

# PM

PUBLIC MANAGEMENT

## INSIDE

- 4 POINTERS FOR GRADUATES
- 10 EMINENTLY SENSIBLE
- 20 SPECIAL THANKS TO CONTRIBUTORS
- 34 BIZARRO SUPERMANAGER



# EXECUTIVE PRESENCE

Do you have the leadership “wow” factor?

# What Can You Do With BoardDocs?

## eGov LIVE! 2014

**eGovLIVE!** is the premier conference for cities and counties that want to leverage technology to maximize board effectiveness. Join representatives from across North America for sessions packed with thought leadership, best practices and real-world applications of eGovernance.

### **Learn, Collaborate, Make a Lasting Difference**

The three-day program includes opportunities to share successes with peers in a relaxed, informative atmosphere. Customized learning tracks ensure that all attendees enjoy a curriculum designed to help them make a true difference in their organizations.

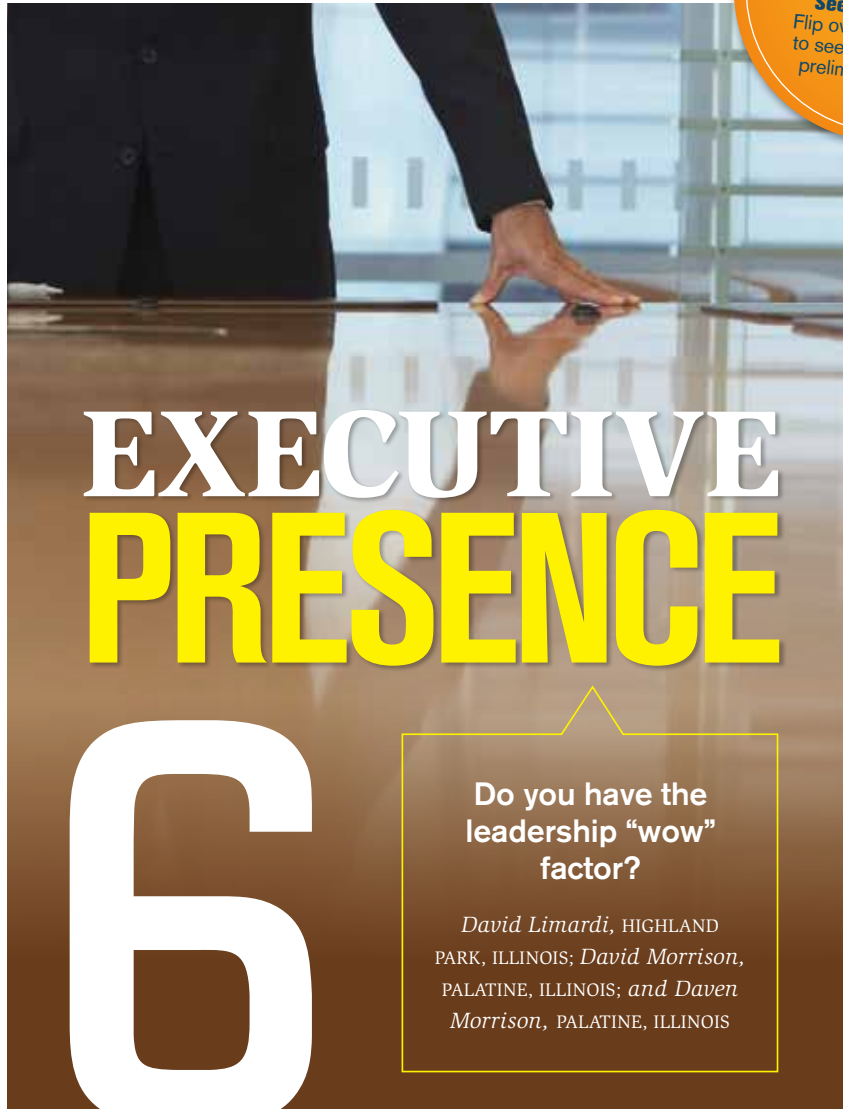
### **Immerse Yourself in Governance**

Join us for our 12th Annual Conference, Sept. 3-5 at the Marriott Marquis in vibrant downtown Atlanta. If you're a BoardDocs subscriber, there is no charge; all other guests are welcome for just \$250.

**Call us at 800-407-0141, ext. 3511 for details or visit [BoardDocs.com](http://BoardDocs.com) and click on "eGovLIVE!"**



cover story



**EXECUTIVE  
PRESENCE**

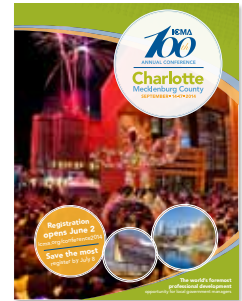
**6**

Do you have the leadership “wow” factor?

*David Limardi, HIGHLAND PARK, ILLINOIS; David Morrison, PALATINE, ILLINOIS; and Daven Morrison, PALATINE, ILLINOIS*

**PRELIMINARY GUIDE TO ICMA'S 2014 ANNUAL CONFERENCE**

See it here first!  
Flip over the magazine to see the conference preliminary program



departments

- 2 Ethics Matter!**  
Navigating the Job Search Process
- 4 On Point**  
What Pointers Would You Give Graduates on Finding Their First Job?
- 5 @icma.org**
- 5 ICMA Anniversary Moment in History**
- 20 Special Report**  
A Special Thanks to 2013 Supporters
- 26 Commentary**  
From Coast to Coast
- 28 Management Minute**
  - Taming Print and Copy Costs
  - There Are Grants for That
  - Take Control of the Travel Budget
- 31 Professional Services Directory**
- 34 Short Story**  
Bizarro Supermanager

features

**12 EMINENTLY SENSIBLE**  
Find out why and how mediation works in eminent domain cases.  
*Stanley Leasure, SPRINGFIELD, MISSOURI, AND Ray Gosack, FORT SMITH, ARKANSAS*

**17 EYE ON THE SUPREME COURT**  
Update on 2013–2014 court cases that relate to local governments.  
*Lisa Soronen, WASHINGTON, D.C.*

[icma.org/pm](http://icma.org/pm)

This issue of *PM* is available online at [icma.org/pm](http://icma.org/pm) May 27, 2013.

BY MARTHA PEREGO

# NAVIGATING THE JOB SEARCH PROCESS

How to land the next great position with your dignity and ethical standards intact

Anyone who has searched for an executive-level position in the local government job market knows that it can be a daunting process. Unlike counterparts in the private and nonprofit sectors, local government managers don't have the luxury of competing for their next job quietly behind closed doors.

Today's transparency standard means that at a minimum, the names of finalists will be disclosed. In a few states, just applying will get your name in the paper. The public's right to know and have confidence in the integrity of the process is certainly important. But every disclosure that you are seeking a position elsewhere has the potential to burn some political capital at the home base.

Then there is the challenge that if you are offered the job, you end up negotiating terms and compensation with an individual who doesn't have the legal authority to seal the deal. Hiring the manager and approving the employment agreement requires the vote of the full governing body.

And public processes by their very nature are not speedy ones. By the time all this takes place, months have passed. Those actively searching for a new position can find themselves involved in multiple recruitments, each at varying stages of the process.

As you search for your next great position, consider this practical advice to assist in navigating your way to a successful outcome.

**Accurate resumés.** For evidence of the importance of accuracy in presenting

educational credentials, Google "Yahoo CEO Thompson." Misstating your credentials and employment history—yes, even omitting short tenures—can have serious repercussions for your reputation and future employment.

**Complete candor.** At times there may be something in a candidate's record that is best shared early in the process and by the candidate. Better to be forthcoming as a demonstration of honesty than to stay silent and have a matter disclosed in a background check.

**Free agency.** Just like the sports athlete, a local government professional is a free agent who is free to apply for positions and interview with multiple organizations. The person is not under any ethical obligation to tell his or her current employer about looking elsewhere.

But as with most things in life, timing is important. If you do not wish to burn any bridges, advance notice to the current employer before the news leaks out works well. And of course, if you are relying on certain people for a reference, advance discussions are a must do.

Participating in multiple recruitment processes gets challenging as you progress to the next level. You may find yourself a finalist in two or more recruitments. It's fine to continue interviewing for any and all jobs as long as you have a serious interest in the position. Don't waste the recruiter's or organization's time if after the first interview you don't see yourself working in that organization.

If you progress beyond the initial interview, you may want to consider



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

**ICMA EXECUTIVE DIRECTOR**

**Robert O'Neill, Jr.**

**DIRECTOR OF PUBLISHING**

**Ann Mahoney**

**EDITOR**

**Beth Payne**

**DESIGN**

**Thor Design Studio**

[www.thor-studio.com](http://www.thor-studio.com)

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

**COPYRIGHT 2014** 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](mailto: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](http://icma.org/pm) to see "Editorial Guidelines" for contributors.

**EDITORIAL INFORMATION**

202/962-3619

[bpayne@icma.org](mailto:bpayne@icma.org)

**ADVERTISING SALES**

Ben Harmon

The Townsend Group, Inc.

Tel: 301/215-6710 x106

Fax: 301/215-7704

[bharmon@townsend-group.com](mailto:bharmon@townsend-group.com)

**PRINTING**

Westland Printers

Laurel, Maryland



[icma.org](http://icma.org) | [icma.org/pm](http://icma.org/pm)

# 2013–2014 ICMA EXECUTIVE BOARD

## PRESIDENT

### **Simon Farbrother\***

*City Manager, Edmonton, Alberta, Canada*

## PRESIDENT-ELECT

### **James Bennett\***

*City Manager, Presque Isle, Maine*

## PAST PRESIDENT

### **Bonnie Svrcek\***

*Deputy City Manager, Lynchburg, Virginia*

## VICE PRESIDENTS

### WEST COAST REGION

#### **Troy Brown**

*Assistant City Manager, Livermore, California*

#### **Rodney Gould\***

*City Manager, Santa Monica, California*

#### **Robert Harrison**

*City Administrator, Issaquah, Washington*

### MOUNTAIN PLAINS REGION

#### **Mary Jacobs\***

*Assistant City Manager, Sierra Vista, Arizona*

#### **Mark McDaniel\***

*City Manager, Tyler, Texas*

#### **Jane Brautigam\***

*City Manager, Boulder, Colorado*

### MIDWEST REGION

#### **Robert Kiely, Jr.\***

*City Manager, Lake Forest, Illinois*

#### **Andrew Pederson\***

*Village Manager, Bayside, Wisconsin*

#### **Tanya Ange**

*Deputy City Manager, Mankato, Minnesota*

### SOUTHEAST REGION

#### **Kenneth Chandler\***

*Portsmouth, Virginia*

#### **Edwin Worsley, Jr.\***

*Deputy County Manager, Durham County, North Carolina*

#### **Alan Ours\***

*County Administrator, Glynn County, Georgia*

### NORTHEAST REGION

#### **John Bohenko\***

*City Manager, Portsmouth, New Hampshire*

#### **Jennifer Kimball**

*Assistant City Manager, Rockville, Maryland*

#### **Meredith Stengel Robson**

*City Administrator, Beacon, New York*

### INTERNATIONAL REGION

#### **David Johnstone**

*City Manager, Candiac, Quebec, Canada*

#### **Stephen Parry**

*Chief Executive, Gore District Council, New Zealand*

#### **Lars Wilms**

*Chief Executive Officer, Egedal Kommune, Denmark*

\*ICMA Credentialed Manager (ICMA-CM)

informing the recruiter or organization of your status as a candidate in other places.

**Due diligence.** Responsibility for thoroughly evaluating the position, organization, and community to determine whether it will be a good fit both personally and professionally rests with you.

### Getting to Yes

The offer to join the organization as the next manager is just that: an offer. It's entirely contingent upon

work there regardless of how much compensation they are willing to offer.

Once you give your verbal acceptance of the terms outlined in an employment agreement or offer letter, you are committed. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

At this point, you should cease interviewing with other employers. An interview at this stage is like going out on a date after getting engaged to be married: it sends the wrong message about your level of commitment.

**JUST LIKE THE SPORTS ATHLETE, A LOCAL GOVERNMENT PROFESSIONAL IS A FREE AGENT WHO IS FREE TO APPLY FOR POSITIONS AND INTERVIEW WITH MULTIPLE ORGANIZATIONS.**

both parties reaching agreement on the compensation and terms. The process of getting from offer to the finish line (i.e., governing body approval) is a tango. Both parties need to be moving in sync.

Assuming that you want to work for the organization, the appropriate response to the offer is "yes, contingent upon reaching agreement with the organization." Regardless of how much ground was covered during the interview about your terms, do not be surprised if the governing body starts the negotiation from a different position. Or has an issue with a particular requirement. That's why it's called a negotiation.

Your verbal acceptance starts the negotiation process and signals your willingness to get to yes. Never start the negotiation process with an organization if you do not intend to

With your commitment in hand, it is up to the governing body to hold up its end of the bargain and approve the agreement.

### Integrity Matters

Unlike the professional athlete who goes to the highest bidder, ICMA members should not entertain a counter offer from their current employer. In a public process, you have given your *word*.

Withdrawing your acceptance to take more money is bad form and reflects poorly on the profession. Members who accept an appointment to a position should not fail to report for that position. **PM**



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

## WHAT POINTERS WOULD YOU GIVE RECENT GRADUATES ON FINDING THEIR FIRST JOB IN LOCAL GOVERNMENT?



**LOUIE CHAPMAN, JR.**  
City Manager  
Delray Beach, Florida  
chapman@mydelraybeach.com

In seeking that first job, the recent graduate should consider what first attracted him or her to local government. A graduate who can match those embers that lit the flame of interest in seeking a career in government will find the search to be easier.

People who are good communicators are an asset to most organizations seeking entry-level employees. This includes verbal, written, and computer skills, as these are the abilities sought by local government human resources personnel.

A graduate's resume should emphasize the skills that have been obtained and will contribute to better communications between the government and its residents.

Be somewhat flexible how the skill set is presented to a prospective employer, because what may interest an employer in a particular graduate may not be the same factor that an individual thinks is his or her strongest asset.



**REBECCA VANCE, ICMA-CM**  
City Manager  
Cayce, South Carolina  
rvance@cityofcayce-SC.gov

Be willing to accept such positions as internships, entry-level planner, research analyst special-project coordinator, and jobs in small communities in order to gain experience.

The public sector is just like the private sector in the fact that you have to work your way up. There is no shortcut to the top.

Do the tasks, projects, or initiatives that no one else wants to do because you will have gained the knowledge that no one else in your organization was willing to gain.

Be like a sponge and absorb all of the information you can on as many diverse projects as you can get. To be a manager, you need to be a jack of all trades.

You will be faced with a wider and more varied range of things than you could ever imagine in your wildest dreams, and you never know when you will be able to use that one nugget of information you learned when doing that one task or taking that one position that no one else wanted.



**RON MATTIUSSI**  
City Manager  
Kelowna, BC, Canada  
rmattiussi@kelowna.ca

My advice to a recent graduate would be to start by getting as much information as possible about the local government. Most local governments are open and transparent, so the graduate should have every opportunity to do the necessary research.

Employers are impressed by someone who has taken the time to find out about their organizations. Set up an appointment to speak to someone about career opportunities. Be persistent but respectful, and recognize that these are busy people who you are asking to share their time.

Ask if you can visit to introduce yourself. Be flexible and also recognize you might need to consider a different community and accept a junior position to get into the system.



**APRIL LYNCH**  
City Manager  
Ferndale, Michigan  
alynch@ferndalemi.com

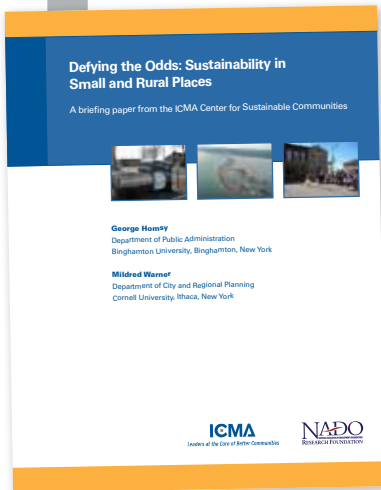
The face of local government is changing so quickly that the traditional track of becoming a city or county manager has taken multiple detours.

I would encourage new grads to stay open to their career path. So many look in one direction—being a city manager—that they don't see other opportunities.

Be creative; look for unique positions or internships that give your resume depth. Becoming an assistant manager isn't the only route to a dream job. If you can't find an internship or position that suits your interests, call a local government and offer your talents.

Working for free won't pay the bills, but it will help you pave a path for your future career. **PM**

# 1 DAZZLE THEM WITH SUSTAINABILITY



This briefing paper offers case studies from small communities that have implemented sustainability policies and are doing their part to protect the environment.

► [icma.org/sustainability\\_policies](http://icma.org/sustainability_policies)

# 2 PROFESSIONAL ADMINISTRATION IN MEXICO

After years of groundwork by ICMA México-Latinoamérica and ICMA's members, the governing council of Navolato, in the state of Sinaloa, Mexico, created the position of municipal administrator as a nonpartisan, nonpolitical council appointee. This was a significant step in a country where all government chief executives are strong mayors and virtually all management positions are held by the mayor's political allies.

► [icma.org/navolato](http://icma.org/navolato)

## icma anniversary

# MOMENT IN HISTORY



**June 1922 was an exciting time for what was then the City Managers Association (CMA).** The association moved to Lawrence, Kansas, and appointed John G. Stutz as full-time executive secretary and editor of the *City Manager Bulletin*. Stutz also continued to serve

as secretary of the Municipal Reference Bureau at the University of Kansas and as executive director of the League of Kansas Municipalities. He would serve CMA until 1929.

Also in 1922, Louis Brownlow, an American journalist, political scientist, and former city manager

of Petersburg, Virginia, and Knoxville, Tennessee, was elected CMA president. Along with Charles E. Merriam, a highly respected member of the University of Chicago political science faculty and president of the American Political Science Association, Brownlow diligently sought foundation funding and other support for CMA.

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






# EXECUTIVE PRESENCE

Do you have the leadership “wow” factor?

By David Limardi, David Morrison, and Daven Morrison





**As a manager, do you know how you are viewed as a leader? Do you know how you are viewed as you perform your daily responsibilities, or interview for a job, or are considered for a promotion? Are you viewed as someone who is:**

- + Intelligent and in command?
- + Patient, detail-oriented, and an insightful judge of human nature and able to influence and motivate?
- + Viewed as having gravitas?
- + Able to command a room upon entering?

#### TAKEAWAYS

- › What characteristics attract people to a leader?
- › What are the core characteristics of a leader's "presence" that maximize influence and motivation?
- › Spend some "thinking time" about your personal connection to the characteristics that define executive presence and arm yourself with more data on your journey as a leader.

**T**here appears to be general agreement that how managers are viewed as they lead is an important component of leadership, yet it is too often overlooked.

Perhaps that is because executive presence is an intellectually challenging and elusive topic. There has been a buzz recently about the topic, particularly in private sector leadership circles. Executive coaching has become a popular tool in the private sector as a way to secure this quality.

Consider this definition of *presence* from the free *Merriam-Webster* online dictionary (<http://www.merriam-webster.com>), which highlights its inherent power: "The bearing, carriage, or air of a person; especially stately or distinguished bearing; a noteworthy quality of poise and effectiveness."

Can executive presence be defined? What impact does it have on successful leaders? Is it merely a perception, or are there core characteristics that should be considered by professional local government managers?

One of the authors of this article, David Morrison, who has worked with professional local government managers for more than 40 years, has been intrigued by executive presence and its impact on successful outcomes in the public sector.

His broad-brush question for senior executives in the public and private sectors is: How is the relationship between local government management professionals, elected bodies, and other groups operating within a local government impacted by executive presence. In interviews with public and private sector executives, Morrison asked:

- Does executive presence exist?
- What are its characteristics?
- Can you name individuals who have it and do not have it?

The results of the interviews were fascinating. Every leader interviewed believed executive presence was real, that is, that executive presence exists. They could point to people who had it, those who did not, and the differences between them.

Here are the key insights, culled from the interviews about the nature of executive presence:

1. You will know it when you see it.
2. It can be a success accelerator or success decelerator.
3. It involves value alignment.
4. Important decisions are based upon it, including hiring and promotional decisions.
5. Information is shared in confidence to individuals with it.
6. Individuals who are knowledgeable and competent are often deferential to those with it.
7. Executive presence is not leadership. It is tied to the role, the achievements, and the accomplishments of the person but is not tied to the actions themselves.
8. Those with it have a certain "wow factor" or magnetism.
9. A leader must be absolutely realistic about possessing the core characteristics of executive presence in order to be strategic about career planning and management challenges.

The interviewed senior executives identified certain core characteristics of executive presence. Characteristics were broken down into those applicable to the self and those that apply to interpersonal interactions (see Figure 1).

#### **Four Core Characteristics**

Upon reflection and based on years of active participation in local government management and advising and observing managers, we believe that four core characteristics define executive presence as it applies to managers.

**1 Seriousness of purpose.** Leaders with executive presence generate a perception that they should be followed. They possess a seriousness of purpose that is clearly communicated.

They do so through an unforced self-confidence, readily apparent self-discipline and thorough preparation, attention to detail, decisiveness at the appropriate time, and a clearly communicated vision of the path ahead. Consider President Franklin Roosevelt, Prime Minister Margaret Thatcher, and legendary football coach Vince Lombardi. These leaders left no doubt that they wanted to lead.

Texas Governor Rick Perry is an example of someone who failed to communicate a seriousness of purpose when he fumbled the question during the November 2011 Republican debates concerning which departments in the federal government he would eliminate. His response of "Sorry, oops" was a fatal mistake. Compare Governor Perry's performance with that of Mayor Giuliani following the 9/11 attacks as he forcefully communicated a seriousness of purpose.

President Lincoln was once asked if he had eight hours to cut down a large tree, how would he use that time? He responded by saying he would use six of the hours sharpening his ax. Lincoln proved that effective preparation is critical to success as a leader.

This has become even more critical due to the prominence of the Information Age. Effective and thorough preparation is the cornerstone to communicating a seriousness of purpose.

It is important for a leader to never imply power where that power does not exist. This can be a real challenge in professionally managed local government where power is shared and not concentrated in any one person or group. There can be moments during a career where due to the professional local government managers' long tenure, past success or strength as a leader it is presumed by

**Leaders with executive presence draw people in and maintain that connection.** It is an attraction based on how they are seen by others and a clear understanding by the leader of the importance of how they are seen.

others that power exists where that power belongs to others. The lure of the temptation to accept this presumption is rejected by leaders seeking to communicate a seriousness of purpose.

**2 Ability to forge relationships built on trust.** One of the foundations of representative democracy is trust. Leaders with executive presence are expert in developing relationships built on trust and communicating and keeping a promise.

This promise is not an ironclad guarantee of success. It is an ironclad guarantee that the leader is wholly invested in the promise, is emotionally present, has the intention and power to work to keep the promise, will keep everyone's best interests in mind, will protect the needs of all involved, and understands and will work to manage the risks. Consider leaders like Abraham Lincoln, Dr. Martin Luther King, or Phil Jackson, the winner of 11 NBA championships.

Relationships built on trust require predictability of behavior, which is built over time. For leaders in new roles who are anxious to produce adaptive change, patience is required. Success in developing relationships built on trust results from a series of successes and accountability for any failures.

Leaders who project a trustworthy self also inspire trustworthiness in others.

This trustworthiness on the part of leaders and followers is required for the resolution of difficult issues.

Leaders with executive presence set a trustworthy context, making it easier for those involved to understand the roles, the problem, and the path to a realistic solution. Clear and precise communication is imperative.

**3 Strong personal connection.** Leaders with executive presence draw people in and maintain that connection. It is an attraction based on how they are seen by others and a clear understanding by the leader of the importance of how they are seen.

Consider presidents John F. Kennedy, Ronald Reagan, and Bill Clinton. Keep in mind that many thought Richard Nixon lost the 1963 presidential debates because of his 5 o'clock shadow and perspiration on national television.

It is critical not to confuse this characteristic solely with handsomeness, beauty, or seduction. Building connections and holding people's attention has a physical quality to it, such that presence is about projecting a physical appearance that is appropriate for the situation and context. It is projecting poise under pressure.

Leaders with executive presence dress appropriately, speak in an ap-

**FIGURE 1. Characteristics of Executive Presence.**

Interviews with 30+ private and public sector executives were conducted in 2011 by David Morrison as part of data collection concerning the topic of executive presence. Results indicate the percentage of interviewees who mentioned the characteristic.

**Personal Characteristics:**

- 94%**  
Confident
- 69%**  
Competent thinker
- 63%**  
Attractive appearance
- 44%**  
Fully present
- 38%**  
Master of self
- 25%**  
Genuine

**Interpersonal Interactions:**

- 100%**  
Communicates a strong desire to lead
- 94%**  
Emotionally engaged
- 44%**  
Trustworthy
- 44%**  
Has a connective impact on others

**One of the foundations of representative democracy is trust.** Leaders with executive presence are expert in developing relationships built on trust and communicating and keeping a promise.

appropriate voice and tone, are careful about body language, and maintain a workplace environment that delivers the appropriate message. What message do you receive when you enter an office or meeting place that is disorganized and chaotic?

Simple things like a firm handshake, eye contact, and a well-kempt appearance are essential. Understanding that there is a difference between the public and private sector in this regard is also important. Blue jeans worn in offices in Silicon Valley may project a different message in a city hall in America's heartland.

Styles are not always interchangeable. An October, 2012 study by the Center for Talent Innovation, a non-profit research think tank in New York City in which 208 senior executives were surveyed revealed that 75 percent of those surveyed about executive presence said that unkempt attire is a detractor for both men and women, and 73 percent said that ill-fitting or provocative clothing is problematic.

**4 Focused awareness.** Leaders with executive presence are fully present, focused, and attentive to the needs of others. Managing group dynamics, monitoring emotions, managing conflict, giving and receiving feedback, providing support through structure, and recognizing formal and informal authority are all critically important. Consider former

**Leaders with executive presence are fully present, focused, and attentive to the needs of others.**

GE Chairman Jack Welch, South African President Nelson Mandela, and the early performance of Pope Francis.

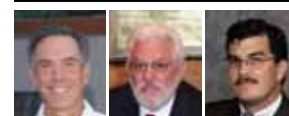
Having a realistic view of oneself is a critical component. Constantly searching for objective feedback helps that realistic view.

Understanding the importance of monitoring process and not just the outcomes through disciplined reflection is a necessity, as is monitoring your leadership energy as well as the energy of a group. A leader should only give the group work at a pace and in a quantity the group can handle, keeping the stress level manageable.

#### **A Leadership Necessity**

Understanding the power and complexity of executive presence is a leadership necessity. It is vital for leaders to spend thinking time evaluating their personal assets to determine how they can be best used and pay particular attention to the core characteristics of executive presence.

We believe that all of us have been affected by the concept of executive presence, in most cases unknowingly, because it is not a topic we have spent much time thinking about. It may have determined the candidate we voted for, the mentor we chose, the hero who inspired us or the news anchor we watch. We also believe that spending some thinking time on the topic and evaluating how we are perceived by others and our personal connection to the core characteristics is a key to maximizing our ability as a leader to influence and motivate. **PM**



**DAVID LIMARDI** is ICMA Midwest regional

director, Highland Park, Illinois (dmlimardi@gmail.com) and a retired manager. **DAVID MORRISON, M.D.**, is president, Morrison Associates, Ltd., Palatine, Illinois (info@morrisonltd.com) and **DAVEN MORRISON, M.D.**, is senior executive adviser, Morrison Associates, Ltd., Palatine (daven@morrisonltd.com).



# 6

## REASONS WHY BENEFIT ADMINISTRATORS IN GOVERNMENT CHOOSE COLONIAL LIFE

**1 market expertise** We work with 5,000 local governments, 34 state governments and 2,700 educational agencies. So we know the hurdles you face... and how to help you clear them.

**2 dedicated service** We have teams who work exclusively with government accounts. So we speak your language.

**3 benefits that help manage costs** We have plans with no direct cost to you. A dream-come-true in the public sector. Or any sector.

**4 new ways to save money** And lots of them... like reduced enrollment costs, dependent verification, increased employee participation and tax savings.

**5 personalized benefits counseling** We meet 1-to-1 to help everybody get the benefits that are best for them. Which is also best for you.

**6 good hard work** We believe in the benefits of good hard work. Just like you.

You can find more at  
[ColonialLife.com/6reasonsgov](http://ColonialLife.com/6reasonsgov)

**Colonial Life**  
The benefits of good hard work.™

*For 75 years, Colonial Life has been the gold standard in voluntary benefits.*

DISABILITY ■ ACCIDENT ■ LIFE ■ CRITICAL ILLNESS ■ CANCER

Source: Colonial Life Proprietary Research 2013 © 2014 Colonial Life & Accident Insurance Company. Colonial Life products are underwritten by Colonial Life & Accident Insurance Company, for which Colonial Life is the marketing brand.

By Stanley Leasure and Ray Gosack

---

# EMINENTLY SENSIBLE

---

## WHY MEDIATION WORKS IN EMINENT DOMAIN CASES

### TAKEAWAYS

- › Mediation is a low-cost and expedient alternative to litigation.
- › Mediation requires cooperation and agreement by all parties.
- › Mediation is more likely than litigation to achieve a win-win outcome.

**E**minent domain mediation is a process through which a neutral mediator assists a condemning authority—for example, a local government—and a landowner to reach a settlement agreement that each finds acceptable. Our experience with mediation as local government representatives tasked with acquiring land for a large water supply, lake-expansion project has led us to three conclusions:

1. Mediation can be effectively employed to help resolve difficult eminent domain disputes.
2. Mediation in eminent domain cases is universally available by agreement of the parties. Some jurisdictions—by statute or court rule—require mediation prior to scheduling eminent domain cases for trial, even in the absence of agreement of the parties. In jurisdictions in which mediation is not required, it is underused.
3. As a result, the local government and the landowner forfeit the significant benefits of this alternative.



## Mediation Basics

For local government managers who haven't been part of the mediation process, the mediator's primary task is to facilitate communication between the parties, identify their respective interests, and, hopefully, help them resolve the issues on terms with which both can live. The prospect of settlement is quite high.

Reports of settlement rates in mediations generally are impressive—as high as 80 percent—and are comparable to the limited settlement rate data in eminent domain mediations.<sup>1</sup>

The reasons are self-evident: The parties come together with a skilled mediator—often with eminent domain expertise—for the express purpose of trying to settle the case. Mediation can occur whenever the parties agree, but it is important that the parties have exchanged

In the group session, counsel for the parties make a statement about the case and outline what they consider to be the important factors in evaluating the case. In the next phase, representatives of each side are separated into private caucus rooms to meet confidentially with the mediator.

There the parties, with the assistance of the mediator, consider the strengths and weaknesses of their position, identify essential interests, and develop settlement proposals. The mediator engages in a form of shuttle diplomacy, relaying offers and counter offers between the parties and continuing to assist the parties and their representatives to analyze the important elements of the case.

Several caucuses with each party are usually necessary. If an agreement is reached, a settlement agreement is

confidentiality provisions—pertinent in the event the case is not settled—typically include: inadmissibility at trial of statements made during mediation; protection of the privileged character of information disclosed to the mediator; protection of the mediator from compelled disclosure in judicial proceedings; and introduction of evidence related to the mediation. These protections help parties speak freely during mediation.

Parties can exercise significant control over the resolution process itself. Rather than being required to adhere to court-mandated procedures, they can focus on the merits of the case and their own interests. The emphasis shifts from compliance with court mandates designed to accommodate a wide variety of civil disputes, to the particular requirements of the condemnation case at hand.

This control can extend to every facet of the dispute, including discovery, timing, and the nature of the dispute-resolution process itself. Mediation almost always yields quicker resolution. The parties to the eminent domain case also have control over the selection of the mediator. Most consider it helpful to employ a mediator with condemnation expertise.

Importantly, parties have complete control over the outcome since they decide their own fate, which can include creative solutions specifically tailored to the special needs of the parties.

Condemnation litigation is costly in terms of lawyers, expert witnesses, lost productivity of staff, negative public perception, and other intangibles. Mediation typically results in lower cost in all these areas owing primarily to the expedience with which the case can be resolved.

## Fort Smith's Success

The city of Fort Smith, Arkansas, used mediation extensively to acquire properties in a neighboring county for expansion of a regional water-supply lake. The properties were acquired to meet regulatory requirements and to

# PARTIES CAN EXERCISE SIGNIFICANT CONTROL OVER THE RESOLUTION PROCESS ITSELF. RATHER THAN BEING REQUIRED TO ADHERE TO COURT-MANDATED PROCEDURES, THEY CAN FOCUS ON THE MERITS OF THE CASE AND THEIR OWN INTERESTS.

the information necessary to effectively evaluate the critical issues in the case.

Those in attendance will include the mediator, counsel for both sides, one or more representatives of the condemning authority, and the landowners. The format can be as varied as the wishes of the parties and the style of the mediator, but most eminent domain mediations consist of a group session; a series of private meetings, also known as caucuses, between the mediator and the parties; and, hopefully, drafting and execution of a settlement agreement.

drafted for execution prior to conclusion of the mediation.

## Mediation Advantages

Mediation in eminent domain cases has three primary advantages: confidentiality, control, and cost.<sup>2</sup> In jurisdictions in which it is available, mediation confers the critical advantage of confidentiality. Litigation, conversely, is an extremely public process. This factor, in and of itself, may hamper efforts at settlement of eminent domain cases.

Statutory and contractual confi-



## Litigation vs. Mediation

Here is a comparison of key features of the two processes:

KEY FEATURES	LITIGATION	MEDIATION
Cost	More Costly	Far Less Costly
Determination of Outcome	By Third Party (judge or jury)	Self-Determined by Parties
Amount of Time	Lengthy	Quick
Focus	Legal Positions	Issues Important to Parties
Problem-Solving Approach	Adversarial	Collaborative

provide long-term protection of the watershed. In every instance where mediation was employed, a settlement was reached.

Some property owners were skeptical to try mediation. To get them more comfortable with the idea, the city made sure the property owners understood there was no risk to them for trying it. The city paid the entire cost of the mediator's services to encourage participation. This small accommodation paid large dividends.

In the opening group session, it was important for Fort Smith's lead representative to:

- Make a statement that the city is committed to be fair and reasonable with the property owner, but it must also be fair with the taxpayers whose funds will pay for the property.
- Explain the purpose for the acquisition and the benefits the project will provide for the entire region.
- Acknowledge the impact the property acquisition was having on the owner. In some cases, the acquired property had been owned by the family for several generations. It was important to recognize the emotional connections many landowners had to their properties.

These opening points demonstrated to the property owner that the city was sensitive and empathetic to the property owner's interests. Mediation isn't a complex process, it can be tailored to

meet the particulars of the issue at hand, it requires only a moderate amount of preparation, and it usually doesn't compromise the party's interests if the case does proceed to trial.

A practical benefit of mediation compared to litigation is that mediation allows the parties to discuss the issues important to each party. Litigation, on the other hand, is focused on advancing and protecting legal positions. This difference allowed the parties to arrive at mutually agreeable outcomes at far less legal cost and time than allowing a jury to decide the compensation.

Unlike jury trials, the parties were always satisfied with the final outcome. There were cases where the mediator discovered that property owners wanted minor nonfinancial considerations that were easily accommodated.

Good mediators will push the envelope to encourage the parties to arrive at a settlement. At times, this can make the parties uncomfortable. It's important, however, to remember that the mediator brings objectivity to the process and provides a reality check on the strengths and weaknesses of each party's desires. The participants have to keep focused on the goal of arriving at a settlement that's fair and reasonable for the property owner and for the taxpayers.

No two mediation cases proceed identically. The process and outcome of each mediation case couldn't have been scripted in advance. Those who don't have a stomach for spontaneity shouldn't be at the mediation table.

Flexibility, without compromising core principles of fairness, is imperative for a successful outcome.

Mediation is a low-risk, low-cost alternative for resolving many types of legal cases, including property acquisitions by eminent domain. A mediator can facilitate, but not force, an agreement.

Mediation allows more resources to be focused on project planning, development, and execution rather than energy-draining legal battles. And, it helps to preserve vital relationships necessary for crucial public projects to succeed. **PM**

### ENDNOTES

1 See, Report of the Tennessee Advisory Commission on Intergovernmental Relations (February 2013). Eminent Domain in Tennessee, p.8. Retrieved March 14, 2014, from [http://www.tn.gov/tacir/PDF\\_FILES/Growth\\_Policy/EminentDomain.pdf](http://www.tn.gov/tacir/PDF_FILES/Growth_Policy/EminentDomain.pdf) and American Bar Association Division for Public Education (n.d.) How Courts Work-Mediation. Retrieved March 14, 2014, from [http://americanbar.org/groups/public\\_education/resources/law\\_related\\_education\\_network/how\\_courts\\_work/mediation\\_advantages.html](http://americanbar.org/groups/public_education/resources/law_related_education_network/how_courts_work/mediation_advantages.html).

2 Variation in local law is beyond the scope of this article. It is important to note that local law must be considered in assessing the advantages available through the use of eminent domain mediation. This is particularly true with respect to confidentiality



**STANLEY LEASURE, J.D.**, is associate professor, College of Business, Missouri State University, Springfield, Missouri (StanLeasure@MissouriState.edu). He is a former assistant city attorney, Fort Smith, Arkansas. **RAY GOSACK, ICMA-CM**, is city administrator, Fort Smith, Arkansas (gosack@FortSmithAR.gov).



# An elevated perspective, focused on service.

With in-depth knowledge comes perspective. At Travelers, we understand the evolving coverage trends and service needs unique to public entities. Our IndustryEdge® suite of products combines customized coverages and dedicated support based on the specific exposures you face every day—from our expertise in state-specific tort caps and immunities, to our law enforcement and cyber liability coverages. Additionally, Travelers' Umbrella of Services for public entities features:

- Superior claim resolution – governmental claims require unique resolution strategies
- Robust loss-prevention solutions – including an extensive website with best practices and sample policies and procedures
- Dedicated and knowledgeable underwriters – provide a customized and effective insurance plan
- Local territory managers – trusted advisors who help navigate the local nuances that affect your community

Get layers of protection beyond the policy. Contact your agent and ask about Travelers.

**TRAVELERS** 

[travelers.com](http://travelers.com)

©2013 The Travelers Indemnity Company. All rights reserved. Travelers and the Travelers Umbrella logo are registered trademarks of The Travelers Indemnity Company in the U.S. and other countries. The Travelers Indemnity Company and its property casualty affiliates. One Tower Square, Hartford, CT 06183

## TAKEAWAYS

- › Fourth Amendment searches and qualified immunity dominate the Supreme Court's term as it relates to local governments.
- › The Supreme Court will also decide a number of free speech cases affecting local government.

# EYE

– ON THE –

# SUPREME COURT

Interesting mix of cases touch local government issues

By Lisa Soronen

**T**he Supreme Court has accepted all the cases it will decide during its 2013–2014 term. Two of the major local government cases are no longer on its docket.

*Mt. Holly v. Mt. Holly Gardens*

*Citizens in Action*, involving whether disparate impact claims can be brought under the Fair Housing Act, was settled. *Madigan v. Levin*, involving whether age discrimination claims can be brought against government employers under the Constitution instead of the Age Discrimination in Employment Act, was dismissed as improvidently granted. (See “Supreme Court 2013–2014 Term Preview” in the December 2013 *PM* at <http://icma.org/scpreview2013-14>)

None of the most prominent cases of the term directly involve local government. Yet, the docket remains surprisingly interesting to local government.

### Fourth Amendment Cases

In *Riley v. California* and *U.S. v. Wurie*, the court will decide whether the Fourth Amendment permits police to search a cellphone without a warrant, found on a person lawfully arrested. The lower courts reached opposite conclusions in these cases.

In *Riley*, the California Court of Appeals concluded the warrantless search was lawful. State court precedent held that a warrantless cellphone search was permissible as incident to an arrest if it was “personal property . . . immediately associated with [his] person.” In this case it was.

In *Wurie*, the First Circuit applied the two justifications for a search incident to an arrest articulated in *Chimel v. California*, officer safety and preservation of evidence, and concluded that the warrantless cellphone search violated the Fourth Amendment. The court reasoned that officer safety is irrelevant to cellphones, and it is extremely unlikely that cellphone data would be destroyed while officers obtain a warrant.

As the court in *Wurie* points out, smartphones are computers containing a wealth of information. It would significantly assist local police officers if they could search these devices when they arrest someone without first obtaining a warrant.



Police officers shot and killed Donald Rickard and his passenger after Rickard led police on a high-speed chase. Their families sought monetary damages claiming the officers violated the Fourth Amendment by using excessive force. The officers argued they should be granted qualified immunity because their use of force wasn’t prohibited by clearly established law.

In *Plumhoff v. Rickard*, the Supreme Court will decide whether the lower court properly denied qualified immunity by distinguishing this case, which arose in 2004, with a later Supreme Court decision from 2007. The court also will decide whether qualified immunity should be denied based on the facts of this case.

Rickard wove through traffic on an interstate connecting two states, collided with police vehicles twice, and used his vehicle to escape after being surrounded by police officers, nearly hitting at least one officer. Local governments will benefit from clarity the Supreme Court will provide on the boundaries of both qualified immunity and the “hot pursuit” doctrine. The State and Local Legal Center (SLLC) has filed an *amicus* brief in this case.

### First Amendment Issues

In 2006, in *Garcetti v. Ceballos*, the Supreme Court held that public employee speech made pursuant to an employee’s official job duties isn’t protected by the First Amendment because a public employee is not acting as a private citizen when making such speech. In *Lane v. Franks*, Edward Lane asks the Supreme Court to make an exception for subpoenaed testimony.

Lane claims he was laid off because he testified pursuant to a subpoena before a grand jury and at a fed-

eral criminal trial that a state legislator employed by his program didn’t do any work. The Eleventh Circuit found that Lane was acting pursuant to his official job duties when he testified and therefore his speech wasn’t protected by the First Amendment.

Other circuits have disagreed, reasoning that public employees have obligations as citizens independent of their public employment to testify truthfully. *Garcetti*, decided 5 to 4, was a big win for public employers. This is the court’s first opportunity to narrow or affirm *Garcetti*.



In *Wood v. Moss*, pro- and anti-President Bush demonstrators had equal access to the president as his motorcade arrived in Jacksonville, Oregon. But when the president made an unexpected stop for dinner, Secret Service agents moved the anti-Bush protesters, who were closer to the restaurant than the pro-Bush demonstrators, about one block further away from the president than the pro-Bush demonstrators.

The anti-Bush protesters sued two Secret Service agents claiming they violated their First Amendment rights by discriminating against them because of their viewpoint. The Ninth Circuit denied the agents qualified immunity. The Supreme Court will decide whether the lower court evaluated the qualified immunity question in this case too generally.

The Ninth Circuit focused on its conclusion that the agents engaged in “viewpoint discrimination” instead of whether it was clearly established that the anti-Bush protesters could not be moved further away from the president than the pro-Bush demonstrators. The Supreme Court will also decide whether the anti-Bush protesters have adequately claimed viewpoint discrimination when there was an obvious security-based rationale for moving them: They were closer to the president. SLLC has filed an *amicus* brief in this case.

### Religious Freedom

In *Sebelius v. Hobby Lobby Stores* and *Conestoga Wood Specialties Corp. v.*

*Sebelius*, the Supreme Court will decide whether the Religious Freedom Restoration Act (RFRA) applies to for-profit, closely held secular corporations. Three corporations claim that the Affordable Care Act's requirement that employers with 50 or more employees provide coverage of all FDA-approved contraceptive methods violates the act.

RFRA provides that the federal government "shall not substantially burden a person's exercise of religion." If RFRA applies to corporations, the Religious Land Use and Institutionalized Persons Act (RLUIPA) likely will also apply to corporations, greatly expanding the scope of RLUIPA.

RLUIPA bars state and local governments from enforcing land use regulations that impose a substantial burden on "the religious exercise of a person" unless the government can point to a compelling interest. RFRA and RLUIPA are related statutes. RFRA only applies to the federal government, and RLUIPA only applies in the land use and institutionalized persons' context.

Both statutes use the term "person" to define who is covered. SLLC filed an *amicus* brief in this case arguing that for-profit corporations aren't covered by RLUIPA.

### Decisions Reached in Three Cases

The Supreme Court (as of late April) had decided three cases of interest to local governments. In *Fernandez v. California*, the court held that if a defendant objects to the search of his or her home, that objection may be overridden by a co-tenant after the defendant is no longer present.

Walter Fernandez told police they could not search his home. But after he was arrested and removed from the premises because he was suspected of domestic violence, the woman he was living with consented to a search. In *Georgia v. Randolph*, the court held that if a defendant is physically present and objects to a warrantless search, a co-tenant cannot override that objection.

The court refused to extend *Georgia v. Randolph*, where the objecting defendant

is no longer present. While the defendant pointed out the police were responsible for his absence, the court noted that his removal was objectively reasonable. The court also rejected Fernandez's argument that his objection should remain effective until he changed his mind.

*Georgia v. Randolph* was based on the "widely shared social expectation" that if you call on someone and one of the tenants says you were not welcome, you would not enter. The "calculus of this hypothetical caller would likely be quite different if the objecting tenant was not standing at the door." Local police have been waiting since 2006 to find out if the Court would extend *Georgia v. Randolph*.



In *Prado Navarette v. California*, an anonymous 911 caller in Mendocino County reported that a driver had run the caller's car off the road. The court held 5 to 4 that a police stop of that driver complied with the Fourth Amendment because, under the totality of the circumstances, the officer had reasonable suspicion that the driver was intoxicated.

The tip of dangerous driving was sufficiently reliable because the caller had eyewitness knowledge of what happened, police located the vehicle where the caller indicated it would be, and the caller used the 911 system, which can readily identify callers.

Driving someone off the road also creates reasonable suspicion of drunk driving because "[t]hat conduct bears too great a resemblance to paradigmatic manifestations of drunk driving to be dismissed as an isolated example of recklessness." While the officer didn't observe additional suspicious conduct after spotting the vehicle and observing it for five minutes, police do not have to give suspected drunk drivers a "second chance for dangerous conduct [that] could have disastrous consequences."



In *Sandifer v. U.S. Steel Corporation*, the Supreme Court held that donning

and doffing protective gear qualifies as "changing clothes" under Section 29 U.S.C. 203(o) of the Fair Labor Standards Act (FLSA).

This section allows parties to decide as part of a collective bargaining agreement that time spent changing clothes at the beginning and end of the work day is noncompensable, which is what U.S. Steel agreed to in a collective bargaining agreement. Clifton Sandifer argued donning and doffing protective gear does not constitute "changing clothes."

The Supreme Court disagreed, reasoning that clothing can include items worn for protection, and changing clothes can include altering street clothes with protective gear. It concluded that the majority of items at issue in this case—hard hats, work gloves, flame-retardant jackets, and the like—were clothes. While safety glasses, earplugs, and respirators weren't, time spent donning and doffing them was minimal.

Some local government employees may wear protective gear. This case affirms that local governments and unions may agree in collective bargaining agreements to not compensate employees for taking protective gear on and off.

Most of the issues the Supreme Court has taken up this term affecting local government involve routine issues—Fourth Amendment searches, qualified immunity, and First Amendment speech. What makes these cases interesting are their sometimes controversial facts and the wide range of contexts in which the issues arise.

How will the court decide these cases? A follow-up report and summary of all cases will be available at <http://www.statelocalic.org/articles>, effective July 30, 2014. **PM**



**LISA SORONEN** is executive director, State and Local Legal Center, Washington, D.C., ([lsoronen@sso.org](mailto:lsoronen@sso.org)). The center files Supreme Court *amicus* briefs on behalf of the Big Seven national organizations representing state and local governments, which includes ICMA, National League of Cities, United States Conference of Mayors, National Governors Association, National Association of Counties, National Conference of State Legislatures, and The Council of State Governments.

# A SPECIAL THANKS TO THE 2013 SUPPORTERS AND FRIENDS OF THE FUND FOR PROFESSIONAL MANAGEMENT & THE LIFE, WELL RUN CAMPAIGN

CMA wants to thank the members, friends, state associations, and organizations listed in this special report for their commitment to building and maintaining successful and sustainable communities everywhere.

These individuals and groups are the donors for either or both the Fund for Professional Management and the *Life, Well Run* Campaign.

Their generosity allowed the Fund for Professional Management to help communities across the nation adopt or retain forms of government that include a professional manager, which ICMA knows to be the best structure to set up a community for success. In 2013, the fund helped defend this effective, efficient, and ethical form of government in both

Washougal, Washington, and, Columbia, South Carolina, the state's capital.

Supporters of the *Life, Well Run* Campaign helped begin the process of educating elected officials and key stakeholders about the value and importance of professional local managers. The campaign also has begun to catalog success stories, which are available at [lifewellrun.org](http://lifewellrun.org).

ICMA would like to thank all of these individuals and organizations for their generous support. Their contributions have helped strengthen communities by supporting the profession. To learn more about the Fund for Professional Management and *Life, Well Run*, or to add your name to this list, visit [ICMA.org/fund](http://ICMA.org/fund) or [lifewellrun.org](http://lifewellrun.org).

## Memorial Gifts

### The Hansell Fund (In Memory of William H. Hansell, Jr.)

Jon A. Anda  
Caroline J. Ascher  
Wilmer K. Baldwin  
Donald J. Borut  
Wayne S. Burggraaff  
Michael Q. Cannon  
Ed Daley  
John E. Dever  
Gregory J. Dyson  
R. Michael Eastland  
Lee Feldman  
Frank R. Fischl, Jr.  
Shannon Flanagan-Watson  
H. Edward Flentje  
Michele Frisby  
Sam S. Gaston  
George D. Goodman  
Connie Hansell  
Susanne Hansell  
Kathleen Jenks Harm  
Robert L. Herchert  
Cheryl Hilvert  
Barbara Holland  
ICMA-RC  
Ruth Keshish  
Elizabeth K. Kellar  
Anne Kennedy  
Stan E. Kennedy  
C. Samuel Kissinger

Richard M. Koze  
Henry T. Lyons, Jr.  
Andrew J. McCown  
Michael K. McGovern  
Peggy Merriss  
Larry M. Miley  
Alison Miller Richards  
Kenneth H. Mohr  
Barbara H. Moore  
Evelina Moulder  
Sara M. Muir  
Keith F. Mulrooney  
Mary Eileen O'Connell  
Robert J. O'Neill, Jr.  
Uma Ramesh  
Edith D. Ritter  
Jeanne Robertson  
Bruce Romer  
Carolyn R. Romer  
Terry Schutten  
Betsy D. Sherman  
Alan Siegel  
Elaine S. Snyder  
Jennifer D. Sparacino  
David R. Taylor  
Revan A. F. Tranter  
Robert A. Trimble  
G. Faye Watson  
Mark S. Watson  
Paul A. Wenbert  
Terry L. Zerkle  
**In Memory of  
Gary Gwyn**  
Pat Gwyn

### In Memory of Mark E. Keane

Illinois City/County  
Management  
Association

### In Memory of T. Michael McDowell

Marvin Beckerman  
Sandy Diamond  
Andrew D. Glassberg  
Frank Ollendorff  
Kay S. Sandweiss

### In Memory of Louise S. Morris

David S. Anderson  
Illinois City/County  
Management  
Association

### In Memory of Margaret Murdock

Illinois City/County  
Management  
Association

### In Memory of James D. Norris

Illinois City/County  
Management  
Association

### In Memory of Rose Slaninka

Illinois City/County  
Management  
Association

### In Memory of Leslie Voorhees

Illinois City/County  
Management  
Association

### In Memory of James L. Westbrook

Carolyn H. Carter

## Tribute Gifts

### In Honor of Michael S. Allison

Illinois City/County Management  
Association

### In Honor of Kelly E. Arnold

ICMA-RC

### In Honor of Jane Bais DiSessa

ICMA-RC

### In Honor of Randy Balk

Illinois City/County Management  
Association

### In Honor of Ray R. Bockman

Illinois City/County Management  
Association

### In Honor of Pamela L. Brenner

ICMA-RC

### In Honor of William P. Buchanan

ICMA-RC

### In Honor of Ron Carlee

GreerWalker LLP

### In Honor of Steve Carter

Illinois City/County Management  
Association

### In Honor of John A. Eisesser

ICMA-RC

### In Honor of Lee Feldman

Alan M. Ours

### In Honor of Ken Fritz

Illinois City/County Management  
Association

### In Honor of Bill Ganek

Illinois City/County Management  
Association

### In Honor of Timothy J. Gagen

ICMA-RC

### In Honor of John Garvey

Paul Shew

### In Honor of Rod Gould

Elaine M. Polachek

### In Honor of Brian Gramentz

ICMA-RC

### In Honor of Paul M. Harlow

Illinois City/County Management  
Association

### In Honor of Vernon Hills

Illinois City/County Management  
Association

### In Honor of Robert C. Homan

ICMA-RC

### In Honor of Thomas R. Hoover

ICMA-RC

### In Honor of James Landon

ICMA-RC

### In Honor of Richard F. McInturff

ICMA-RC

### In Honor of Douglas R. Miller

ICMA-RC

### In Honor of Ronald L. Olson

ICMA-RC

### In Honor of Martha L. Perego

W. Calvin Horton

### In Honor of Kenneth R. Pulskamp

ICMA-RC

### In Honor of Lewis J. Steinbrecher

ICMA-RC

### In Honor of Robin Weaver

Illinois City/County Management  
Association

\* INDICATES THAT ALL OR PART OF THE CONTRIBUTION WAS DESIGNATED FOR THE *LIFE, WELL RUN* CAMPAIGN.

## Sustaining Contributors

These generous individuals and organizations have contributed to ICMA fundraising initiatives for a decade or more.

David S. Arnold	Edmond R. Hinkle	John F. Shirey
Michael D. Baker	Brian P. Humphress	Alden F. Smith
Walter O. Barry	Illinois City/County Management Association	Glenn F. Spachman
Seth B. Benjamin	Peter A. Korn	Jennifer D. Sparacino
Stephen Berley	David Krings	James A. Stevens
Gregory J. Bielawski	Mary Jane Kuffner Hirt	Robert L. Svehla
Jeffrey Broughton	Robert S. LaSala	Bonnie Svrcek
Michael W. Burns	William F. LaVecchia	Susan K. Thorpe
Duane R. Cole	David M. Limardi	R. Marvin Townsend
Samuel L. Coxson	Tom Lundy	Bradley C. Vath
E. Allen Culverhouse	Lynn H. Markland	Carl F. Valente
Ed Daley	Florentine Miller	Michael W. Walker
Lloyd R. De Llamas	Sanford I. Miller	Washington City/County Management Association
Daryl J. Delabbio	Ronald Molendyk	John M. Weichsel
David J. Deutsch	Roger J.B. Morris	Paul A. Wenbert
R. Michael Eastland	North Carolina City and County Management Association	Steven Wheeler
Frank P. Edmunds	Robert J. O'Neill	Leslie R. White
Daniel L. Elliott	Arthur A. Osten	Ivan L. Widom
Lee Feldman	Kenneth W. Parker	Glen Tracy Williams
Matthew T. Fritz	John F. Perry	Robert L. Williams
A. Lee Galloway	M. Denis Peterson	AJ Wilson
Sam S. Gaston	Richard T. Reed	Robert Wilson
Dianne L. Gershuny	David C. Ritz	Peter J. Witschen
Jack S. Hamlett	Carl R. Rogers	Mark Wollenweber
Kathleen Jenks Harm	Kathleen F. Rush	Edward A. Wyatt
Richard F. Herbek	Robert A. Schaumleffel	Paul M. Ziehler
Peter J. Herlofsky		James W. Zumwalt
Richard J. Hierstein		

Christopher Russo\*  
George R. Schrader  
Kathleen B. Sexton\*  
Robyn M. Stewart\*  
David R. Taylor  
R. Marvin Townsend\*  
Michael W. Walker\*  
James W. Zumwalt\*

### UNDER \$500

Wilmer E. Abbott\*  
Mark K. Achen\*  
Peter Agh  
Matt Allen\*  
Michael S. Allison  
Kamela B. Alston  
Jon A. Anda  
Christopher Anderson\*  
Craig G. Anderson\*  
David S. Anderson\*  
Gordon R. Anderson\*  
Jill Anderson  
John K. Anderson\*  
John B. Andrews  
Tanya A. Ange\*  
Daniel A. Anslinger\*  
James F. App  
John P. Applegate  
Stephen A. Arbo\*  
Nicole C. Ard\*  
Larry N. Arft\*  
Jesus Armas  
David S. Arnold  
Susan M. H. Arntz  
Caroline J. Ascher  
Barbara J. Avard  
Rodney W. Avery  
Sheryl D. Bailey\*  
W. Lane Bailey\*  
Michelle E. Bailey-Hedgepeth  
Ann G. Bailie\*  
Jane Bais DiSessa\*  
Thomas Bakaly  
Brett R. Baker\*  
Michael D. Baker  
Jay M. Baksa\*  
Luanne Baldrige\*  
William J. Baldrige\*  
Wilmer K. Baldwin\*  
William R. Balling\*  
Deborah Balsler  
Virginia L. Barney\*  
Kevin S. Barr  
Katherine L. Barrett\*  
Jillian C. Barrick\*  
Ted Barron\*  
Maureen M. Barry\*  
Walter O. Barry\*  
Ronald E. Bartels\*  
Dan R. Bartlett\*  
Linda M. Barton\*  
Lawrence D. Bashe  
William A. Bassett\*  
David J. Bauer  
Gerard J. Bauer  
Wolfgang Bauer  
Douglas O. Bean\*  
Fredrick M. Bean\*  
Marilynne M. Beard\*  
Marvin Beckerman  
Billy P. Beckett  
Kirk Bednar\*  
Frank Bednarek  
Lynn P. Behrms  
Daniel R. Beil  
Albert P. Beltrami\*  
Frank I. Benest\*  
Allison Bengtson\*  
Seth B. Benjamin  
James A. Bennett  
Timothy R. Bennett  
Paul R. Benoit  
Greg Benson  
Adam J. Bentley  
Alan H. Bergren\*  
Stephen Berley\*  
Mick W. Berry\*  
James P. Berzina\*  
Willie A. Best\*  
Russell Blackburn\*  
Kenneth R. Blackman  
Michael S. Blau\*  
Winthro C. Block  
Terrell Blodgett\*  
Kathleen A. Blomo\*  
Wally Bobkiewicz\*  
Cornelius L. Boganey\*  
John P. Bohenko\*  
Marvin S. Bolinger  
Norton N. Bonaparte\*  
Calvin A. Bonenberger\*  
Thomas Bonfield\*  
Lyndon L. Bonner  
Sherry L. Borgsdorf  
Jon Bormet  
Donald J. Borut  
Ronald C. Bowman\*  
Donald E. Bradley\*  
Paul J. Brake\*  
Patricia M. Brammer  
Jeff D. Braun  
Julie M. Brennan\*  
Patrick M. Brennan\*  
Pamela L. Brenner\*  
Kurt Bressner  
William R. Bridgeo  
Paul A. Bringewatt\*  
Jeffrey Broughton\*  
Adam J. Brown\*  
John B. Brown

## Individual Donors

### \$5,000+

Nancy T. Galkowski\*  
Connie Hansell

### \$1,000 TO \$4,999

James C. Bacon  
Ron Carlee\*  
Ed Daley\*  
Kevin C. Duggan\*  
Vicki Eastland  
Lee Feldman\*  
Shannon Flanagan-Watson\*  
Ted A. Gaebler  
Anthony H. Griffin\*  
Pat Gwyn\*  
George L. Hanbury  
Scott A. Hancock\*  
Lloyd V. Harrell\*  
Robert L. Herchert  
Jennifer Kimball\*  
Robert S. LaSala\*  
David M. Limardi\*

Joan McCallen  
Peggy Merriss\*  
Gerald E. Newfarmer\*  
Karl F. Nollenberger  
Robert J. O'Neill\*  
Jeanne Robertson  
Sheryl L. Sculley\*  
Keith Sendall\*  
Paul A. Steinbrenner  
Jackson C. Tuttle\*  
Ronald N. Whitehead\*

### \$500 TO \$999

Charles S. Anderson\*  
James H. Bennett  
Gregory J. Bielawski\*  
David Biggs\*  
J. Peter Braun  
Larry J. Brown  
William P. Buchanan  
John J. Caulfield\*  
Gerald L. Clausen\*  
Michael A. Conduff\*  
Lloyd R. De Llamas\*  
David J. Deutsch\*

John E. Dever  
Milton R. Dohoney\*  
Bernice T. Duletski  
Paul D. Eckles\*  
Timothy J. Erwert\*  
Kevin M. Flannery\*  
George D. Forbes  
Elizabeth Fretwell\*  
Sam S. Gaston\*  
James K. Giese  
G. William Hammon\*  
Timothy C. Hansley  
Kathleen Jenks Harm\*  
Richard F. Herbek\*  
Douglas J. Hewett\*  
James G. Jayne\*  
Anne Kennedy  
Stan E. Kennedy  
Patricia E. Martel\*  
Donald F. McIntyre  
Thomas Muehlenbeck\*  
Keith F. Mulrooney  
Kimball Payne\*  
Richard D. Rowe

Richard V. Brown*	Martin J. Corcoran*	R. Michael Eastland	Michael Garvey*	Charles B. Hetrick
Troy S. Brown*	Tobias M. Cordek*	Rebecca L. Eby	Dennis J. Gehrt	W. Brian Hiatt*
Thomas L. Brownlow	Jill F. Cornett*	William H. Edgar*	Rita L. Geldert*	Richard J. Hierstein*
Dee F. Bruemmer*	Ricardo T. Cortes	Candice J. Edmondson*	Dianne L. Gershuny	Carrie Parker Hill*
Robert J. Bruner	Rick Cortes*	Frank P. Edmunds*	Richard Gertson*	Penny Hill*
Stephen W. Bryant*	William M. Costick	Daniel L. Elliott*	Heather M. Geyer*	Cheryl Hilvert
David Bullock	Toby R. Cotter*	Donald Scott Elliott*	Allen D. Gill	Blaine R. Hinds*
Wayne S. Burggraaff	Jay B. Covington	Dan Englund	Judith A. Gilleland*	Edmond R. Hinkle*
Reagan Burkholder	Charles S. Coward	Jason R. Eppler*	Andrew D. Glassberg	Brent D. Hinson*
Larry D. Burks*	Samuel L. Coxson*	Lee C. Erdmann*	Marcia E. Glick	Ray H. Hodges
Robertta J. Burns	Ian M. Coyle*	Lea Eriksen*	Donald L. Gloop*	James N. Holgersson
Barry A. Burton	Paula Joan Cozzarelli*	Severo Esquivel*	Brannon J. Godfrey	Barbara Holland
Charles P. Bush*	William P. Craig	Darrell L. Essex	Magda Alicia Gonzalez*	David A. Hollis*
Paul D. Bussey	Michelle Crandall*	Raymond C. Eubanks*	Derik V. Goodine*	Stephen L. Hollister*
Thomas M. Butch	Jay W. Cravens*	Edward P. Everett	George D. Goodman	Gary C. Holmes
Bernice D. Butler	Peter J. Crichton*	Jennifer Fadden*	Mike Goodrich*	Robert Homan*
Rod B. Butler*	Charles J. Cristello	Frank Fairbanks*	Lydia Goodwin	Wilson B. Hooper*
John D. Butz*	Michael P. Crotty*	Stewart Fairburn*	Raymond W. Gosack*	Thomas R. Hoover
Lawrence Jeff Butzlaff	Gretchen S. Crowson*	Steven B. Falk*	Rodney S. Gould*	William B. Horne*
Randall D. Byrne*	Roger D. Crum	Simon Farbrother	Robert J. Gregory*	W. Calvin Horton
John M. Call	E. Allen Culverhouse*	Dwight L. Farmer	Ryan Gregory	James A. Hough*
David M. Campbell*	Karen J. Cumbo*	Herman R. Fast	Jay A. Gsell*	Henry Howard
Michael Q. Cannon	Larry J. Cunningham	Duane Feekes	Brenda Sedlacek Gunn*	James R. Howell*
Patrick A. Cannon*	Greg J. Cuoio*	Ron R. Fehr*	Miles B. Hadley*	Elizabeth Howley
Lee Hood Capps*	Peter M. Curry	Gregory C. Fehrenbach	Albert E. Haines*	Peter M. Huber*
Shaun Carey*	Clay J. Curtin*	Paul J. Feldman*	Douglas A. Haines*	Richard H. Huckaby*
Angela Carrier*	Richard C. Cushing	Veronica A. Ferguson*	Robert M. Halloran*	Gary A. Huff*
Kevin Carruth*	Richard M. Czopp*	William Bowman Ferguson*	Jack S. Hamlett*	Michael W. Huggins*
Carolyn H. Carter	Anton Dahlerbruch*	Thomas W. Finnie	Kenneth C. Hampian*	Shirley D. Hughes*
Steven C. Carter	Sanford W. Daily	Frank R. Fischl	Scott Hanin	Marc G. Hummel*
Denise Y. Casey*	John H. Daly	Alan M. Fisher*	James C. Hankla*	Raymond J. Hummert
Timothy J. Casey*	John C. Darrington	James Fisher	Douglass D. Hanley*	Brian P. Humphress*
Michael J. Cassidy	Arthur A. Davis*	William H. Fisher	Susanne Hansell	Michael W. Huse*
Clarence L. Cassens	Cameron Davis*	Daniel W. Fitzpatrick*	Jim Hanson	Steven C. Husemann
June W. Catalano	Karen L. Davis*	Kate P. Fitzpatrick*	Larry H. Hanson*	Michael Hutchinson*
Melisa Caughman*	Joe P. Dearing	John L. Fitzwater*	Carl Harness*	Lana Hygh
Jane A. Chambers*	Homer T. Dearmin	Robert F. Flatley*	Cecil R. Harris*	Robert E. Ihlein*
Victoria W. Charlesworth*	Thomas F. DeGiulio*	Malcolm H. Fleming*	David J. Harris*	Albert G. Ilg*
Sterling B. Cheatham	Daryl J. Delabbio*	H. Edward Flentje	Dewey Harris*	Dale E. Iman*
Oliver Chi	Francis M. Delach*	Rebecca L. Fleury*	Robert William Harrison	Sheyi I. Ipaye*
David M. Childs*	Walter L. Denton	Michael A. Flynn*	Peter C. Harvey	Mary E. Jacobs*
Robert M. Christofferson	Paul R. Deschaine*	Matthew J. Formica*	Theodore M. Hauser*	Terrell Jacobs
Gale Christy*	Sandy Diamond	Thomas Fountaine	Josh M. Hawkins	Kay W. James*
R. Leon Churchill*	Gregory P. Dietterick*	Randi Frank*	Richard J. Haydon*	Robert W. Jean*
Edward J. Ciecka*	Shane Diller	Robert D. Franz*	Autron S. Hayes	James C. Jimenez*
Sebia M. Clark	David B. Dillner*	William J. Fraser*	Tansy Hayward*	David M. Jinkens
W. Bruce Clark*	Jeffrey W. Dingman*	David W. Frasher	Vernon G. Hazen	Brian L. Johnson*
Frank W. Clifton	Vince DiPiazza	Kevin D. Frazell	Robert L. Hegel	Cynthia D. Johnson*
Duane R. Cole	William C. Dixon*	Thomas W. Fredericks	Ryan C. Heiar*	Daniel A. Johnson*
Julie Colley*	David M. Dorgan	Michele Frisby*	Kevin L. Helms*	Dwight D. Johnson*
Adam R. Collins*	Matthew P. Dovell	Matthew T. Fritz	Richard E. Helton*	William E. Johnson
W. Larry Collins	Ron Dowell	Thomas J. Fromme*	Dennis T. Henderson*	Robert B. Johnston*
John F. Connet*	Edward R. Driggers*	Andrew P. Fulghum	Leonard G. Hendricks*	William H. Jones*
Peter T. Connet*	Agata Drygas-Andryszewski	Matthew Fulton*	Lisa E. Henning*	Janine Jordan*
Caitlin R. Connolly*	Lydia E. Du Borg	Timothy J. Gagen*	Bertha W. Henry	Roger Jordan*
John T. Cook*	John J. Duffy	Tonya Ann Galbraith*	Charles T. Henry	J. Michael Joyal*
Yvonne E. Coon*	Mark E. Durbin*	Karen S. Gallivan	Peter J. Herlofsky	David Junger*
Larry R. Coons	David L. Dyer*	A. Lee Galloway*	Michael S. Herman*	Ruth Keblish
Jerry W. Cooper*	Gregory J. Dyson	Anton S. Gardner*	Roger T. Hernstadt	William M. Keefer
Robb W. Corbett*	Pamela S. Easter*	Charmelle Garrett	Michael G. Herring*	Margaret Keegan*



William A. Keffler\*  
Elizabeth K. Kellar  
Linda Kelly\*  
Richard Kelton\*  
Bertrand N. Kendall\*  
Richard I. Kerbel\*  
Dennis W. Kerns  
Kimberly A. Kerr\*  
Robert R. Kiely\*  
Brad L. Kilger\*  
T. Robert Kindred\*  
Norman R. King  
Stephen P. King\*  
Stephen H. Kirkman  
Richard L. Kirkwood\*  
C. Samuel Kissinger  
Daniel A. Kleman  
Stephanie Knebel\*  
Juniper Korkie\*  
Peter A. Korn  
Edward B. Koryzno  
Richard M. Koze  
David Krings\*  
John Kross\*  
Larry R. Kruse\*  
Mary Jane Kuffner Hirt  
Gregory T. Kuhn\*  
Robert A. Kuntz  
Debra Kurita\*  
Douglas N. La Belle  
Tammy A. LaBorde\*  
William C. Lahman\*  
Scot F. Lahrmer  
Jack Lam\*  
Paul A. Lanspery\*  
Bernard C. LaPira  
Maria Lasday\*  
Edward F. Lavallee  
William F. LaVecchia  
Robert C. Lawton  
Jack P. Layne  
Scott D. Lazenby\*  
Jim Leddy  
Steven L. Ledoux\*  
Robert E. Lee\*  
Darron J. Leiker  
Douglas K. Leslie  
Mark M. Levin\*  
Nadine P. Levin\*  
Karen R. Levine\*  
Douglas Lewis\*  
James R. Lewis  
Janet Lewis\*  
Jonathan R. Lewis\*  
Randy D. Lewis  
Katie E. Lichtig\*  
Jasmine L. Lim\*  
William A. Lindsay\*  
J. William Little\*  
Allen B. Locke\*  
Lewis R. Loebe

Craig Lonon  
Anthony Bonilla Lopez\*  
Jeffrey V. Lord\*  
Katherine G. Love  
Edward D. Lowe\*  
Oryan D. Lowry  
Abigail K. Lundy\*  
Tom Lundy\*  
Peter F. Lydens\*  
Henry T. Lyons  
Gayle L. Mabery  
Edward C. Madere\*  
Susan Maggiotto\*  
Ann Mahoney\*  
Craig Malin\*  
Michael D. Mallinoff\*  
James J. Malloy\*  
Samuel D. Mame\*  
John G. Manahan\*  
Joseph F. Manning\*  
Lynn H. Markland\*  
Thomas M. Markus\*  
Paul D. Markworth\*  
Anthony J. Marryatt  
James G. Marshall\*  
Mark C. Masciola\*  
Joel R. Mashburn  
Derek M. Matheson  
Robert E. Matson\*  
Opal D. Mauldin-Robertson  
Adam Maxwell\*  
Richard A. Mays\*  
Dominic F. Mazza  
Kelly R. McAdoo\*  
Deron L. McCormick  
Andrew J. McCown\*  
Mark L. McDaniel\*  
Brian E. McDougal\*  
Robert D. McEvoy\*  
Michael K. McGovern  
Timothy P. McInerney\*  
Alexander D. McIntyre\*  
Christopher McKenzie\*  
Michael P. McLaughlin\*  
Jennifer A. McMahon\*  
Mark H. McNeill\*  
Michele E. Meade\*  
James L. Mercer\*  
David Meriwether\*  
Melanie D. Mesko Lee  
Bruce A. Messelt\*  
Larry M. Miley  
Alison Miller Richards  
Dianne E. Miller  
Douglas R. Miller\*  
Eoghan P. Miller\*  
Florentine Miller\*  
Justin J. Miller  
Kerry L. Miller\*  
Mark W. Miller\*  
Michael G. Miller

Peter J. Miller  
Robert A. Miller  
Laura Biery Minnich  
Scott W. Mitnick\*  
Paul J. Moderacki\*  
Kenneth H. Mohr  
Ronald Molendyk  
Bill A. Monahan\*  
Bryan Hyrum Montgomery\*  
Barbara H. Moore\*  
Bruce Moore\*  
David R. Mora\*  
David E. Moran\*  
Gavin W. Morgan  
Richard Scott Morgan\*  
Scott Morgan\*  
Andrew A. Morris\*  
Robert B. Morris\*  
Roger J.B. Morris  
Steven J. Morus\*  
A. William Moss\*  
Thomas M. Moton\*  
Evelina Moulder  
Janet R. Muchnik\*  
Sara M. Muir  
Michael Muirhead  
Melissa Mundt\*  
Joyce L. Munro\*  
Brian P. Murphy\*  
James T. Murphy  
Jeffrey B. Muzzy\*  
Mark E. Nagel\*  
Spencer R. Nebel\*  
Andrew E. Neiditz\*  
Ghida S. Neukirch  
Kimberly Darigan Newman  
David J. Niemeyer\*  
Preya B. Nixon\*  
Jack R. Noble  
Robert S. Noe\*  
Eric P. Norenberg\*  
Anne L. Norris\*  
John M. Novinson\*  
Leo E. Ochs\*  
Mary Eileen O'Connell  
James B. O'Grady\*  
Nancy Red Olcese  
James B. Oliver  
Roy Oliver  
Frank Ollendorff  
Daniel P. Olpere  
David H. Olson\*  
Peter L. Olson\*  
Marcia D. Orneal\*  
Roberta L. Orsini\*  
Ruth Osuna  
Reid T. Ottessen  
Alan M. Ours\*  
Michael R. Overton\*  
David W. Owen\*  
Craig S. Owens

## HELP ICMA CELEBRATE THE PROFESSION

As ICMA celebrates its 100th anniversary, it is asking members to step beyond their own hometowns and help strengthen communities by supporting the *Life, Well Run* campaign.

This campaign advocates and showcases the important role a professional manager plays in building communities to elected officials, the next generation of students, and other key stakeholders. ICMA knows that professional managers wish to remain unsung heroes, but without promoting the value of the profession, communities will not have the benefit of effective, efficient, and ethical local government management.

ICMA members are passionate about their profession and serving the communities they call home. Please consider contributing \$100 in ICMA's 100th year to help set up professional managers and communities for success. Learn more about *Life, Well Run* and contributing \$100 at the website [icma.org/100lwr](http://icma.org/100lwr).

Eric W. Oyer  
David A. Oyler  
Charles S. Ozaki\*  
Derrick Parham\*  
Kenneth W. Parker\*  
Wayne C. Parker\*  
Stephen F. Parry\*  
Reagan Parsons\*  
David M. Pasquale  
James H. Patrick\*  
Frank Patrizio\*  
Nicholas A. Pavlovich  
Joseph S. Paxton\*  
Clay Pearson\*  
Mary Kay Peck  
Roy R. Pederson  
Charles W. Penny\*  
Mike R. Perez\*  
Jan C. Perkins\*  
Mark C. Perkins  
John F. Perry\*  
Steven B. Peru  
M. Denis Peterson\*  
Scott D. Peterson  
John D. Petrin\*  
George A. Pettit  
Marc H. Pfeiffer\*  
James S. Phillips\*  
John C. Phillips\*  
John R. Pick\*  
Dennis E. Piendak  
Robert G. Pierce  
Karen E. Pinkos\*  
Anthony T. Plante\*  
Decker P. Ploehn\*  
Lon D. Pluckhahn\*

Kevin C. Poe\*  
Gary F. Pokorny\*  
Elaine M. Polachek  
Donna Zufan Pontau\*  
Max L. Pope  
Gregory M. Porter\*  
Tedd E. Povar\*  
Orville W. Powell\*  
Michael B. Press  
Su Zanna K. Prophet\*  
James D. Prosser  
Richard F. Quigley  
Georgia L. Ragland\*  
Uma Ramesh\*  
Richard J. Ramirez\*  
James W. Randall  
Mark R. Randall\*  
Michael J. Redlinger\*  
Barry J. Reed  
Richard T. Reed\*  
Roger J. Reinke\*  
Pamela Joyce Reitz  
Jeffrey D. Rhodes\*  
Daniel Rich\*  
Alan Riffel\*  
Albert J. Rigoni\*  
Michael K. Riley  
Edith D. Ritter  
David C. Ritz  
Antonio Rivera  
Meredith Roark\*  
Meredith Stengel Robson\*  
Carl R. Rogers  
Bruce Romer  
Carolyn R. Romer  
J. Mark Rooney\*

Denise M. Rose\*  
 Margie C. Rose  
 Michael G. Ross  
 William R. Ross\*  
 Alison D. Rudolf\*  
 Frank A. Rush\*  
 Kathleen F. Rush\*  
 Donald L. Russell\*  
 James D. Ruth  
 Elizabeth S. Ruyle-Hullinger  
 Valerie L. Salmons\*  
 Kay S. Sandweiss  
 Jennifer Santos  
 Michael J. Scanlon\*  
 Steven L. Schainker\*  
 Gerald E. Schapiro\*  
 Robert J. Schiedler  
 Eugene A. Schiller\*  
 Mark A. Schlagheck\*  
 Jeremy Schmidt  
 Todd J. Schmidt\*  
 Richard C. Schnaedter\*  
 Jeffrey A. Schott\*  
 Terry Schutten  
 Raymond D. Schweitzer\*  
 Mark A. Scott\*  
 Gary Sears  
 Charles G. Seivers\*  
 William Sequino\*  
 Mona Serageldin  
 Warren H. Shafer  
 Joyce A. Shanahan\*  
 Albert R. Sharp\*  
 Randal B. Sharpe\*  
 Gina T. Shell\*  
 Jack D. Shelver  
 Betsy D. Sherman\*  
 Susan E. Sherman\*  
 Paul Shew\*  
 Edward K. Shikada\*  
 John F. Shirey\*  
 Ronald Showalter  
 Alan Siegel  
 Brian W. Silcott\*  
 Reid Silverboard  
 Katy Simon  
 Jonathan F. Simons\*  
 Jack Arthur Simpson\*  
 Scot E. Simpson\*  
 Henry D. Sinda  
 Daniel A. Singer\*  
 Robert E. Slavin\*  
 Dave Slezickey  
 Richard C. Slingerland  
 Walter J. Slipe  
 Mell E. Smigielski\*  
 Alden F. Smith  
 Catherine M. Smith\*  
 Cory Lee Smith\*  
 Dana M. Smith\*  
 Dele Lowman Smith\*

George D. Smith  
 James A. Smith\*  
 James C. Smith\*  
 Karen A. Smith\*  
 Michael W. Smith  
 Phillip D. Smith-Hanes\*  
 David M. Smoak\*  
 Laura Snideman\*  
 Elaine S. Snyder  
 Mindi Snyder\*  
 Stephen J. Sobers  
 David R. Sollenberger  
 Kyle R. Sonnenberg\*  
 Scott A. Sorrel  
 Glenn D. Southard\*  
 Glenn F. Spachman\*  
 Jennifer D. Sparacino\*  
 James K. Spore\*  
 Catherine P. Standiford\*  
 Brandon J. Stanick  
 Reginald S. Stapczynski\*  
 Maureen A. Stapleton\*  
 Theodore J. Staton\*  
 Chuck Stearns\*  
 Daniel A. Stefano  
 Charlene R. Stevens\*  
 Merrett R. Stierheim\*  
 Scott C. Stiles\*  
 Jason J. Stilwell\*  
 Barry A. Stock\*  
 Linda K. Story  
 Kent S. Street\*  
 Mary L. Strenn  
 David A. Strohl\*  
 Dennis R. Stuckey  
 Eric S. Stuckey\*  
 Terry Keith Suggs  
 Amy Sullivan\*  
 C. Seth Sumner\*  
 Greg R. Sund\*  
 Martin J. Super\*  
 Andrea Surratt\*  
 Robert L. Svehla  
 Bonnie Svrcek\*  
 Lee Szyborski\*  
 Henry Taboada  
 William G. Tallman\*  
 Thomas A. Tanghe  
 Michael E. Tann\*  
 M.D. Marty Tarshes  
 Dennis M. Taylor  
 J. William Taylor  
 John L. Taylor\*  
 Russell P. Taylor\*  
 Steven H. Taylor\*  
 David S. Teel\*  
 Douglas K. Terry  
 John T. Terry  
 J. Edward Tewes  
 Steve H. Thacker\*  
 Bonnie L. Therrien

Nathan R. Thiel\*  
 Robert D. Thistle\*  
 Charles O. Thomas  
 Erik L. Thompson  
 Patricia S. Thompson\*  
 Steven Terry Thompson\*  
 Susan K. Thorpe\*  
 William H. Thrasher  
 James Thurmond  
 Cherise L. Tieben  
 Lynn S. Tipton\*  
 Patrick E. Titterington  
 James E. Tolbert\*  
 Jeffrey R. Towery\*  
 Bradford J. Townsend\*  
 Revan A. F. Tranter  
 Russell G. Treadway\*  
 David W. Treme  
 Robert A. Trimble\*  
 Sandra E. Tripp-Jones\*  
 Linda Lovvorn Tucker  
 Robert M. Turner  
 Kurtis G. Ulrich\*  
 Richard Underkofler\*  
 Julie Thuy Underwood\*  
 David J. Unmacht  
 Maryann I. Ustick\*  
 Carl F. Valente\*  
 Maureen Godsey Valente\*  
 Russell Van Gompel\*  
 Michael C. Van Milligen\*  
 Donna S. VanderClock\*  
 Bradley C. Vath\*  
 Gerry A. Vernon\*  
 Linda Crew Vine\*  
 Ellen W. Volmert  
 Theodore L. Voorhees  
 Melissa Byrne Vossmer\*  
 Michael John Votca  
 David R. Waffle\*  
 Ronald G. Wagenmann  
 Elizabeth D. Warmerdam\*  
 Mitchell Wasserman  
 Graham L. Waters\*  
 G. Faye Watson  
 Jerene Watson\*  
 Mark S. Watson  
 Robin A. Weaver\*  
 Jacqueline I. Wedding-Scott\*  
 John K. Weithofer\*  
 Paul A. Wenbert  
 Michael K. West  
 James L. Westbrook  
 Gary L. Whatcott  
 Steven Wheeler  
 Martha L. Wheelock\*  
 Bryan L. White\*  
 Leslie R. White  
 Thomas J. White\*  
 Charles S. Whiting

David S. Whitlow\*  
 Ivan L. Widom\*  
 John T. Wieland\*  
 Michael Wilkes  
 Glen Tracy Williams\*  
 Robert L. Williams\*  
 Michael Willis\*  
 AJ Wilson\*  
 Bryce L. Wilson\*  
 Earl D. Wilson  
 Joyce A. Wilson  
 Robert Wilson  
 Martha Wine\*  
 Donald P. Witkowski\*  
 Edward G. Wohlenberg\*  
 Mark Wollenweber\*  
 Robert L. Wonder\*  
 Roderick J. Wood  
 Nicholas W. Woolery\*  
 Edwin L. Worsley\*  
 Dawn L. Wucki-Rosbach\*  
 Edward A. Wyatt  
 Steven Wylie  
 Joseph Yarbrough  
 Hannes Zacharias\*  
 Carol B. Zar  
 Terry L. Zerkle\*  
 Eric G. Ziegler\*  
 Paul M. Ziehler\*  
 Matthew D. Zimmerman  
 Judith Ann Zimomra\*  
 Tim A. Zisoff

Kansas Association of City/County Management  
 Kentucky City/County Management Association\*  
 Missouri City Management Association\*  
 South Carolina City and County Management Association  
 Tennessee City Management Association\*  
 Virginia Local Government Management Association  
 Washington City/County Management Association

## \$500 TO \$999

GreerWalker LLP\*  
 Rhode Island City and Town Management Association\*

## UNDER \$500

City of Coachella, California\*  
 City of El Reno, Oklahoma  
 Ohio City/County Management Association\*  
 St. Louis Area City Management Association

## ICMA wants to offer a special thanks to these state associations for their long-term efforts to support ICMA initiatives:

City Management Association of Oklahoma  
 Maryland City/County Management Association\*  
 Massachusetts Municipal Association  
 Minnesota City/County Management Association  
 Nebraska City/County Management Association  
 Texas City Management Association

## Organizational Donors

### \$50,000+ ICMA-RC\*

### \$25,000 TO \$49,999 Illinois City/County Management Association\*

### \$5,000+ Georgia Municipal Association\* Michigan Local Government Management Association\* North Carolina City and County Management Association

### \$1,000 TO \$4,999 Alabama City/County Management Association\* Arkansas City Management Association\* Association for Pennsylvania Municipal Management California City Management Foundation\* Florida City and County Management Association Indiana Municipal Management Association\*

# EVERY PUBLIC SERVANT IS UNIQUE.

UNDERSTANDING THAT IS HOW  
TO KEEP THEM HEALTHY.

The challenges of running local governments are unique, to say the least. That's why you need a different kind of health insurance company – Cigna. First, we don't see your employees as numbers on a piece of paper. We see each and every one as the unique people they are. We get to know what makes each one of them tick, and that helps keep them healthier. Because when your workforce is healthy, productivity increases and benefit costs decrease. And that's something everyone can agree on.

EMPLOYEE BENEFITS FOR THE PUBLIC SECTOR  
[Cigna.com/HealthierGov](http://Cigna.com/HealthierGov)

GO YOU<sup>®</sup>



Offered by: Connecticut General Life Insurance Company, Cigna Health and Life Insurance Company, and their affiliates.

Products and Services provided by Connecticut General Life Insurance Company or Cigna Health and Life Insurance Company.

"Cigna," the "Tree of Life," and "GO YOU" are registered service marks of Cigna Intellectual Property, Inc., licensed for use by Cigna Corporation and its operating subsidiaries. All products and services are provided by or through such operating subsidiaries and not by Cigna Corporation. 864592 03/14 © 2014 Cigna.



BY KHASHAYAR “CASH” ALAEE AND PAULA ROMO

## FROM COAST TO COAST

City managers facilitate analyst exchange

When I, coauthor Cash Alaee, Palo Alto, California’s senior management analyst, asked City Manager Jim Keene if I could go to Fort Lauderdale, Florida, to shadow City Manager Lee Feldman, Jim stopped jogging, looked at me, and asked, “Spring break on the city’s dime?”

The running continued, and so did the conversation on the importance of exchanges and how, if carefully designed, the one I was considering could enormously impact both organizations.

Professional exchanges are not a new concept. Government organizations have been conducting them for years. ICMA, for instance, has several formal exchange programs in place that promote learning and knowledge sharing among local government professionals.

But the Palo Alto–Fort Lauderdale Analyst Exchange program was designed specifically to fit the needs of our respective organizations and our specific professional development goals. Both Keene and Feldman serve on the Alliance for Innovation’s board of directors and have brought innovative strategies to their organizations.

Keene has implemented design thinking, a human-centered approach to innovation, and a start-up environment in Palo Alto, and Feldman has implemented a strategic and performance management philosophy in Fort Lauderdale. We, the analysts, benefited greatly by being able to share these concepts and watch them in action.

### Managers Take Mentor Role

A key to success was having the involvement of each local government manager. After the initial exchange idea was breached, Keene and Feldman took ownership of the exchange and ensured ample time was set aside on their calendars to mentor Paula and me.

Coauthor Paula Romo, Fort Lauderdale’s senior performance analyst, traveled to Palo Alto, and both she and I had unfettered access to our respective host manager. We met with the host manager several times to discuss the exchange city’s overall strategies, and both of us were able to attend multiple operational and elected officials’ meetings, where we witnessed firsthand Keene’s and Feldman’s management and leadership styles in action.

A month prior to our visit, we worked together to craft an action-packed, week-long agenda where all meetings or shadowing experiences were coordinated to include travel to and from off-site locations. Finally, it was crucial that both organizations were fully aware of the exchange in advance, allowing staff to prepare meaningful site visits and learning opportunities. To help with this, we e-mailed the respective leadership teams about the exchanges several weeks before our visits, and the managers discussed the visits at their weekly executive meetings.

During the exchange, I observed firsthand how several of Fort Lauderdale’s key strategies are being implemented and being used by the organization at cross-disciplinary collaboration/action meetings called FL<sup>2</sup>STAT, Fort Lauderdale’s version of PerformanceSTAT. These strategies included *Fast Forward Fort Lauderdale: Our City, Our Vision 2035* and *Press Play Fort Lauderdale: Our City, Our Strategic Plan 2018*.

I also learned about police services (both land and marine), special events coordination, and the Fort Lauderdale Executive Airport. Since I’m a member of the Palo Alto Special Events Committee, comparing both cities’ programs was especially valuable, as I was able to identify areas of opportunity, including staffing structure, meeting structure, and approval process that can be implemented in Palo Alto.

### Romo’s Report

For this Fort Lauderdale analyst, my experience was as much learning as it was sharing. I was exposed to Palo Alto’s sustainability programs, its customer-centric philosophy, and its use of technology to engage the community; specifically the 311 app, Open Data initiative, and the city’s recent Hackathon, which is a collaboration on software projects.

On the sharing side, I had the opportunity to present to Palo Alto’s leadership team Fort Lauderdale’s strategic and performance management framework

## LAST, AND DEFINITELY NOT LEAST, THE BEST PART OF THE EXCHANGE WAS THE NEW RELATIONSHIPS THAT WERE BUILT AMONG THE ANALYSTS AND ORGANIZATIONS.

and later, meet one-on-one with most department directors to discuss the implementation details.

The activities we participated in were similar to attending a conference session but were much more robust. The cost, too, was similar to attending, minus the registration fee, but the experience allowed full emersion into another organization and hands-on know-how.

Again, being from Palo Alto, I found that watching an FL<sup>2</sup>STAT meeting demonstrated Fort Lauderdale's ability to organize the resources to meet the needs of the community and be accountable for it.

In reflecting about experiences in Palo Alto, coauthor Romo observes that "Learning about the 311 app and Open Data initiative made me understand the complexities of working with different stakeholder to make these projects a reality."

### Building New Relationships

Last, and definitely not least, the best part of the exchange was the new relationships that were built among the analysts and organizations. Long after the exchange ended, we have stayed connected, communicating often. Both of us also regularly tap the individuals

we met in our respective host organizations for further details on the programs and services we learned about.

Ultimately, both of us believe that these direct exchanges should happen more often. They foster Tenet 8 of ICMA's Code of Ethics: "Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques."

Hopefully, our experience shared briefly in this article will help create a wave of informal, invaluable, and inexpensive exchanges between other local governments. **PM**



#### KHASHAYAR "CASH" ALAEE

is senior management analyst, Palo Alto, California (khashayar.alaei@cityofpaloalto.org), and

PAULA ROMO is senior performance analyst, Fort Lauderdale, Florida (promo@fortlauderdale.gov).

COMING IN JULY!

**ICMA**  
**insights**  
Measure • Compare • Explore Analyze • Transform

## Great Performance Requires Great Analytics

ICMA Insights™, a cutting-edge performance management and analytics solution developed in partnership with SAS®, gives communities the power to

- **Measure** a core set of well-defined and comparable indicators within a dynamic, world-class platform.
- **Compare** performance to internal goals and to other communities across the country.
- **Explore** comparative data through customized reports on a monthly, quarterly, or annual basis.
- **Analyze** data to identify trends, monitor progress on strategic priorities, and make better decisions.
- **Transform** your community with leading-edge visualization tools and state-of-the-art business intelligence solutions.

To learn more about ICMA Insights, visit [icma.org/performanceinsights](http://icma.org/performanceinsights) or contact Kira Hasbargen at [khasbargen@icma.org](mailto:khasbargen@icma.org).

BY RUDY BAZELMANS

# TAMING PRINT AND COPY COSTS

Where to look for untapped savings opportunities

In virtually every office environment today, printers, multifunction devices, and copiers abound. The good news is that this equipment brings convenience and accessibility to the workplace, boosting employee productivity. The not-so-good news is that printing and copying costs—the equipment, supplies, service, and other associated costs—often represent a substantial expense for local governments.

A thorough review of printing and imaging costs is frequently avoided, especially when taking into account running costs and related consumables. In addition, these functions aren't usually controlled centrally in organizations. An IT department, for example, might purchase and install equipment and a facilities or purchasing group might purchase supplies for the equipment or approve maintenance costs.

According to estimates by Gartner, Inc., businesses spend 1 to 3 percent of their total annual revenue producing documents, and many of them are thrown away. Buyers Laboratory reports that more than 90 percent of all companies—and presumable governmental organizations—don't track printing and copying costs.

Given the cost associated with copying and printing, organizations should look carefully at expenses in these cost categories. This represents a potential, untapped savings opportunity.

Here are some recommendations to manage printing and imaging costs—suggestions that could lead to significant savings.

**1. Analyze usage data.** This is the most important step to take. It's difficult to develop a plan for controlling costs without taking a close look at current

usage data.

Every organization has different printing and copying needs ranging from high volume or secure printing to color printing. Here are questions to consider in studying use:

- What are your monthly volumes?
- Do these numbers vary by month or season, and if so, how much?
- What has your historical usage been for black and white copying and for color?
- What changes in usage do you anticipate in the coming years?
- What is the ratio of color versus black and white copying? Is it appropriate?
- How does this information align with the lease and service agreements?

**2. Inventory existing equipment.** Each device has different operational costs. What devices do you have—printers, copiers and fax machines—and where are these devices located? What are the makes, models, and ages of the devices? Are there redundancies, and if so, where? Some additional information to gather would include:

- Which devices are used the most? Least used? (Underused devices are a waste of equipment and money; overused devices hurt productivity and can cause premature failure.)
- Which devices require a larger share of maintenance resources than others?
- Which devices generate the most complaints from users?
- Do you own devices that may need to be replaced in the future?
- Are devices being redistributed to circumvent the above issues?

Looking to the future, your organization should find the most efficient

machines for your specific needs, considering initial outlay costs, equipment features and capabilities, and ongoing costs.

Beyond an analysis of usage data and developing a list of existing equipment, there are additional factors to look at related to printing and copier costs. Equipment maintenance and repair histories; document management services; and such services as IT help desk or network administration, mailroom, and print-shop services are all important considerations to take into account in developing a comprehensive view of the organization's printing and copying landscape.

**3. Investigate printer maintenance alternatives.** There are two ways to manage the cost of supplies and maintenance for printers. The most common approach is to purchase toner from your office supply company and pay for repairs and maintenance as needed.

Another approach is to pay a service company for supplies and maintenance "by-the-click." This alternative, called managed print services (MPS), covers the cost of all supplies, maintenance, and repairs; reduces the risks of using remanufactured toner; and reduces IT resource requirements. This can be an effective approach to consider.

**4. Leverage existing capabilities.** The tips identified above are linked to this final recommendation. A detailed review can result in a more coordinated cost-savings initiative, allowing you to leverage your total spend or negotiating position with suppliers.

Imaging and printing costs can be tamed by scrutinizing usage figures, taking stock of existing equipment and projecting future needs, examining printer maintenance alternatives, and exploring opportunities to collaborate on services and purchases. **PM**



**RUDY BAZELMANS** is director, Expense Reduction Analysts (ERA), Addison, Texas (rbazelmans@expensereduction.com). ERA is an ICMA Strategic Partner.

BY BEVERLY BROWNING

# THERE ARE GRANTS FOR THAT

Look to the private sector for additional funding

**L**ocal government managers can consider three critical indicators when factoring competitive grants into local budgets: 1) professional development line items have been either decreased or deleted for one or more fiscal years; 2) rising cost of equipment repair and replacement is eating at available budget dollars, and 3) residents are disgruntled over the state of public recreation facilities.

I know this seems like I'm preaching to the choir, but sometimes to save time and effort, an easier route is taken by just filling out the forms for formula grants—guaranteed funding based on a head count allocation—while the pursuit of additional private-sector funding falls by the wayside. Simply accepting that a fiscal-year budget will always be in a deficit is also a fatal mistake.

Here are some ideas on how you can be creative and free up general funds for more critical needs by pursuing competitive private sector grants. Always keep in mind that once such grants start rolling in, they may not be comingled with your general fund account, and clear audit trails are necessary for all types of incoming funds.

### 1. Your unit of government can no longer afford to approve staff requests for professional development training, and spending caps are hurting staff morale.

Did you know that there are corporate and foundation grantmakers that will fund professional development grant requests? Remember, the requests must be reasonable, justified, have limited high-end travel expenses (no flying to France for an international meeting or staying at five-star resorts for a conference), and be submitted at least six to nine months in advance of the training date.

You can also use a grant research database like Foundation Center, GrantStation, or eCivis Grants Network:Research to identify private-sector funders. Subscription-based databases like these can assist you in targeting grants relevant to project needs by using keywords, other filters, and e-mail alerts to automate your search and save time.

Private sector funding sources to target include community foundations and insurance foundations. You can also look up community foundations in your state and region at the community foundation locator website at <http://www.cof.org/community-foundation-locator>. This way, you already know the name of the potential funder to search in one of the subscription databases.

Why use a database when you know the name of the funder? Because each of these subscription services has detailed profiles of funders that reduce your general Internet search time and frustration when you can't locate the right information.

### 2. Your equipment is outdated, and maintenance costs are soaring. It would actually be more cost-effective to purchase replacement items; however, there are simply no available dollars.

Vital law enforcement, fire and emergency medical services, as well as other equipment, are often big-ticket items. As with professional development needs, you can tap into private-sector grants from corporate and foundation grantmakers to fund such necessary equipment as fire vehicles, ambulances, protective gear, vehicle-based telecommunication devices, and more.

Two examples of private sector funders supporting fire departments are the Firefighters Support Foundation and Fireman's Fund Insurance Company.

These kinds of sources can help you find grants that provide for new equipment.

Whether or not you're using a grant research database to conduct a search, you can set up automated e-mail notifications for specific search terms through your subscription service or through Google Alerts. These alerts will notify you when there's a match with your term in the database or in Google, so you can save time running manual searches.

### 3. Your community's parks and recreation department has been at the bottom of budgeting priorities for so long that you can't remember the last time any improvements were made.

Community gardening, sports, and conservation groups have stepped up to pick up trash, pull weeds, and repaint waste receptacles.

Some common budget line items for parks and recreation that can be isolated and included in private-sector funding requests are waste receptacles, interpretive signage, resurfacing of park areas, and interpretive guides who lead park visitors through historical areas and explain their relevance to history, culture, and the community. Consider contracting with senior residents to work as guides and paying them a small stipend.

Such special events as celebrations for volunteers are also eligible for funding. The best way to get started is to review your community's wish lists for parks and recreation needs and then look at line-item expenses for the current year and following year.

What are some smaller (under \$25,000) expenses that could be directed at private sector grantmakers like community foundations, boating and fishing foundations, and recreation equipment corporate grantmakers?

In these tight times, it only makes sense to explore all possibilities. **PM**



**BEVERLY BROWNING, MPA, DBA**  
Vice President  
Grants Professional Services  
eCivis, Inc., an ICMA Strategic  
Partner, Pasadena, California  
[bbrowning@ecivis.com](mailto:bbrowning@ecivis.com)

BY THOM PUCCIO

# TAKE CONTROL OF THE TRAVEL BUDGET

Planning makes perfect

**T**ravel is an expense line item that local government managers might mistakenly overlook; however, travel funds can make up a large portion of overall costs. Travel budgets can be controlled if time is taken to do the right research and planning.

Instead of rolling over a travel budget year after year, take time to review the organization's travel patterns. Are there standard travel events that happen every year to the same location? Is there an average cost associated with last-minute bookings or travel? What part of a department's travel fluctuates on every trip, like airfare, and what part remains more consistent, like car rental?

Evaluating such organizational travel patterns as keeping track of the key city destinations, number of travelers per month from each department, and monthly spend on hotels and ancillary costs can help identify specific practices that keep costs lower.

A group of travelers in one department, for example, might be booking a hotel at a higher rate and paying for Wi-Fi and breakfast, while another department might be booking a hotel in the same city offering such complimentary amenities as free breakfast and Wi-Fi.

Taking a detailed look is how more and more organizations are planning travel budgets, thus providing an insight into which practices can be applied across the organization to optimize effectiveness and savings.

## Dig Deeper Into Data

Once high-level travel budget trends are evaluated, dig deeper into the data you have. Look for specific instances where ancillary costs are adding up—things like meal expenses, technology costs, and transportation. If your organization is spending dollars on hotel rooms but staff is also paying for breakfast meals, Internet access, and parking, then policy should be changed to drive staff toward lodging options that offer those added costs for free.

These ancillary costs may seem insignificant when looked at separately, but paying \$15 for breakfast, plus \$20 for Internet access, and an additional \$30 for overnight parking really starts to add up per person.

Look to align your organization with brands that offer these amenities at no additional cost and work to implement

professional services

**TO ADVERTISE, CONTACT**  
[advertising@icma.org](mailto:advertising@icma.org) or 800/745-8780.

**Improve Your Community's Appearance.**

Show your pride and make a lasting impression with **custom banners, flags and light pole decorations.**

**DISPLAY SALES** Call 800.328.6195 [displaysales.com](http://displaysales.com)

a policy that identifies them as preferred partners. Staff will also have multiple brands to select from across different price points with different amenities in almost any location they could need.

With air travel, look to establish a relationship with one key partner that may have central hubs in or around your community and key travel markets for employees. I recommend that car rentals, like lodging, be centralized as much as possible to take advantage of volume buying to drive down costs.

## Focused Research

All in all, it's about doing research and centralizing policies and processes. Select a preferred partner travel company across air carriers, lodging, and car rental for your organization and staff. This will help in negotiating better rates while benefiting from added perks.

For lodging, look for hotel chains that can offer per diem rates at most locations and have value-added amenities. Booking travel independently each and every time through different channels wreaks havoc on a travel budget. **PM**



**THOM PUCCIO**  
 Account Director, Government  
 Choice Hotels International  
 Rockville, Maryland  
[Thom\\_Puccio@choicehotels.com](mailto:Thom_Puccio@choicehotels.com)





**ALMONT ASSOCIATES**

**We Specialize in Fiscally Responsible Public Safety Assistance**

**Associates Across the Country**  
 Offices: Colorado, Florida, New Jersey, Texas  
 (386) 341-0596  
 tom@almonthassociates.com  
 www.almonthassociates.com  
 Subsidiary of Weber Enterprises LLC.  
 Proudly supporting the ICMA for 22 years



**BOB MURRAY & ASSOCIATES**  
 EXPERTS IN EXECUTIVE SEARCH

EXPERTS IN EXECUTIVE SEARCH  
 www.bobmurrayassoc.com

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


**east coast**  
 2910 Kerry Forest Pkwy D4-242  
 Tallahassee, FL 32309  
 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 Lawson & Associates**  
 a Division of Gallagher Benefit Services, Inc.  
 Compensation and Human Resources Specialist



**Emergency Services Consulting International**

Providing Innovative Solutions Since 1976

- Operational/Organizational
- Executive Recruitment & Efficiency Analysis
- Shared Services/Mergers
- Standards of Coverage
- Executive Recruitment & Professional Development
- Master/Strategic Planning
- Administrative Support

Honesty | Integrity | Service

25030 SW Parkway Avenue | Suite 330 | Wilsonville, Oregon 97070

Branch Offices: North Carolina & Virginia  
 800.757.3724 | info@esci.us | www.esci.us

**matrix consulting group**

201 San Antonio Circle, Suite 148  
 Mountain View, CA 94040  
 650.858.0507 • www.matrixcg.net  
 With offices in California, Texas, Illinois & Massachusetts

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

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

**EMS & FIRE CONSULTING**

Fitch & Associates has been a worldwide provider of complete financial, operational and HR management consulting services for more than 25 years.

Visit [fitchassoc.com](http://fitchassoc.com) to learn more, or call us today at 888-431-2600.



**FITCH & ASSOCIATES**  
 Leading Change in Emergency Services

Get your copy of our ICMA report *Making Smart Choices About Fire and Emergency Medical Services in a Difficult Economy* at the ICMA online bookstore.

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

marketplace | professional services

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



**The Mercer Group, Inc.**

Consultants To Management

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

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

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

Pinpointing Workable Solutions from 18 Offices Nationwide

**MANITOU INCORPORATED**

Program Evaluation, Planning & Public Safety Management Consultants

Evidence-based research applied to public sector challenges since 1999.

Charles Jennings, Ph.D.  
Tristi Nichols, Ph.D., Principals

1008 Main Street, Suite 201, Peekskill, NY 10566  
914-437-8749 phone, 914-801-5061 fax  
info@manitouinc.com



**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 Schaanman, President, TriData Division  
3601 Wilson Boulevard, Arlington VA 22201 (703) 351-8300  
www.sysplan.com/capabilities/fire\_ems/index.html#capabilities

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

**TOWN AND GOWN RELATIONS!**

**KEMP CONSULTING** was formed to provide needed consulting services to city (Town) governments and college (Gown) campuses. These services include those that relate to state-of-the-art town-gown planning practices, including:

- Service Agreements
- Joint Participation Facilitation
- Revenue Agreements
- Presentations and Speeches
- Capital Projects Planning
- User Fees and Charges Studies
- Joint Policies and Procedures
- Special Services and Projects
- Town and Gown Briefings
- Joint Initiatives and Programs
- Town and Gown Partnerships
- Other Special Assignments

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

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



**KEMP CONSULTING, LLC**

Roger L. Kemp, MPA, MBA, PhD – President  
P. O. Box 342, Meriden, CT 06450-0342  
Tel. 203.686.0281 Fax 203.265.2746

rlkbsr@snet.net www.rogerkemp.com

To see Roger's books go to: www.rogerkemp.org



**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



**916.630.4900**

Ralph Andersen & Associates

There's an Entire Team Behind Every Assignment

- Executive Recruitment
- Management Consulting
- Public Safety

[www.RalphAndersen.com](http://www.RalphAndersen.com)




**SB Friedman**  
Development Advisors

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

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

221 North LaSalle Street | Suite 820 | Chicago IL 60601  
312.424.4250 | [www.sbfriedman.com](http://www.sbfriedman.com)

VISION | ECONOMICS | STRATEGY | FINANCE | IMPLEMENTATION

*Strengthening ORGANIZATIONS*

Leadership Expertise. Exceptional Service.

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



*The Novak Consulting Group*

[info@thenovakconsultinggroup.com](mailto:info@thenovakconsultinggroup.com) 513-221-0500

**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](http://www.mcgrathconsulting.com)

**Get the most from your municipal services.**

HELPING LOCAL GOVERNMENT LEADERS

**Management Partners**

[www.managementpartners.com](http://www.managementpartners.com)

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

EXPERIENCE, TALENT,  
COMMITMENT TO PUBLIC SERVICE

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

**Searching for the right fit?  
THAT IS OUR SPECIALTY.**



 THE WATERS CONSULTING GROUP, INC.

Comprehensive Executive Recruitment focused on matching professional skills, leadership style and core values to fit your organizations specific requirements.

**W&C** | Waters & Company  
Executive Recruitment  
[www.watersconsulting.com](http://www.watersconsulting.com)  
**800.899.1669**

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

marketplace | professional services



## Almost Comic-al

Bizarro World includes characters that mean well but are slightly misguided. “Merry Christmas, Tony. When are you going to pick up my trash” was an actual phone call received at my home one Christmas morning at 7 a.m. The caller said: “My water bill can’t be right. I only take a bath when my wife does, and I use the same water.”

Another caller had this to say: “Please let my dog out of the pound. He only bites relatives.” Staff members who worked with me just weren’t sure how the dog knew who his owner’s family members were and who weren’t, but maybe it was by smell.

And I expect that other managers have experienced similar stories in their Bizarro Worlds; however, we are true super heroes, and we know how to deal with strange experiences. As we find out, we have to go into the phone booth and quickly turn from a Clark Kent to Superman.

There’s always a chance, of course, that someone will come up with some kryptonite and try to hurt us, but we always come out on top just like the comic book Superman.

## My Super Story

Here’s one final funny story. Once there was a rumor started in a city far far away that the local city manager was meeting a certain young lady frequently at a restaurant just outside of town. This was started by a group of “concerned citizens” unhappy with the town’s trash collection system.

They were absolutely right. That city manager (yes, it was me) was indeed having an affair. It was with an extremely lovely lady—my wife!

I hope my management colleagues’ jobs also give them some great stories to tell. **PM**

**B**izarro Superman—a character created by DC Comics, publishers of the *Superman* comic book series—is a flawed imitation of his counterpart Superman. Bizarro lives in a Bizarro World that is an exact opposite of Superman’s world. Bizarro’s World might be sort of like the one that we city and county managers and administrators work in at times. Let me explain.

There was the day, for example, when I received a telephone call from a lady who claimed that Native Americans had surrounded her house and were shooting arrows at her. Living in Oklahoma, members of this population group are residents, but I’m sure they do not attack homes.

The caller reported that she could actually hear the hoofs of their horses on her roof. For this resident, the local police department rode in and saved the day.

## Almost Normal

In the 42 years I’ve spent working in local government as city clerk/treasurer and city manager, the encounters with Bizarro World have been almost as frequent as in the *Superman* comic books.

While working as city manager of Ada, Oklahoma, there was a man who visited my office often and would discuss his belief that his life and mine were somehow destined to intertwine.

He was a mysterious person and impressed upon me that he wasn’t to be taken lightly. Again, police department detectives checked out his infatuation with me. They watched him for a period of time and became suspicious of his intentions.

One evening they found him lying on top of his pickup truck and camper, fully camouflaged and ready for action with a large hunting knife. We weren’t sure what enemy he was expecting; but this incident gave us an opportunity to get a search warrant for his house.

What we found surprised even his relatives who lived in a nearby town. His living room had been totally excavated into a giant foxhole. He had various weapons scattered throughout his house—none of them thank goodness of the ammunition variety.

This man had army-type clothing and camouflage materials. In other words, he was ready for a war of some type. I sincerely hope I wasn’t destined to be one of his targets.



**TONY RIVERA**  
City Manager  
El Reno, Oklahoma  
arivera@cityofelreno.com