultant
Municipal Research and Services
Center, Seattle, Washington
lnk@mrsc.org

BY MATTHEW WOJNOWSKI

A BOOK, AN ESSAY CONTEST, AND A VIDEO GAME

My youthful influences toward city management



After finding out I work in city management, a few individuals have asked me, “How did you become interested in city management?” Ironically enough, I did not grow up within the city limits of my hometown. I lived in the county just outside the city limits, on the other side of the Arkansas River. My family did, however, enjoy all the benefits of the city although we lived in a rural home. As I have reflected on my response to the question, I am reminded of three distinct influences in my younger years. A book, an essay contest, and a video game directed me toward a career in local government.

When I was eight or nine years old I read William Pène du Bois’s book, *The Twenty-One Balloons*. It was awarded the Newberry Medal for Excellence in 1948. I was fascinated by the travels of Professor William Waterman Sherman and his balloon house, similar to the one in the recent Pixar film, *Up*!

Professor Sherman crash-landed on the island of Krakatoa and discovered a fictional utopian community. Each of the 20 families on the island represented a different culture demonstrated through their houses. Each house also functioned as a restaurant, where all the other families ate once a month. I marveled at the way the Krakatoan society worked together, played together, and planned their meals, homes, and activities.

Even though 20 families can barely be called a city, their cultural diversity and innovative inventions amazed me. This is where I wanted to live one day: a tropical, utopian, island city.

An Essay Contest

In my junior year of high school, I entered a nationwide essay contest sponsored by the American Jewish Committee’s Skirball Institute on American Values. The essay was supposed to answer the question “What experiences in America can help us build a more livable community?”

As I pondered experiences I could write about, I remember learning about the attempts at creating utopian communities in the Northeast and Midwest of the United States in the 1800s. In my essay I wrote, “Community life can become more livable through the theories, beliefs, and reforms from America’s continual search for a utopia. There were major movements toward morality, order, education, temperance, treatment of the less fortunate, and equality. The everyday theories of the utopian communities brought these issues to the public.”

I won second place in the essay contest and a \$50 prize and was influenced a little more toward a career in city management. Managing a city is much like attempting to build a utopia.

Then It Was a Video Game

In August 1991, a new video game called “SimCity” came out. This city-building simulation strategy game involved creating your own city from the ground up. Rather than a council-manager form of government, SimCities are managed by a strong mayor.

While playing “SimCity,” I began to understand the concepts and theories of urban planning. I could freely test the different benefits and effects of

police stations, transportation systems, fire stations,

parks, hospitals, and taxing structures within a city.

I played “SimCity” for hours, trying to plan out and build my own perfect city using innumerable combinations of zoning, street layouts, and tax structures. Every game played, every hour spent, helped me to recognize and appreciate city planning and management, and to me it will always be the coolest game ever!

My father encouraged me to pursue a postgraduate degree regardless of my career path in order to make myself more marketable. After changing my major a few times, I explored the various MPA career options, and there it was in front of me—city management!

It incorporated many of the things I enjoy—public service at the local government level, promoting unity among citizens, improving quality of life in the city, and planning for the future. This was a real-life “SimCity” opportunity!

So I promptly finished my undergraduate degree in Spanish and went on to earn an MPA. Local government is where I work today while realizing that each city, in its own way, is constantly striving to improve its community and to reach its utopian potential.

Thanks to a book, an essay contest, and a video game, I am doing my part to make my city a better place. **PM**



MATTHEW WOJNOWSKI
Assistant to the City Manager
Killeen, Texas
mwojnowski@ci.killeen.tx.us

BY MIKE CONDUFF, ICMA-CM

STARTING YOUR NEW BOARD OR COUNCIL OFF RIGHT

Set the stage for success

ICMA's 2011 Annual Conference in Milwaukee was another great conference! It's at the annual conference that the association's new board members take office. As the ICMA senior adviser for governance, it is my honor to conduct the incoming board orientation as the conference begins on Saturday.

I was reminded again this year of how important it is to start governing officials (think of your council) off on an equal footing each time there are new additions to the group. Since a full one-third of the ICMA board turns over each year, it is critical to provide an opportunity for introductions and to set the stage for a successful year, just as it is with your newly elected officials.

Remember, these are hugely talented professionals representing ICMA members (as are the people who represent a community's residents), and it is always easy to assume that personal and professional talent leads to governing excellence. But without agreement on purpose and behavioral ground rules, even singularly effective individuals do not a cohesive governing board make. Throw in a few variables like personality, demographics, diversity, and geography, and, without some cogent process, it is hard to anticipate just what the year will bring.

Governance Principles

Fortunately, several years ago ICMA leadership acknowledged this truism, and the board adopted a series of governance principles, which it has annually continued to review and either modify or approve. These principles address three key areas: the board's responsibility to govern, the staff's responsibility to support, and the board and staff relationship. Sound familiar? (To check out the principles, visit icma.org/boardgovernance.com.)

ASKING THE MEMBERS OF YOUR GOVERNING BODY TO DEVELOP THEIR OWN LIST OF BEHAVIORS COULD BE EXTREMELY HELPFUL TO THEM AS THEY DEAL WITH THE THORNY ISSUES ASSOCIATED WITH GOVERNING LOCALLY.

This process is nicely transferrable to local governing bodies, and if yours doesn't have governing principles I would most certainly suggest a conversation about how having a similar set of principles would help it, too. Developing principles is not particularly onerous, and the value of the process of developing them for your elected officials cannot be overstated.

The ICMA board also annually adopts its own code of conduct (refer to icma.org/boardgovernance.com). These are 10 straightforward behaviors that the board commits to observe. Asking the members of your governing body to develop their own list of behaviors could be extremely helpful to them as they deal with the thorny issues associated with governing locally. Managers know from their management experience that agreeing in advance on acceptable and desired behaviors is a powerful way to keep everyone on the same page.

Once the principles and code of conduct are in place, I also recommend developing and practicing an intervention technique. This can range from simply asking for a point of order, all the way to literally throwing a yellow flag. Whatever the mechanism, the purpose is simply to say, "We all agreed to these behaviors, and it appears to me we are not abiding by them. Would someone be so kind as to help me understand what is happening?"

In other words, with a previously approved standard, we can now all

judge current behavior by that standard. Where there is a deviation, we can ask for clarification. This conversation will also help clarify the role of the chair (mayor) in dealing with board behavioral issues.

Being Successful

Finally, the board defines its governing success in advance by the ground rules (again, refer to icma.org/boardgovernance.com). These are obviously somewhat subjective, but the value for each individual board member is in the conversation, the adoption, and the monitoring of the behaviors.

Ask the governing officials, as a group, these questions: What does success look like for us? How will you feel if you achieve these milestones? How often and in what manner should we check in with each other to see if we are being successful in our governing roles?

If you would rather see a sermon than hear one, you need look no further than ICMA's board to observe a board that governs with excellence. Their dance in our fishbowl is certainly worthy of emulation. And, because governing is often lonely work, be sure to thank them for their service. It really matters! **PM**



MIKE CONDUFF, ICMA-CM
Former City Manager
Now President and CEO
The Elim Group
Denton, Texas
mike.conduff@theelimgroup.com

BY BOB BENSTEAD AND JACK FROST

STREAMLINING MULTIPLE PROCESSES

Code enforcement, building permit, customer service, and trade license software solutions

In Anchorage, Alaska, local officials have focused on streamlining the city's processes to better serve residents and the construction industry. An evaluation of its systems across various departments uncovered duplicated effort, inconsistencies, and slow customer service. Invariably, callers were transferred from one office to another.

OFFICIALS SOUGHT AN IT SYSTEM WITH ONE COMMON DATABASE THAT ALL DEPARTMENTS SHARE AND THAT LINKS ALL OF THEIR PROCESSES.

As a result, officials sought an IT system with one common database that all departments share and that links all of their processes. They favored a system that lets anyone call one number to get a problem resolved with the first contact or receive appropriate information without being transferred.

Now an employee taking a call from a person who is complaining about, say, a junk car, simply enters a complaint code in the system, where any complaint links to a property with an assigned tax code ID. Each department then can access that common database to get needed information. This system increases efficiency and cuts costs.

Anchorage officials looked for a software solution that integrates with other applications and lets each user program and configure it. The system also needed to accommodate a mobile environment, and it had to provide the lowest total cost of ownership with a quick return on investment. With these guidelines in mind, the municipal team tapped a community development and regulation software solution.

Today, all 65 Anchorage employees and code enforcement officers from eight

departments operate from standard business processes to resolve code violations. They can access the system from the field by a wireless network.

Previously, to check on a property's status, a staff member required five separate programs to be opened at once, and the process was time-consuming and tedious. The staff now can track

each violation against a specific address, maintain a history across all agencies, and efficiently log and resolve complaints that cross agency boundaries within the same program.

Residents can log onto the municipal website and enter any complaint or inquiry, check on its status, and even receive automatic e-mail responses. Specific service delivery results include:

- Reducing the time to register a client complaint to seconds from hours, thereby improving customer service delivery by 62 percent.
- Paring active code-violation cases to 270 from 1,146.
- Realizing a full return on investment in only about 12 months, saving 12.4 percent on the overall project budget.
- Saving two to four hours daily for each code enforcement inspector, for an aggregate salary savings of \$758,000 per year. **PM**



BOB BENSTEAD is vice president, Infor Public Sector group, Infor Hansen, Alpharetta, Georgia (bob.benstead@infor.com). **JACK FROST** (photo not available) is deputy director, development services department, and chief, code enforcement, Anchorage, Alaska (frostjl@ci.anchorage.ak.us).

Calendar of Events

For information about ICMA events
Visit icma.org/calendar

UPCOMING EVENTS

Jan 12-13 Finding Your True North, Carrollton, TX

Jan 31 Application Deadline: ICMA SEI

Feb 28 Application Deadline: Gettysburg Leadership Institute

ICMA Regional Summits

Register online at icma.org/SUMMIT

- **March 15-16** Southeast Region (Decatur, GA)
- **March 29-30** Midwest Region (Columbus, OH)
- **April 12-13** Northeast Region (State College, PA)
- **May 3-4** Mountain Plains Region (Oklahoma City, OK)

Young Professionals Leadership Institute precedes each regional summit.
icma.org/YPLI

Mid Career Managers Institute occurs during regional summits. icma.org/MCM



Want to be a sponsor or partner?

Contact: Phyllis Shocket
pshocket@icma.org | 202-962-3509

Looking for information about how to exhibit?

Contact: Kristy Corcoran
Corcoran Expositions LLC
kristy@corcexpo.com | 312-541-0567



ALMONT ASSOCIATES

We Specialize in Fiscally Responsible Public Safety Assistance

Associates across the Country
 Offices: Colorado, Florida, New Jersey
 (386) 341-0596
 tom@almontassociates.com
 www.almontassociates.com
 Subsidiary of Weber Enterprises LLC.
 Proudly supporting the ICMA for 19 years




BOB MURRAY & ASSOCIATES
 EXPERTS IN EXECUTIVE SEARCH

www.bobmurrayassoc.com

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


east coast
 6753 Thomasville Road, #108-242
 Tallahassee, FL 32312
 phone 850•391•0000

Solutions for people who pay people.



**Job Classification
 Compensation
 Performance Pay
 Salary Surveys**

1335 County Road D Circle East
 St. Paul, MN 55109-5260
 Phone: (651) 635-0976 Fax: (651) 635-0980
 P.O. Box 32985 • Phoenix, AZ 85064-2985
 Phone: (602) 840-1070 Fax: (602) 840-1071
 www.foxlawson.com



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

Not just **what** we do,
 but **how** we do it.

Specializing in HR and Recruitment Consulting for Local Governments nationwide for over 30 Years.

Management Consulting
 Staffing and Organization Reviews
 Web-based Compensation Solutions
 Executive Recruitment (Waters-Oldani)
 Compensation and Classification Studies



THE WATERS CONSULTING GROUP, INC.

www.watersconsulting.com
800.899.1669



matrix 
 consulting group

721 Colorado Ave., Suite 101, Palo Alto, CA 94303
 650.858.0507 • 650-858.0509 fax • www.matrixcg.net
 With offices in California, Texas, Florida, Illinois, Massachusetts & Maryland

- Management and operations studies
- Feasibility studies
- User fees and cost allocation

**Police • Fire • Public Works • Utilities
 Parks & Recreation • Administration
 Planning & Building**

*In these times, good advice is not good enough.
 You need the **best** advice.*



Springsted

Five Complementary Practice Groups:

- Public Finance • Housing & Economic Development
- Investment Services • Operational Finance
- Organizational Management/Human Resources



Public Sector Advisors
 www.springsted.com
 800.236.3033
 651.223.3000



Ralph Andersen & Associates

- Management Consulting
- Executive Recruitment
- Public Safety

There's an
Entire Team
Behind Every
Assignment



916.630.4900 ~ www.RalphAndersen.com



SB Friedman

Development Advisors

Public-Private Partnerships
Development Advisory Services
Real Estate Economics
Impact Analysis
Subarea Planning and Implementation
Community and Economic
Development Strategies

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

VISION | ECONOMICS | STRATEGY | FINANCE | IMPLEMENTATION



THE FUTURES CORPORATION

**National Leader in Public Sector
Futuring, Strategic Thinking, &
Organization Development**

Specialists in:

- Strategic, Organizational, and Community Planning
- Assessing Strategic Futures – Issues, Challenges, Solutions
- Designing 21st Century Organizations & Employee Development Programs
- Performance Based Systems and Productivity Standards

CONTACT:

Dr. John Luthy, President
1109 Main St, 299A • Boise, ID 83702
P: 208.345.5995 • email: jluthy@futurescorp.com
Blog: www.publicfuturesblog.com

Maximize the value of every dollar.

PUBLIC SAFETY:

efficiency studies
consolidation studies
master planning
executive recruitment

HUMAN RESOURCES:

compensation analysis
performance assessments
policies & procedures
HR outsourcing services



(815) 728-9111

www.mcgrathconsulting.com

Get the most from your municipal services.



MANAGEMENT PARTNERS INCORPORATED

- Management Improvement
- Organizational Analysis
- Performance Review/Audit
- Process Improvement
- Performance Management
- Strategic and Business Planning
- Training and Teambuilding
- Executive Recruitment

www.managementpartners.com

Helping Local Government Leaders Nationally



**PROVIDING
WRITTEN EXAMINATIONS
FOR PUBLIC SAFETY
OCCUPATIONS
SINCE 1976**

MERIT EMPLOYMENT ASSESSMENT SERVICES, INC.

Empirically validated police, fire and public safety officer entry-level examinations. Integrated study guides. Coaching classes available. Alternate forms. Reliable. Practical.


Content valid promotional examinations, customized to local specifications using current sources. Fully documented. Professional administration and scoring available.

Thomas A. Tyler, Ph.D., President

P. O. Box 193 Flossmoor, IL 60422

Tel. (708) 957-9824 Fax (708) 957-9894

E-mail: info@measinc.us Web: www.measinc.us



The Mercer Group, Inc.
Consultants To Management

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

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

551 W. Cordova Road #726
Santa Fe, New Mexico 87505
505.466.9500 • Fax 505.466.1274
E-mail: mercer@mindspring.com

*Pinpointing Workable Solutions from
Our Offices Nationwide*

How do you deal with the cost of growth?


TischlerBise

COST OF GROWTH SERVICES

Bethesda, MD Temecula, CA

- Impact Fees
- Fiscal Impact Analysis
- Revenue Strategies
- Economic Impact
- Utility Rate Studies
- User Fee Studies

(800) 424-4318
www.tischlerbise.com




VOORHEES ASSOCIATES LLC
LEADERSHIP IN PUBLIC MANAGEMENT

Providing:
Executive Recruitment and Selection Processes
Human Resource and Pay Systems
Management & Organizational Studies
Public Safety Studies

Robert Beezat Greg Ford Mike Hosking Phil Knudsen Bill Lichter	Heidi Voorhees, President Carl Luft Norm Malcolm Lee McCann Mark Morien	Sharon Morien Karl Nollenberger Terrence Porter Steve Veitch Doug Williams
--	---	--

500 Lake Cook Road, Suite 350 Deerfield, IL 60015
TEL(847)580-4246 www.voorheesassociates.com FAX(866)401-3100

**Make the Right Economic
Development Choices to Ensure
Your Community's Future Success**



- Identify and capitalize on opportunities for the future
- See how different economic development techniques are put into practice
- Shape the future of your community!

Order online today
icma.org/press/economicdev

ICMA PRESS

11-225



TriData
A Division of
SYSTEM PLANNING CORPORATION



**Fire, Police, EMS, and Emergency
Management Studies**

- Deployment and overtime analysis
- Best global practices for increasing productivity
- Performance measurement
- Consolidation studies
- Building bridges/cultural competency
- Emergency management and preparedness
- Post-incident analysis
- Data analysis

Contact Philip Schaeenman, President, TriData Division
3601 Wilson Boulevard, Arlington VA 22201 (703) 351-8300
www.sysplan.com/capabilities/fire_ems/index.html#capabilities

**Strengthening
ORGANIZATIONS**

For nearly a decade, we've helped governments and nonprofit organizations strengthen their service. How can we help you?

- Organizational Development
- Organizational Assessment
- Community Engagement
- Executive Search
- Financial Planning
- And more



**The Novak
Consulting Group**

info@thenovakconsultinggroup.com **513-221-0500**

Executive Services for Law Enforcement



- Management studies
- Patrol staffing and deployment
- Model policies
- Law enforcement executive search
- Promotional examinations
- Assessment centers

The International Association of Chiefs of Police
515 North Washington Street
Alexandria, Virginia 22314
Telephone: 1-800-THEIACP • Fax: 1-703-836-4544
E-mail: needlej@theiacp.org
www.theiacp.org

BYOB Balance Your Own Budget!

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

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

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



Kemp Consulting, LLC

Roger L. Kemp, PhD, ICMA-CM – President
P. O. Box 342, Meriden, CT 06450-0342
PH 203.686.0281 FX 203.265.2746
rlkbsr@snet.net www.rogerlkemp.com

Contract out without
giving up local control.

(703) 481-2000
www.ibts.org



INSTITUTE FOR BUILDING TECHNOLOGY AND SAFETY

A NONPROFIT CORPORATION ACCELERATING PROGRESS IN THE BUILT ENVIRONMENT

Energy Efficiency Improvements • Facility Management Services
Grants Management Support • Building Department Development
Code Compliance Services • Education/Training Programs
Smart Growth Initiatives • Just-in-Time Inspections "On Call"
• Disaster Management Systems



Timothy Kiehl LLC / TRKLLC

An Emergency Medical Services Systems Economist
Offering Pragmatic, High Performance System Organizational
Designs with Economies of Scale, for 25 Years

"A veteran EMS consultant," Emergency Medical Services Magazine

- Fitness Reports
- Pragmatic Model Designs with Options
- Blueprints Include Cost & Timeline Projections
- Fire / EMS Consolidations
- Fire Department Readiness Assessments
- GIS-Based Location Services
- Implementation Follow-Up Services
- EMS Disaster Preparedness and Planning



Contact: Timothy Kiehl

Tel: 301-229-8460

Fax: 301-229-8461

Email: info@timothykiehl.com

Web Site: www.timothykiehl.com

Address: 5302 Boxwood Ct.
Bethesda, MD 20816

REACH YOUR MARKET

As the membership magazine of ICMA, a premier local government leadership and management organization, PM reaches more than 9,500 local government decisionmakers around the world. Advertising in PM puts your message in front of the top appointed official in local government—the city or county manager, as well as department heads and assistant chief administrative officers, who are all dedicated to improving quality of life in their communities.



For advertising information, contact Fox Associates, 1-800-440-0232
or e-mail adinfo.icma@foxrep.com



BY SEAN STEGALL

ELECTION NIGHT

Not always necessary to dread election results

I spent my most recent election night alone in a hotel room watching reruns of *Law & Order: SVU*. No Internet. No phone. No contact with the outside world. No idea about who would be running my world when I woke the next morning.

It's not that any of the candidates would have been bad for the community. They all wanted to contribute—that's why they ran in the first place. Instead, it's fear of the unknown. Fear of plans being derailed. Fear of losing control.

So, on this election night, I surrendered to the unknown, realizing that I had as much control over the election results as I had over the criminal investigations carried out by the television show detectives, Stabler and Benson.

A New Day

When I walked into city hall the next morning, the same people were gathered around the same coffee pots and water coolers, but my world had changed. The mayor I had worked with for the past eight years was gone, and two new councilmembers had joined the team of residents leading our city. Everyone was looking at me for what's next. To be honest, I had no better idea that morning than I did the night before.

I knew my former councilmembers. I knew who preferred e-mail to phone, who would ask complex questions five minutes before a council meeting, who

ordered Diet Coke with lemon, who cared most about parks, and who cared most about senior residents. I knew them, and I knew what they wanted for our community. Fear of the unknown was in full effect.

I decided to keep my mouth shut and listen. I discarded all the assumptions that had crept into my mind during the campaign about who these people were and what their vision for the organization and the community would be. There was no problem to solve. No call to action. I simply needed to listen.

During the next few weeks, I learned that this new council was genuinely interested in what was going on in the organization and throughout the city. They asked lots of questions and shared information gathered along the campaign trail. With the tools we had developed for the previous council, it was impossible to keep up with the frequency and detail of communication they needed.

Changes Are Made

So, we created new tools and tactics that reflected how this new council wanted to receive communications and how they themselves wanted to communicate with the public.

Staff created a special Monday memo called "Starting Point" to prepare them for the week ahead. We organized listening tours and community walks for the mayor. We restructured council meeting

memos to be more user-friendly and added to our agendas more presentations from community partners. I started meeting face-to-face with each councilmember once a week.

It wasn't long before I knew who would reply first to my e-mails, who would post their thoughts on Facebook, who cared most about veterans, who cared most about the arts, and who would speak up in council meetings on a particular issue. Just six months after election night, I can confidently say that I know them, and I know what they want for the community.

With each cycle of council elections come new opportunities to explore uncharted areas of our communities and our professional careers. I look back on the results of each election I've been through and the assumptions I had made about how they would affect our community.

Had I not cast those assumptions aside and opened my mind, I would have missed out on some pretty amazing opportunities. Most important, I would have missed out on getting to know the newly elected officials on a personal level and helping them make their visions for our community a reality. If this means that at times my plans get derailed and I feel a little out of control, so be it.

There is no map to navigate the unknown. But the good news is that we, as managers, are the mapmakers. **PM**



SEAN STEGALL

City Manager
Elgin, Illinois
stegall_s@cityofelgin.org



2012 ICMA Regional Summits

For Members and State Officers

- Network with your colleagues.
- Discuss ICMA issues and programs.
- Provide feedback to the ICMA Executive Board and staff.

icma.org/SUMMIT

Southeast

March 15-16
Decatur, Georgia

Midwest

March 29-30
Columbus, Ohio

Northeast

April 12-13
State College,
Pennsylvania

Mountain Plains and West Coast

May 3-4
Oklahoma City,
Oklahoma

2012 Young Professionals Leadership Institute **For Assistants, Assistant Managers, and those who** **are beginning their career path**

- Build your leadership skill set through the art and practice of leadership.
- Precedes each regional summit.

icma.org/YPLI

Made possible through a generous grant from ICMA-RC.



CALL FOR NOMINATIONS

ICMA'S 2012 ANNUAL AWARDS PROGRAM

CELEBRATING THE DIFFERENCE
PROFESSIONAL LOCAL GOVERNMENT
MANAGEMENT MAKES

Have you or a colleague made a significant difference in your community or to the profession? Have you implemented an innovative program that addressed a critical community need, improved quality of life for residents, or saved your local government valuable resources?

If so, plan to nominate a colleague or program to ICMA's 2012 Annual Awards Program! U.S. & International nominations accepted.

DEADLINE FOR NOMINATIONS: MARCH 16, 2012

Visit icma.org/awards or check the January 2nd edition of the *ICMA Newsletter* for more information.

12-114



Leaders at the Core of Better Communities