



# Contemporary Trends and Leadership Challenges in Local Government

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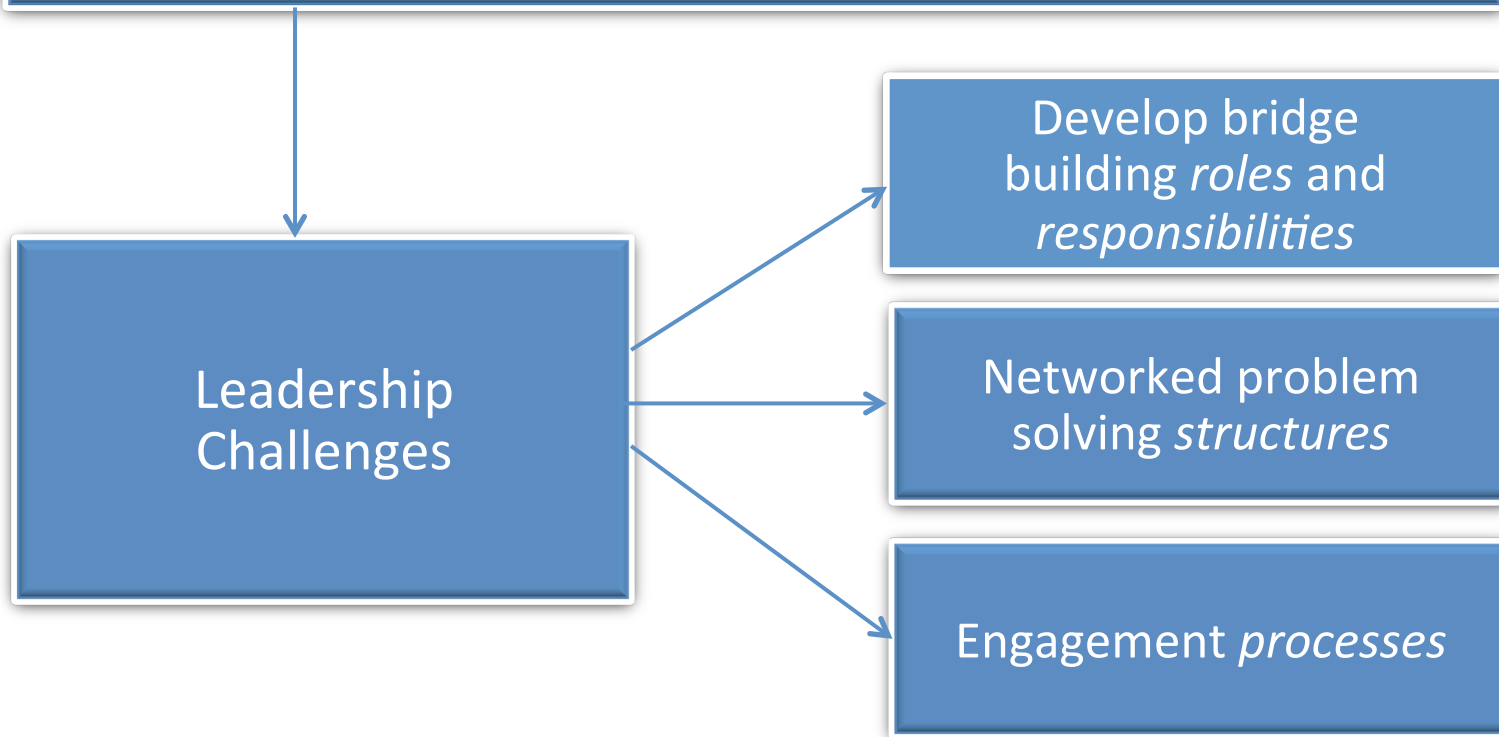
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## Effective governance bridges the gap between

- Political acceptability
- Administrative sustainability



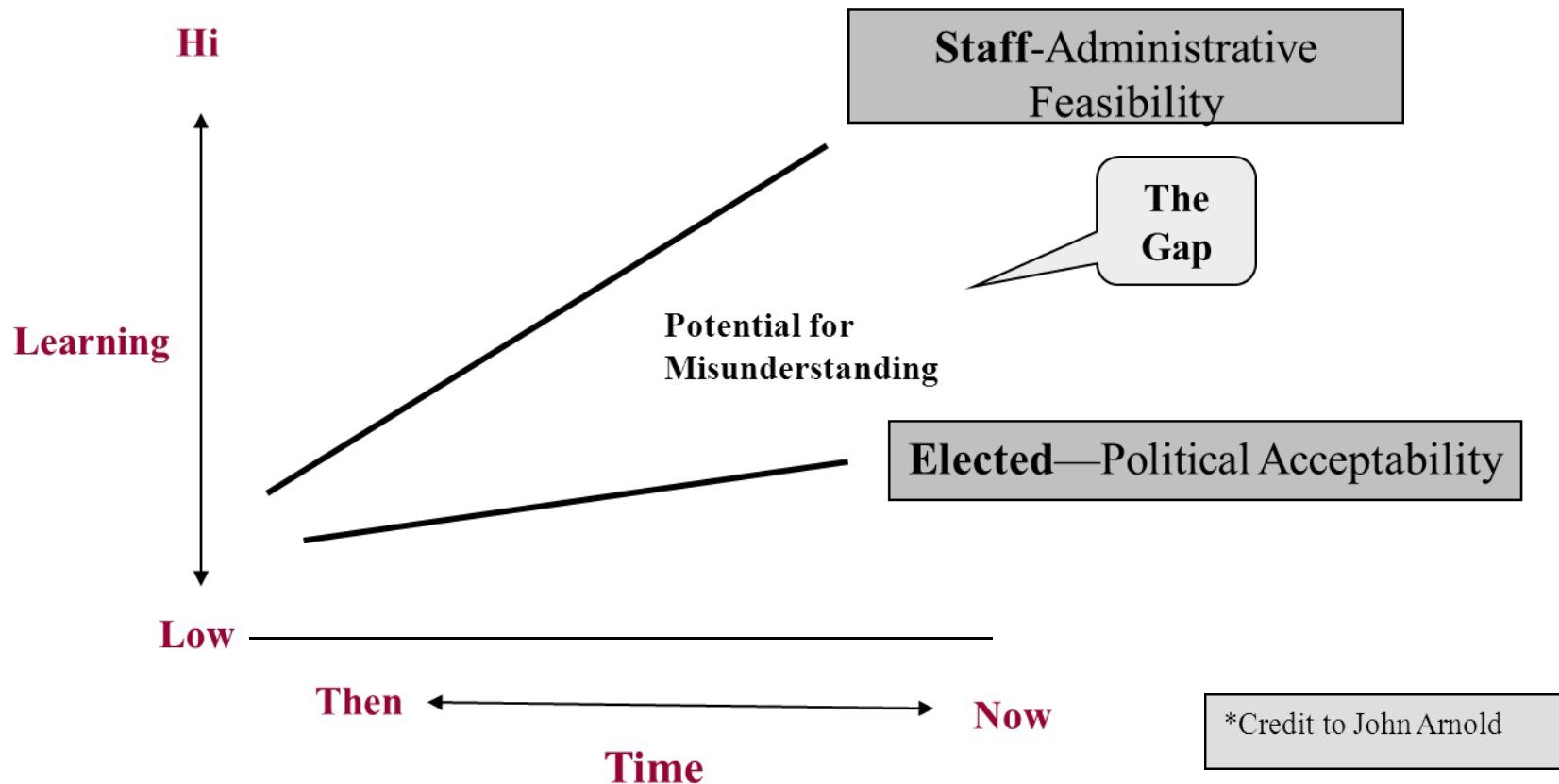
# Examples of the Gap between “Administrative Sustainability” and “Political Acceptability”

- As a way of reducing costs, why are Post Office closings more difficult than stopping Saturday delivery?

What are the consequences of failing to bridge the gap?



# Gap between Political Acceptability and Administrative Sustainability\*

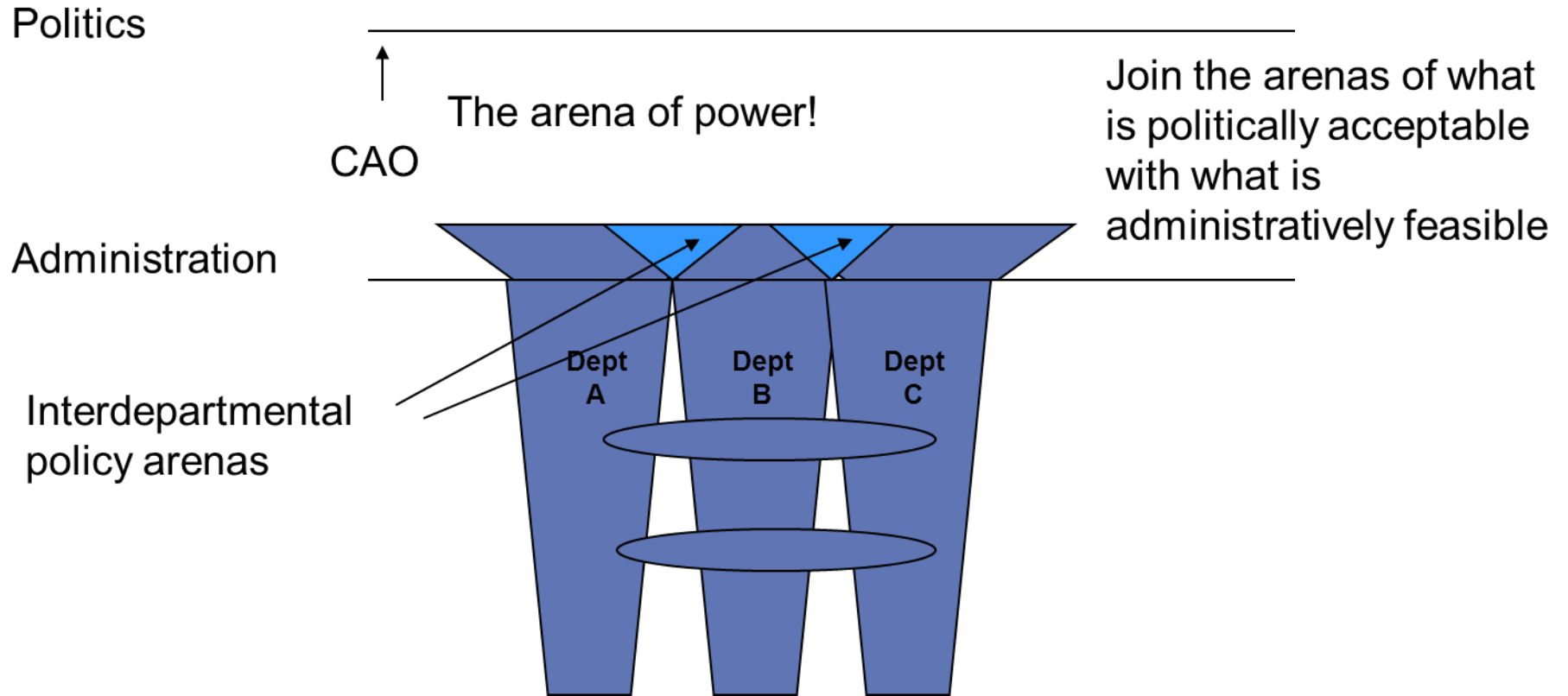


# Administrative Challenge in Roles and Responsibilities

- How to create and reinforce “bridge building” administrative roles and problem oriented approaches  
...without becoming politically aligned or administratively compromised
- Importance of political astuteness
  - Values
  - Political/administrative logic



# Working in the Gap



# Structural Challenge

- Realization that problems extend beyond established boundaries contributing to the gap, e.g. water in western KS; eco devo in KC metro
- How to synchronize government jurisdiction and third party players (structures of authority) with problems to be solved,

## Leadership/management considerations:

- Existing boundaries come into question
- Imperative for collaborative relationships and skills
- Managing in networks as well as hierarchy
- Managing boundaries (silos) becomes a new concept
- [Minneapolis/St. Paul example](#); [OneBayArea](#) example



# Issues Related to Process Challenge

- Invitation to third parties
- Creates possibilities for comprehensive approaches (e.g. land-use, transportation, eco-devo, environment)
- More avenues for political expression emerge
- Lack of hierarchy and legitimacy creates Imperative for planned engagement
  - ([www.iap2.org](http://www.iap2.org)) look for the “spectrum”
    - Inform, consult, involve, collaborate, empower





# Process Challenge

How to incorporate engagement (planned and spontaneous, including social media) into traditional government structures and processes

Why: To promote deliberation and consideration of range of public values

- Private sector is profit driven
- Non-profit sector is mission driven
- Public Sector is values driven



# Summary Challenges

- A. Roles and Responsibilities: Administrative staff moving into the gap (without political alignment or administrative compromise)
- B. Structures: Developing skills/mindset where the problems to be solved drive pol/admin work and jurisdictional and/or departmental boundaries adjust
- C. Processes: Imperative for engagement as a decision making approach

