

A close-up photograph of a man with a long, grey beard and a red-orange knit beanie. He is wearing a dark green hoodie and holding a piece of cardboard with the word 'HELP' written on it in black marker. He is also holding a metal cup. The background is dark.

PM

PUBLIC MANAGEMENT



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MANAGING Gnarly (Wicked) ISSUES

AUGUST 2021
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Accountability *Matters*

Understanding ICMA's Ethics **Enforcement** Process | BY MARTHA PEREGO, ICMA-CM

One critical element of ICMA's approach to improving the ethics of the profession is to hold our members accountable for their conduct. When a member's conduct raises ethical concerns, ICMA carries out a formal peer review process to objectively determine whether the member violated the ICMA Code of Ethics. After all, if the profession doesn't have a mechanism to enforce its high standards, what's the value in having a Code at all?

Based purely on the trends, the likelihood that a member will go through the ICMA ethics enforcement process sometime in his or her career is very low. With a total membership of more than 12,000, the annual workload ranges from 40 to 50 cases.

However, the lack of familiarity with the enforcement process generates questions when incidents of wrongdoing hit the light of day. Given the profession's commitment to accountability, ensuring that the process for enforcing the Code of Ethics is clear and understood is important. To add clarity, here are answers to frequently asked questions:

Who oversees the process? The ICMA Constitution requires the ICMA Executive Board to establish a standing Committee on Professional Conduct (CPC). The rules by which the CPC enforces the Code are established by the Executive Board.

Who is on the CPC? Each member is selected from the vice presidents elected by the members to serve on the Executive Board. They are peers who serve local governments in either the capacity of manager or assistant.

What's the role of the CPC? Operating under the rules established by the Board, the CPC investigate ethics complaints, has the sole authority to determine when a violation of the Code occurs, and recommends sanctions to the full Executive Board.

Who is covered by the Code of Ethics? When joining ICMA, the individual agrees to comply with the Code. Members working for a local government, special district, municipal league, or council of governments—whether on a full-time, part-time, or interim basis, or as an intern—must adhere to the entire Code. Members who are working in another field, students, Life members, and retirees must follow Tenet 1 (Democracy) and Tenet 3 (Integrity).

When does ICMA launch a review? A review will only be initiated when a valid written complaint is filed with ICMA. ICMA staff working on ethics issues do not initiate a review because their role is to administer the enforcement process. It would be a conflict of interest to serve both as the complainant and the administrator.

What constitutes a valid complaint? The complaint must be in writing, clearly outline the alleged misconduct,



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ICMA's vision is to be the leading association of local government professionals dedicated to creating and supporting thriving communities throughout the world. It does this by working with its more than 12,000 members to identify and speed the adoption of leading local government practices and improve the lives of residents. ICMA offers membership, professional development programs, research, publications, data and information, technical assistance, and training to thousands of city, town, and county chief administrative officers, their staffs, and other organizations throughout the world.

Public Management (PM) aims to inspire innovation, inform decision making, connect leading-edge thinking to everyday challenges, and serve ICMA members and local governments in creating and sustaining thriving communities throughout the world.

and support the allegation with documentation. Next, we assess whether the alleged misconduct, if proven to be true, would be a violation of the Code. If the answer is yes, ICMA will proceed with the formal review.

Do I have an ethical obligation to file a complaint when I see unethical conduct?

If you are a member of ICMA, yes. The guideline under Tenet 3 states, "When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis."

Ethics complaints do come from the public, elected officials, and staff who are not members of ICMA. But we can't rely on others to enforce our ethical standards. There is a whole universe of inappropriate conduct where the associated risk and potential damage may only be visible and really understood by another professional in the field. Therein lies part of the value of self-policing.

Do I have to go on record if I file a complaint? No. You can request that ICMA regard you as an anonymous complainant. Your name will not be shared with any of the parties in the matter.



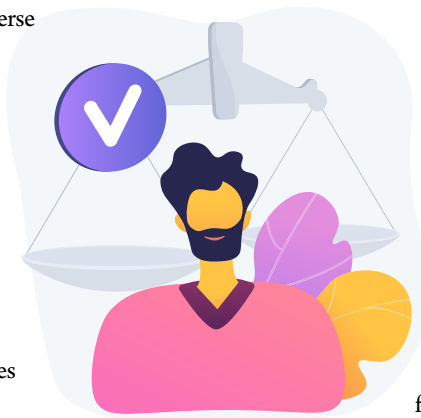
Is it confidential? The entire review process is confidential unless and until it results in a finding by the ICMA Executive Board that a member has violated the Code and the appropriate sanction is a public one. Absent that, ICMA does not comment that a member may be under review and every ICMA member must maintain confidentiality about the review.

Does the ethics complaint process end if the member quits ICMA? No! Once a case has been opened, ICMA will continue the process to its conclusion. That said, ICMA cannot open a case with a former member unless that person agrees to participate.

What about the member's point of view?

The process begins with the assumption of innocence. After all, the information presented may not be accurate. And the member's perspective on what transpired hasn't been heard.

The member is given the opportunity to review the entire complaint and all documents. The member then has the chance to provide a detailed written response to the CPC. The opportunity to explain what transpired and provide supporting documentation, as well as statements from others, is key to getting at the facts.



When a member's conduct raises ethical concerns, ICMA carries out a formal peer review process.

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The CPC reviews the member's response and if the facts are clear, it will draw a conclusion as to whether the member's conduct violated the Code. If the facts aren't clear, the next step is to ask the state association to appoint a fact-finding committee. If the member fails to respond, the CPC will use a fact-finding committee to gather more documentation.

What role does fact-finding play? Members assigned to the fact-finding committee gather the missing information and report back to the CPC within 60 days. They interview the member, may interview others connected to the case, collect

public records, and in the case of legal matters, obtain court records. They do not determine guilt or innocence. The fact-finding committee submits its findings to the CPC for review. A copy of the report is provided to the member. This is the final step in the data-gathering process.

What are the penalties? If the CPC concludes that the member did violate the Code, it can select from an array of censures, including private censure, public censure, suspension from membership for up to five years,

permanent membership expulsion or bar, and credential revocation. All the options beyond a private censure require approval by the ICMA Executive Board.

Is there an appeal process? Any sanction can be appealed to the Executive Board, where the member can address the board in an executive session hearing.

How is the outcome publicized? ICMA notifies the complainant and the state association president that the matter has been resolved. When a public censure is issued, notice of that action is shared with the news media, as well as the appropriate governing body.

ICMA members must be willing to report in good faith matters of concern. Allow an objective peer review process to sort out the facts and reach an independent judgment. Consider the potential loss of public trust and confidence in the professionals who lead and manage local governments if our high ethical standards are not followed and uniformly enforced. **PM**

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August 23: *Midwest Leadership Institute*

August 26: **Webinar:** *Asking Fire Chiefs the Right Questions*

September 15: **Webinar:** *Free Coaching Webinar: Leading Your Community in an Era of Anxiety*

Courageous Conversations

Recordings can be viewed at icma.org/living-history

- Creating a Truly Inclusive Culture
- LGBTQIA+ Experience in Local Government
- Asian American Experience in Local Government Part 2: Trailblazers in our Hometowns (Asian-Pacific Heritage Month)
- Coming Out of the Darkness: Mental Health and Suicide Prevention
- Asian-American Experience in Local Government
- Women Pioneer Managers in the Profession
- A Conversation with Marc Ott, ICMA's First Black Executive Director, and Sy Murray, ICMA's First Black President

ICMA Cybersecurity Leadership Academy

Cohort begins September 13

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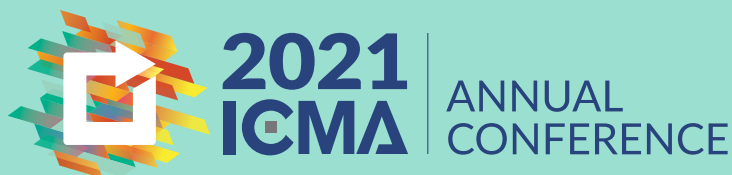
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If you joined us for UNITE in 2020, then you already know that our digital events are robust and remarkable learning experiences. If you don't feel comfortable joining us in Portland, or if you are looking for an option that better fits into your schedule and budget, you can access 2021 ICMA: Digital from your computer, wherever you are in the world.

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RESTART

The *Post-COVID Era* Presents Opportunities for Transforming Local Government

The possibilities for **innovation** exist across every aspect of local government operations

BY MARC OTT

The topic for this month's PM is gnarly issues and our contributors have done a great job of addressing some of the most “wicked” of these, especially in the wake of a global pandemic. But I thought I would turn that around a bit and focus on what I think of as a kind of rebirth that I am seeing in cities, counties, and towns all over the world.

We are reacquainting ourselves with what it means to be alive right now, finally seeing the light shining at the end of this long, dark tunnel of the past 18 months. We are taking a breath and looking at what is new and what has changed—what new opportunities have arisen in sometimes totally unexpected ways. In fact, the theme of this year's conference in October is “Restart.”

New Ways of Working

We have found new ways of working together and that indeed we can work together even if we are not physically in the same room or even in the same part of the world. Leveraging new and existing technology has enabled teams to become more agile and collaborative, which led to whole new ways of working. Our staffs have found healthier approaches to the age-old issues of work/life balance that might never have occurred had we not been thrown into the need to quarantine. As local governments head back to a physical office, it has become possible to offer flexible work for many positions, a perk that can better attract the best and brightest to public service.

The pandemic has brought a new appreciation for the

people who perform frontline jobs; jobs that have been historically undervalued. In many cases, we saw that our very survival depended on the dedication of these workers to show up for their shifts. We are finding new ways of treating the people better who occupy these jobs through compensation, benefits, and heartfelt appreciation.

Building Back Better

In the early days of the COVID crisis, I connected with Richard Florida, renowned author and urbanist, to help advise our members and other local government leaders around the world on how we could plan, in the midst of responding and reacting, for the future. He asked a provocative question: *Will we take the opportunity of this period to build better, more inclusive, healthier, and sustainable communities?* It is exciting to see how many of you are answering that question and creating new models from the ashes of the old. Here are a few examples:

Racial equity and social justice: There has been more energy and focus on racial equity and social justice than ever before. The discussions are far different and on



MARC OTT is executive director of ICMA, Washington, D.C.

so many more levels than what we have experienced in the past. I am excited about the prospect of the world setting aside trivial racial distinctions and finally just seeing people as people—and tapping the potential of all people.

Policing: Communities are reimagining the role of police and law enforcement by exploring our fundamental intent for policing. City and county managers are playing a leadership role in these discussions and looking at how our departments evolved via incremental decisions into what they are today. Collaborative approaches, which include police officers as well as members of the community, are leading to innovations in providing the protection that residents desire while safeguarding the constitutional rights of everyone. There are two great features on this topic in this issue of *PM*.

Connectivity: Driven by the need to support families in crisis, communities found ways of bridging the digital divide by offering free hotspots that could be checked out of the library, enabling parking lots with Wi-Fi, and more. The problem of providing access to rural citizens is far from solved, but the advances borne from the crisis are laying the foundation for a lasting solution.

Economy and infrastructure: Some of the strategies you used to support small business and attract residents

back to central business areas have staying power, with more outdoor gathering spaces, outdoor dining and shopping, expanded bike lanes, and more.

Civic engagement: Examples of how communities leverage volunteers and the spirit of public service during the crisis and beyond—from scheduling and administering vaccines to making facemasks—provide an excellent model for future civic engagement. I encourage you to look at all the leading practices that have been chronicled by our outstanding COVID response team.

Leaders have always been responsible for creating an environment where staff members can bring their knowledge, skills, and creativity to their jobs each day. As this period of rebirth unfolds, we can lead from the edge of our seats to create a revitalized workplace that fosters agile, team-based approaches and allows individuals to leverage data and technology in new and exciting ways. The possibilities for true breakthrough innovations exist across every aspect of local government operations. We can accelerate the pace of these breakthroughs by collaborating with our colleagues around the world, and there's no better place to do that than at the 2021 ICMA Annual Conference (conference.icma.org)—a chance to Restart and Reimagine. I hope to see you there! **PM**

PROFILES OF LEADERSHIP AND MANAGEMENT IN ACTION



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Being the Best *Number Two*

The crucial functions of being **second in command** | BY PAM HYLTON

The year 2021 is a big year for me. It's my twenty-fifth year in local government, the last 15 of which have been spent as an assistant city manager in three different cities. And in those years, I've learned that the number-two position can vary widely from city to city.

I have been responsible for a variety of functions, such as human resources, information technology, planning, public relations, community development, economic development, public works, and on two occasions, interim city manager. Those are all formal functions within a city, but the informal functions are just as important. Confidante, mentor, and observer are also roles I frequently have filled within the cities I have served.



Confidante

I don't have to tell any of you that being a city manager is a tough job. City managers need a safe, confidential environment to vent their frustrations and talk through issues. The assistant city manager can and should fill that role. Everyone needs someone to listen and bounce ideas off of, but they also need someone who will be honest and play devil's advocate. This does require a level of trust and loyalty that is built over time between the city manager and assistant city manager. Being part of those confidential discussions has given me a greater insight into my city manager's vision for the organization which I can share with the department, heads and other employees—of course, without divulging confidential information.

BUILDING TRUST IN ALL LAYERS OF THE ORGANIZATION IS VITAL TO THE SUCCESS OF AN ASSISTANT CITY MANAGER.

each new department director, whether they were hired from outside or promoted from within, I have offered to be not only a confidante, but more importantly, a mentor. Helping them become a strong member of the management team is crucial to our city's success.

When department directors first join our management team, the city manager meets with them to welcome them to their new position and review expectations. Following that meeting, she sends them to me for "a talk." My offer to them is simple and sincere: I will be their sounding board, a safe space outside their department to talk through ideas and brainstorm solutions. I will help them learn the basic operations of our city if they are new to the organization. Human resources has always been a focus of my career so I'm always available to them to discuss sticky personnel issues that often come with changes in department leadership. I make sure they understand I will do



PAM HYLTON,
ICMA-CM,

is assistant city manager, Richmond Heights, Missouri.

Mentor

During the six years in my current job, we have had three police chiefs, three fire chiefs, and two parks and recreation directors. With

anything I can to help them succeed. I also tell them I will be honest with them if they ask me for advice, but I will never meddle in their department. I promise to alert them if I know something that they want to do will not fly with our city manager, providing them the opportunity to avoid an uncomfortable or embarrassing conversation with the city manager if an idea is not going to be well received.

Observer

Working as the number-two in a city is a unique experience as you are not “the boss,” so employees are a little more relaxed and less formal with you, yet they know you have direct access to the boss. The assistant city manager is often responsible for many employee-centered programs, and in the case of my city, I participate, along with the department director, in all final interviews for full-time employees. This gives me the opportunity to interact and get to know many employees while the city manager is busy with elected officials and external issues. Being assigned the responsibility of human resources opens a lot of doors for informal employee engagement and interaction. The

WORKING AS #2 IS A UNIQUE EXPERIENCE: YOU'RE NOT “THE BOSS,” BUT STAFF KNOWS YOU HAVE DIRECT ACCESS TO THE BOSS.

value of this interaction with employees is that the assistant city manager can serve as the eyes and ears of the organization, observing and reporting back to the city manager any potential issues that may be brewing. Sometimes employees have great ideas, but struggle with how to approach management to share their idea or suggestion. It is also my experience that employees will sometimes make comments indirectly in my presence with the hopes I will tell the city manager. Depending upon the comment, I may contact the department director to get clarification on an issue to determine if there is some possible misunderstanding, or if I need to investigate further and inform the city manager.

Being the best number two has everything to do with building a strong, trusting relationship with your number one, the city manager. The trust needs to be mutual. Building trust in all layers of the organization is vital to the success of an assistant city manager. Our efforts to improve the inner workings of the cities we serve enhances the services our employees provide to our residents. **PM**



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RETHINKING Police- Community Relations

With a focus on mutual accountability, Stockton, California, has created a review board with key members of the local government and community

BY HARRY E. BLACK, ERIC JONES, AND KATIE REGAN

PHOTOS COURTESY OF CITY OF STOCKTON





as well as public perception and participation.

The national civil unrest and the local groundswell of peaceful demonstrations in Stockton asking city leaders to bring about comprehensive reforms to the justice system led the Stockton Police Department (SPD) to look inward in exploring the question of what else should we be doing to evolve our police/community relations. Our new focus will be on the notion of mutual accountability between the police department and the community it serves. Just as police departments are held accountable, so must our communities be held accountable for their role in this process.

The challenge for SPD, a department that has been at the forefront of police reform for many years, is staying vigilant, not assuming that it is perfect, and staying ahead of the curve.

Staying Vigilant

After many years of investing in solutions like principled policing, technology like predictive algorithms, and an early-warning system, SPD has proven its commitment to leadership within the space of policing reform. However, just because work has been done does not mean the work is over. How does SPD do the difficult work of seeking out divergent feedback to continually improve? The idiom that you don't know what you don't know is true, and it is only through diverse and provocative perspectives and engagement that light can be shed on that unknown.

Resisting Faulty Assumptions

The department is a leader in leveraging data to be

responsive, but how can data be used for innovative insights that propel the department into transformational tactics? SPD partnered with the city's Office of Performance and Data Analytics to analyze its current state. While Stockton's data are not unique, the analysis found that racial disparities exist across policing interactions such as traffic stops, arrests, and use-of-force incidents. Analysis also highlighted areas for improvement in various reporting mechanisms, as well as critical data inputs, that would benefit the department's early-warning system. Just because a system functions does not always mean it fully serves its intended purpose. Additionally, that purpose can change as the environmental context shifts.

Staying Ahead of the Curve

Recognizing that many social factors and systemic issues influence the data-informed disparities, how can SPD manage its part in this environment? How can the department create meaningful and lasting change? How can the city bring together the appropriate people who collectively strike a balance between progressive and practical ideas for reform?

With all of this in mind, during the summer of 2020, the city of Stockton embarked on an innovative concept—the City Manager's Review Board (CMRB). Stockton's city

manager partnered with the chief of police to establish the CMRB to push the conversation around police performance outside the comfort zone. SPD's format of courageous conversations provided a model that was scaled up to include 25 individuals from a diverse cross section of community leaders and members, industry subject matter experts, city administrators, and members of the police department. The CMRB provides a platform to collaboratively leverage performance management and data analytics in pursuit of social resiliency, mutual accountability, and sustainable solutions.

The Solution

The CMRB is an innovative approach to comprehensive public safety strategies ensuring continuous improvement of community-police relations. The CMRB consists of members of various organizations, including the president of the Stockton branch of the National Association for the Advancement of Colored People (NAACP), the executive director of the Asian Pacific Self-Development and Residential Association (APSARA), the Stockton public health director, and the director of San Joaquin County Behavioral Health Services. Other members include youth outreach workers, community organizers, business representatives, and the president of the Stockton Police Officers Association, and others.

Because CMRB membership

AT EACH MEETING, THE REVIEW BOARD LOOKS AT QUALITATIVE AND QUANTITATIVE DATA TO ASCERTAIN ACTIONABLE INSIGHTS AND REVIEW POLICIES AND PRACTICES.

The Opportunity

The repercussions of the tragic deaths of Breonna Taylor and George Floyd had a profound effect on policing in America. Looking back, 2020 showed that across the nation police departments and the communities they serve have work to do around police reform and accountability,



is a voluntary commitment, there is an absence of tension among those involved, which opens the door for creativity and sharing. The CMRB intentionally reports directly to the city manager to increase inherent confidence in the process and to allow the review board to become proactive in community problem solving. As the review board meets, it provides perspective and recommendations to the city manager to guide the ongoing,

continuous improvement of community-police relations.

The CMRB is committed to pursuing five goals:

1. To become proactive partners in community problem solving.
2. To strengthen relationships of respect, cooperation, and trust within and between police and the communities.
3. To impact education, oversight, monitoring, hiring practices, and mutual accountability of the



- Stockton Police Department and the community.
4. To ensure fair, equitable, and courteous treatment for all.
5. To create methods to establish the public's understanding of police policies and procedures and recognition of exceptional service in an effort to foster support for the police.

The CMRB meets quarterly to support the city in its ongoing effort to collaboratively:

- Promote comprehensive public safety strategies.

- Build, enhance, and expand relationships with our diverse local communities.
- Influence the acquisition and distribution of resources in support of this effort.

At each meeting, the CMRB reviews qualitative and quantitative data to ascertain actionable insights and review policies and practices. Stockton's Office of Performance and Data Analytics breaks down and deciphers thousands of data points to provide a comprehensive report



THE DIFFERING BACKGROUNDS OF THE BOARD MEMBERS ALLOW FOR CONTRASTING VIEWPOINTS TO BE EXPRESSED AND EXAMINED, LEADING TO MANY INSIGHTS FOR THE DEPARTMENT.

of the police department's performance. The police chief and his team help contextualize the data for the board members, while the city manager facilitates meaningful conversations about the topic. The differing backgrounds of the board members allow for contrasting viewpoints to be expressed and examined, leading to many insights for the department.

Topics of discussion for the CMRB include, but are not limited to:

- Citizen complaints.
- Police calls for service.
- Officer-involved shootings.
- Use of force.
- Assaults on officers.
- Part 1 crime incidents (i.e., homicide, robbery, arson, etc.)
- Shootings.
- Traffic stops.
- Community problem-oriented policing projects that have been initiated.
- Public appearances and community engagement projects.

With the initiation of the CMRB, the city manager noted, "We are very pleased that so many people, who are already serving the community in so many ways, have agreed to provide their perspectives and expertise at such an

important time." With several meetings underway, Stockton's CMRB is pursuing meaningful reform at the highest levels of city government.

The Results

Stockton's City Manager's Review Board was created to provide a continual departmental and community review and analysis of the department's policies, practices, and performance. It also provides a platform that enables community participation. The CMRB discusses the data behind each of the five goal areas. This discussion brings forth additional questions and requests for more information from the members as they begin to have a deeper understanding of how their police department operates. This in turn necessitates city staff to reflect on the policies and practices from which they operate. By looking at the aggregate data, a broader understanding emerges. This understanding compels leaders within the organization to take a step back and reexamine how things can be improved upon. The review board members are also left with a greater understanding, often dispelling misconceptions they held about law enforcement.

For example, after completing a thorough investigation into use-of-force incidents, the data and CMRB discussion led to several key observations and areas for action:

- The police department instituted a use-of-force tracking system in 2015. After the Office of Performance and Data Analytics retrieved and analyzed the information, it became apparent that



additional levels of data governance and master data management need to be implemented to ensure consistent, accurate, and complete information is reported, tracked, and measured.

- The police chief is reexamining the department's early-warning system. This system helps to identify officers whose behavior may be problematic and provides a form of intervention to correct that performance if necessary. In reevaluating, the chief is considering how a more robust use-of-force tracking system would fit into and expand the early-warning system.
- The CMRB recommended the installation of a complaint submission process outside of the police department to ensure accessibility for any resident regardless of their existing relationship with the police department. Additional accessibility considerations include online access, language access, visually- and hearing-impaired access, etc. This is something that the city intends to pursue.

Providing a group of diverse members of the community

with a tremendous amount of data and access to the city manager and police chief has allowed the public a greater influence on their police department and how Stockton is policed. While data is not the full picture, it serves as a starting point for this community-based conversation. It is often within these conversations where an understanding is reached and improvements can be made.

Stockton's City Manager's Review Board is an ongoing investment that will evolve over time, but if the first meetings are any indication, this forum is on track to improve mutual accountability between the police department and the community it serves. Just as police departments are held accountable, so must our communities be held accountable for their role in this process. **PM**

HARRY E. BLACK
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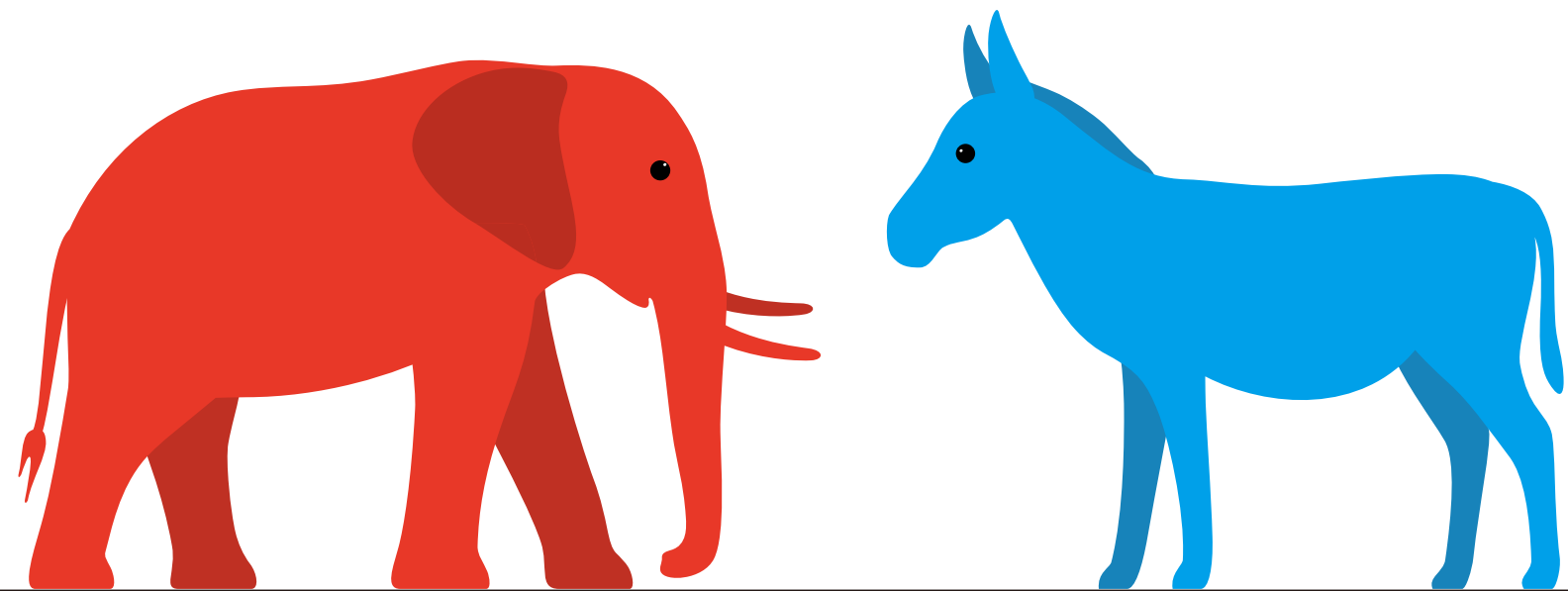


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Keeping **Political Partisanship** **Out** of Local Government

Sometimes inaction is **appropriate.**

Political polarization and incivility are intensifying in society today, which has included a desire by some advocates to demonstrate that elected officials, as opinion leaders, favor their opinion. As a result, city councils, county boards, and individual elected officials have been asked to adopt positions on a variety of political and divisive issues that do not directly pertain to city or county services. Understandably, elected officials have strong opinions and are prone to action to solve problems and improve their communities. This article suggests that sometimes restraint from action can be the wiser choice.

BY MICHAEL WILLIAMS, PHD

Political polarization is feeding on itself. For example, there is substantial literature that demonstrates that partisanship is correlated with migration, to the point that it impacts decisions about where and with whom one will live. In addition, today's technology supports the creation of like-minded "communities" within our personal digital world. We can easily choose to read and view only information that supports our own opinions. The increased polarization within these "echo chambers" can foster dehumanizing language, increased incivility, and extreme ideals.

Partisan polarization combined with incivility and gridlock contributes to the low trust in the federal government. The Pew Research Center finds that not only is the public's confidence in the federal government low, but partisan animosity has increased substantially and trust among individuals is shrinking. Seventy-five percent of adults believe that America's trust in the federal government is declining and 64 percent believe that trust in each other is shrinking. Over 85 percent of people feel that those that voted for the other candidate in the 2020 presidential election do not understand "people like me." Many intense partisans even believe the opposing party's policies are "so misguided that they threaten the nation's well-being!"¹

In short, when considering partisan issues, we have become so divided that we do not trust one another. Thankfully, local government remains nonpartisan. We even know, from studies by Richard Florida, that "Democratic and Republican residents see very little difference on local issues."² People that might very well be divided on national issues are not necessarily divided on local issues. Thus, trust in local government remains high. Further, that high level of trust is critical to social capital, compromise, collaboration, and relationships—critical components to solving local problems.

Recently, local governing bodies have been requested to enter the political fray about issues such as the Second Amendment and gun control, school choice, immigration and refugee policy, COVID-19 business closures and mask mandates, and other topics that do not directly pertain to city/county services. These types of issues are incompatible with the regular duties of local government for at least five reasons.

1. Local governments rely on relationships, collaboration, and compromise to solve problems and provide services. Injecting the partisan divide into local decisions may very well degrade the crucial relationships and trust required to solve local issues. In local government, our relationships are much more important than party and ideology.
2. Local issues are almost exclusively nonpartisan. Residents' attitudes about local issues are not shaped by partisan politics or party loyalty.
3. Local government officials typically use their roles to build community trust and healthy relationships rather than contribute to disagreement and bickering.

4. Often, the public is unaware of the limitations of the authority of city and county governments. Proposed resolutions may not have the impact desired or anticipated by its supporters.
5. When governing bodies, individual elected officials, or local government managers meander from their proper roles, things will get messy fast.

What we do in local government is not partisan or overtly political. Local governments do not decide everything with a vote but, rather, operate much more with consensus on community issues. This makes sense because, as Richard Florida found, there is very little difference between the attitudes of Democrats and Republicans on local issues.

No doubt, a single elected official's political base might agree with a position on a non-city/county issue; and the entire elected body might agree with a position on a non-city/county issue. But why would the body act on an empty proclamation or resolution that will be the cause of any divide in the community? It does not make sense politically or for the common good.

County boards and city councils have responsibilities in numerous policy areas—many of them statutory or mandated—that need not intersect with controversial, partisan issues. To differentiate and define such boundaries, several county boards in Minnesota have adopted policies or guidelines that describe when a county will (or will not) consider a resolution or proclamation. To use cliché, these boards are formalizing the concept of "staying in their lane" and working within their defined role as county commissions.

An important reason for formalizing this type of policy is to not only be fair with every constituency, but also with one another. To be successful, all elected members must adhere to a policy to prohibit action on issues that are irrelevant to city or county government.

Being nonpartisan will not prevent a local government from confronting controversy or partisan disagreement. But freedom from partisan controversy and the partisan atmosphere enhances a local government's trust within the community and increases its ability to solve local issues. A local government's effectiveness is enhanced by its nonpartisan nature. Let's keep it that way. **PM**

ENDNOTES AND RESOURCES

¹ <https://www.pewresearch.org/politics/2016/06/22/partisanship-and-political-animosity-in-2016/>

² <https://www.route-fifty.com/management/2019/04/are-local-politics-polarized-national-depends-issue/156566/>

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ADDRESSING FOOD INSECURITY THROUGH PUBLIC ADMINISTRATION

BY DR. MONICA L. FULTON

How communities
can meet increased needs
despite shrinking budgets

During economic downturns, municipal decision-makers often must make difficult budget decisions to reduce costs. However, their residents' household budgets also become strained, as evidenced by the global financial crisis. During the last recession, Midwest municipalities saw property values plummet, mortgage foreclosures skyrocket, property tax foreclosures hit crisis levels, and unemployment rates reach higher than national averages. As a result, municipalities saw their tax revenue decline drastically, the demand for services increase, and new needs emerge among their residents.

Unfortunately, the current COVID-19 global pandemic has already wreaked even greater havoc on the economy, putting more significant financial pressure on municipalities and families, introducing or exacerbating challenges such as food insecurity. Local governments that can innovate and seek nontraditional ways to maintain services and even increase services to meet emerging needs, especially during economic downturns, can help stabilize their community and prevent further economic decline.



The Importance of Addressing Food Insecurity

The U.S. Department of Agriculture (USDA) defines food insecurity as “the limited or uncertain availability of nutritionally adequate and safe foods, or limited or uncertain ability to acquire acceptable foods in socially acceptable ways”.¹ During the height of the Great Recession in 2011, 14.9% of all U.S. households were food insecure. In 2019, the food insecurity rate was down to 10.1% of U.S. households, below pre-recession rates. However, the COVID-19 global pandemic has created the possibility for as many as 54 million people, or 15.24% of Americans, to become food insecure; a higher percentage than was seen during the peak point of food insecurity during the Great Recession.

Food insecurity can lead to several problems, especially for children. Children who are food insecure are more likely to struggle to succeed in school and experience physical and mental health



problems. Depression and stress are other potential problems associated with food insecurity for both children and adults. Food insecurity increases the risk for obesity and poor nutrition while increasing health care costs. Finally, a community's quality of life diminishes as families' ability to meet their food needs declines. Addressing food insecurity at the local level can improve health outcomes, increase social equity, and improve communities' economic development.

Background

According to a 2015 ICMA food systems survey, 46.2% of municipal master plans address food topics, and 21.6% of local governments either directly provide emergency food to those in need or are a partner in a program that does. In addition, food assistance programs are increasingly used to address long-term

food insecurity problems, rather than emergency or short-term food shortages, despite the prevalent use of federal food assistance programs. However, nonprofit and religious-based organizations struggle to meet this long-term demand.

Local governments must innovate and form unique collaborations to provide support services to their residents most in need, especially during economic downturns. Public governance has become increasingly networked, and administrators must adopt a service-dominant theory that is more relevant and addresses the interorganizational aspect of the current public administration field.

Theoretical Foundation

Resource dependence theory (RDT) explains how organizations manage external interdependencies and reduce uncertainty. Municipal governments are dependent on property tax revenues,

so when property values plummet, municipal budgets shrink. Some government officials argue that merging services is how best to manage this interdependence on property values, but RDT identifies joint ventures as a potential option. However, non-governmental organizations (NGOs) involved in joint ventures with governmental entities often perceive a loss of autonomy; the public entity must ensure the NGO is publicly accountable for the public funds/support it receives and the controls put in place to ensure accountability negatively impact, to some degree, an NGO's autonomy and flexibility to respond to social needs.

Co-production collaborations could be the joint ventures RDT describes, striking the right balance of accountability and autonomy for both the governmental entity and NGOs. Using co-production collaborations to provide services might enhance local government capacity to meet the emerging social needs of residents, especially during economic downturns.

Fifty years ago, Elinor and Vincent Ostrom developed co-production theory to incorporate citizen involvement in service planning and delivery. They argued that public service organizations

depend on the community for delivering services as much as the community depended on receiving the services. The assumption is that everyday residents, together with professionals, share responsibility for delivering services to communities. In other words, average citizens are a necessary part of collaborations to produce services; citizens as resources.



FIGURE 1

Six factors considered when developing the co-produced community food pantry:

- Extent of need in the community and the needs of the organizations.
- Previous experience of the entities in providing similar services.
- Mutual interest in, and mutual benefit from, providing the service.
- Amount of cross-sector community support for the project.
- Logistical issues (i.e., staffing, volunteer capacity, space).
- Financial needs of the project.

Factors that were not considered, but should have been:

- Organizational differences.
- Potential growth of the project.
- The need to remain flexible to address unknown challenges that arise.

Six factors that posed challenges to success:

- Logistics (i.e., physically re-locating operations, appropriate space).
- Ideological differences between the entities.
- Volunteer/staff capacity to properly operate services.

Co-Production: What It Is and How to Do It

Co-production is a broad concept that includes many different activities that can be used at any point in the public service system and requires both public administration employees and volunteers to work collaboratively.

Research of a single community food pantry in the Midwestern United States, consisting of interviews, observation, and a review of documents, obtained data about why and how one community used co-production to address rising food insecurity rates. The research revealed six factors the community considered when deciding to co-produce and six factors that served as challenges to implementation. It also discovered three factors the community should have considered, uncovered ways the co-produced food pantry overcame challenges, and identified ways co-production benefited the community food pantry and the community-at-large. See Figure 1.

Conclusion

The findings revealed that the co-produced community food pantry addressed growing food insecurity amid the Great Recession's lingering effects. It followed local government trends toward collaboration and operated by sharing power, reducing resource dependence, and securing additional financial support by co-producing with clients, businesses, elected officials, and residents. The co-produced pantry was also a source of continuity in the face of a public health crisis and a reflection of government furthering the common good through co-production. Obstacles were overcome through trust-building, communication, education, and training. **PM**

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Figure 2

How to Make Co-production a Success

Local governments can tackle complex problems in their communities through co-production. Here's how:

- Fully understand the extent of the community problem.
- Identify organizations already working on the identified problem or interested in working on it.
- Assess the experience each organization has in addressing the identified problem.
- Assess the amount of cross-sector support in the community and identify potential partners.
- Understand the resources each entity can bring to the collaboration and resources each entity is lacking.
- Identify challenges to collaborating, including ideological, logistical, financial, capacity, and political.
- Establish trust and commit to open and transparent interactions, revisiting trust regularly.
- Determine financial needs of the project.
- Identify other external financial support through grant opportunities, sponsorships, or endowments.
- Establish partnerships in the community with civic organizations, businesses, media, volunteer groups, and residents who can help raise funds, donate supplies, or provide volunteer support.
- Consider potential growth of the project and plan for expansion from the beginning.
- Develop a shared power organizational chart and operations outline delineating financial management responsibilities, lines of communication, and operational duties (including job descriptions).
- Develop agreements and a governing body resolution, as needed.
- Conduct constant communication with all parties to resolve conflict and address unforeseen challenges.
- Reestablish connections, partnerships, and trust quickly when personnel turnover occurs.

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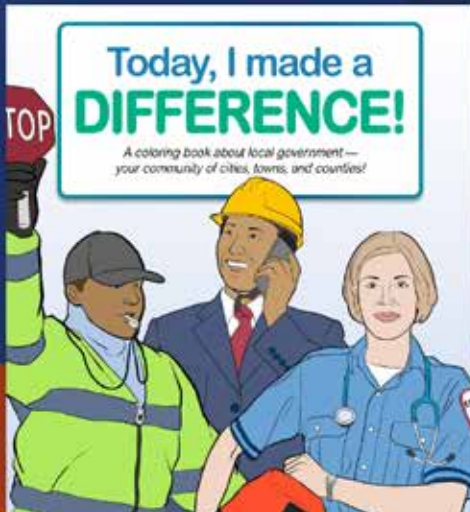
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A Community-Driven Approach to POLICE REFORM

A focus on training, efficiency, and compassion in Englewood, Colorado

BY TIM DODD

Photos by City of Englewood





On May 25, 2020, the brutal death of George Floyd shook many Americans to the core. Video footage of Mr. Floyd's last moments revealed systemic racism that permeates many corners of our society, and the challenges that people of color face on a regular basis. Through the leadership of the city council, the police department, the city manager's office, and a dozen or more resident activists, the city of Englewood was one of the first cities in Colorado to begin police reform work within weeks of this tragedy. These efforts, including the creation of a Police Reform Task Force, built on the past work of the Englewood Police Department to continuously review procedures and policies and to focus on community engagement.



Photo by City of Englewood

On June 4, 2020, Mayor Linda Olson and Police Chief John Collins released a joint statement on the death of George Floyd, and introduced the process that the city would take to address racism and undertake police reform. As the first step outlined in the Mayor's Pledge to Reimagine Policing, the Englewood Police Department began work on a comprehensive report to the community on current policing policies and practices. Mayor Olson signed the Mayor's Pledge to Reimagine Policing, a pledge developed by the My Brother's Keeper Alliance that asks communities to engage their residents and review policing policies through the following four steps:

1. Review the police use-of-force policies in my community.
2. Engage my community by including a diverse range of input, experiences, and stories in our review.

3. Report the findings of our review to my community and seek feedback within 90 days of signing this pledge.
4. Reform my community's police use-of-force policies based on findings.

Step 1: Review Existing Programs

At an Englewood City Council meeting held on June 1, 2020, councilmembers affirmed these four steps, and the police department set about reviewing existing programs. These included the following:

Citizens Police Academy: With nine weekly workshops, the Citizens Police Academy increased understanding and cooperation between the Englewood Police Department and residents since 2008. A total of 268 Englewood residents have graduated from the academy.

National Night Out: This nationwide event occurs on the first Tuesday in August with the goal of bringing neighbors together and making neighborhoods safer.

Graffiti Paint Out: A joint effort between the police department and the community to eliminate graffiti and to prevent it from occurring in the city. This includes a graffiti alert system designed to keep concerned community members informed of recent graffiti incidents.

Restorative Justice Program: Started in 2020, this program is designed to allow the community to play a larger role in the justice process. The program is a system of criminal justice that focuses on the rehabilitation of offenders through reconciliation with victims and the community at large. This includes a focus on the harms of wrongdoing as opposed to rules that have been broken; equal concern and commitment to victims and offenders; supporting offenders while encouraging them to understand, accept, and carry out their obligations; and encouraging collaboration and reintegration rather than coercion and isolation.

Co-Responder Program: Since 2018, the Englewood Police Department has partnered with AllHealth, a nonprofit organization, to develop a co-responder program. This program offers immediate treatment to Englewood community members suffering a mental health crisis. AllHealth offers a continuum of care that includes traditional counseling, intensive outpatient programs for individuals dealing with co-occurring substance use and mental health disorders, as well as community support services.

Impact Team: Established by Police Chief John Collins in 1996, the impact team serves multiple functions within the police department and city of Englewood, including:

- Nuisance abatement enforcement for massage parlors, marijuana growth/sales, nuisance properties, and camps with unhoused populations.

THE CITY OF ENGLEWOOD WAS ONE OF THE FIRST CITIES IN COLORADO TO BEGIN POLICE REFORM WORK WITHIN WEEKS OF THE GEORGE FLOYD TRAGEDY.

- Homelessness response team for the city, working with co-responders and other organizations to resource people who are unhoused.
- Bike patrols of the downtown area, Englewood Parkway corridor, at high crime locations and special events.
- Traffic stops for Arapahoe County Narcotics Team investigations.
- Training for other officers and city employees in a number of areas, such as Standard Response Protocol.

Body Worn Cameras: Shortly before the death of George Floyd, the city council directed city staff to bring forth an agenda item to pursue body worn cameras. On June 1, 2020, the council unanimously directed staff to implement body-worn cameras. The three goals of this program are to improve officer safety, transparency, and accountability.

While these and other programs helped to engage the public and support transparency, Englewood Police leadership was ready and willing to dive deeper into needed reform efforts in partnership with the community and the city council.

Step 2: Analyze Use-of-Force Policies, Discipline, and Alternate Policing

In addition to reviewing existing programs previously mentioned, the city council outlined additional review and analysis steps based in large part on resident feedback calling for council to consider enacting the policy recommendations of the 8 Can't Wait campaign. Sponsored by Campaign Zero, 8 Can't Wait is a project that focuses on eight key policies: (1) Ban on chokeholds and strangleholds, (2) Requirement of de-escalation, (3) Requirement of warning before shooting, (4) Requirement that all alternatives be exhausted before shooting, (5) Duty to intervene, (6) Ban on shooting at moving vehicles, (7) Requirement of use-of-force continuum, and (8) Requirement of comprehensive reporting. In addition to 8 Can't Wait, the council asked staff to review policy objectives of local protestors, as outlined in an article from local media outlet, *Denverite*, on June 9, 2020. As such, the final report to the community included the following:

Staffing

- School resource officers.
- Hiring, training, and discipline.

Policies

- Use of chokeholds and strangleholds.
- Reporting regarding the use of force and threats of use of force.
- Use of chemical projectiles and other crowd control methods.

- De-escalation practices.
- Warnings before discharging firearms.
- Requirements for officers to stop or attempt to stop another officer when force is being inappropriately applied or is no longer required.
- Shooting at a moving vehicle.
- Use-of-force continuum.
- Fleeing felon.

Alternate policing and crime prevention efforts

- Co-responders.
- Impact team.
- Restorative justice.
- Homeless service provision.

Review committee(s) and accountability

- Employee incident recognition committee.
- Body cameras.

The report, completed in advance of the 90-day deadline laid out in the Mayor's Pledge to Reimagine Policing, was posted on the city's website for community input and feedback and can be found at www.flipsnack.com/englewood/police-report.html.



Photo by City of Englewood

Step 3: Solicit Expert Advice

The city council discussed other ways to educate themselves not only on current practices of their own police department, but also on best practices and innovative solutions to policing problems around the state and country. After considering a number of ways to go about this, the council settled on a presentation and conversation with a panel of experts on policing and police reform. They held a study session on July 6, 2020, featuring four individuals who were asked to discuss current trends and best practices regarding policing in Colorado and beyond. Panelists included the following:

- Vinnie Cervantes, organizing director of the Denver Alliance for Street Health Response.
- Paul Taylor, PhD, an assistant professor in the School of Public Affairs at the University of Colorado, Denver. Professor Taylor's research focuses on police decision-making, human error, and resilience in the context of potential use-of-force encounters with a focus on improving outcomes. He has more than 10 years of law enforcement experience, including time spent as a training instructor and patrol sergeant.
- Rudy Gonzales, executive director of Servicios de la Raza, an organization founded by community activists



Photo by City of Englewood

in 1972 to engage those most impacted by social and economic challenges.

- George Brauchler, district attorney for the 18th Judicial District, including the counties of Arapahoe (where Englewood is located), Douglas, Elbert, and Lincoln.

In addition to the expert panel, the city council requested a survey of all sworn officers in the department to better understand officer perspectives and desires. More than 60 percent of officers completed the survey.

Police and city councilmembers presented information and fielded questions and discussion regarding police practices such as policies, training, hiring, discipline, organizational culture, alternative policing, and best practices for law enforcement.

Surveys conducted throughout the event provided the council with information on opinions and impressions of policing services.

- 78% of participants said that they felt the police department was responsive to community concerns and problems.

THE CITY OF ENGLEWOOD WAS ONE OF THE FIRST CITIES IN COLORADO TO BEGIN POLICE REFORM WORK WITHIN WEEKS OF THE GEORGE FLOYD TRAGEDY.

Step 4: A Community Conversation

On July 22, 2020, the city of Englewood held a Telephone Town Hall for 21st Century Policing. Due to COVID-19 restrictions in Colorado, the event featured a number of ways to virtually participate including via telephone, Facebook, and an online platform. Residents were also able to watch the event on YouTube. A total of 1,487 residents participated through one of these platforms.



Photo by City of Englewood

- 68% said the department should continue and/or enhance training to de-escalate situations.
- 56% of respondents said that police personnel should be involved in alcohol and drug issues. A small majority also felt that police personnel should not be involved in mental health concerns (50%) or homelessness concerns (59%).
- 61% said community engagement in crime control and crime prevention areas was favorable.
- 67% rated collaborative partnerships with the community favorably.

Results of the survey prompted the city council to ask for additional information and resources on alternate policing methods in mental health and additional services, while increasing community involvement and engagement.

Step 5: Creation of the Police Reform Task Force

Grappling with how to best synthesize and act upon the information collected from the police department, the expert panel, and the town hall meeting, the city council decided to establish a police reform task force. The task force was asked to provide the council with recommendations regarding training, hiring and discipline, use-of-force policies and procedures, and

alternate policing. The council spent considerable time discussing and soliciting members for the task force with an eye toward diversity. Ultimately, the council selected three local stakeholders in the nonprofit service provider and healthcare arenas, four resident/business representatives, three city councilmembers, and five police/department representatives. Meeting for two to three hours each week between September 9 and October 14, 2020, the task force released more than 30 recommendations as highlighted below:

Hiring, Training, and Discipline

- Develop a strategy, modeled on Government Alliance on Race and Equity (GARE) recommendations, to create training on bias and diversity.
- Support a program to financially support Peace Officer's Standards and Training (POST) certification candidates in the certification process with an eye toward diversity.
- Expand police recruitment efforts to increase diversity of candidates.
- Have 100% of officers trained in crisis intervention team tools and techniques.
- Develop and implement a comprehensive training standards program.

Use of Force

- Create a system to use, track, and leverage data insights related to the use of force in the city on an ongoing basis.
- Have council involvement in significant use-of-force policy changes, including an annual report on the topic.
- Consider the removal of identification of excited delirium as a "serious medical condition."
- Identify all de-escalation training needs and integrate them into training programs, including verbal de-escalation.
- Create and implement a community engagement plan.

Alternative Policing

- Modify co-responder job descriptions to include case management and proactive outreach to individuals with repeat contact.
- Retain licensed co-responder time for 80 hours per week.
- Implement a proactive outreach program based on access to crisis intervention team referrals with a new records management system.
- Establish, recruit for, and hire a new outreach position to work with mental health, substance abuse, and homelessness needs.
- Initiate the use of metrics to review and evaluate the success of the co-responder program.
- Create protocols to work with the dispatch center to divert mental health calls to a crisis system.

Step 6: Implement Recommendations for Reform

Several departments are working with the Englewood Police Department to implement the task force recommendations. This includes the city attorney's office, which reviews existing policies and procedures; the human resources department, which



Photo by City of Englewood



Photo by City of Englewood

assists in recruitment, training, and discipline; the city manager's office, which facilitates budget requests and new reporting requirements; and the communications department, which continues outreach and engagement with the community on police reform and initiatives.

Conclusion

The tragic death of George Floyd led the Englewood city council, police department, city staff, and the greater community to reflect on how we could do better and build on past actions to continuously review policies and procedures and engage with the community. While this will be a long road, the city of Englewood is committed to an approach to community policing focused on training, efficiency, and compassion. **PA**

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Preparing for the Silver TSUNAMI with SUCCESSION PLANNING

**Enhance employee
commitment with
the development of
an organization-wide
succession plan**

BY KENT MYERS

Over the next five to six years, large numbers of Baby Boomers employed in local government will be retiring. These retirements will greatly impact the workplace since many of these individuals are employed in senior management positions.¹ This “silver tsunami” will result in the loss of highly trained, knowledgeable, and experienced employees in critical leadership positions within city and county governments. At the same time, it is anticipated that there will be a lack of qualified individuals who will be trained and ready to meet the increasing demand for these key positions.²

One of the most effective ways that local governments can be prepared to address their current and future leadership needs is to implement a comprehensive employee succession program. Once succession planning is fully implemented, it can have a major positive effect on the long-term success of the organization.

This article is intended to share the experience with succession planning in the city of Fredericksburg, Texas, over the past several years. In addition, this article includes some of the positive impacts on organizational commitment that can be realized from succession planning, based upon my research involving 16 cities in Texas and Arkansas.

The City of Fredericksburg’s Succession Planning Program

Fredericksburg is a beautiful historic community with a year-round population of 11,000, located in the scenic Texas Hill Country about an hour from both San Antonio and Austin. The local government includes about 175 full-time employees in 12 departments. Many of these employees have spent their entire career with the city. In the past year, the city has had four employees retire with over 30 years of city service.



In 2016, Fredericksburg recognized that its workforce was aging with several key employees approaching retirement in the next five to 10 years. In addition, the workforce was projected to increase over the next several years, including the addition of several new leadership positions. So, the city started a process of identifying key employees in leadership positions that planned to retire during the next five years. In addition, a staffing plan was completed showing the anticipated future staffing needs, including key management positions that might be added during the next five years. This needs assessment also helped identify future opportunities for existing employees who wanted to be considered for promotions.

The city has historically experienced challenges recruiting individuals from outside the area for management positions, as well as other positions such as police officers and paramedics. One of the primary reasons for this is the limited workforce housing availability. Recently many of the existing residential units have been purchased for use as short-term rentals (STRs) with over 700 STRs now permitted by the city. The cost of housing has also been impacted by increased land prices and a decreased number of construction workers. During the past year, housing costs have increased by over 20 percent with the average cost for a single-family home now at over \$520,000.

So, in addressing the need to fill key leadership positions, the city decided to focus on identifying employees who had leadership potential within the organization who were already living in the Fredericksburg area, and began by asking several questions about these individuals. Do they have the passion and desire necessary to assume a leadership position? Do they share the long-range vision of the community? Are they content with their current position or do they aspire for professional growth and promotional opportunities? What are their values and are these values consistent with the organization's values?

This silver tsunami will result in the loss of highly trained, knowledgeable, and experienced employees in critical local government leadership positions.

Following the identification of these future leaders, we committed to providing them the training and experience that they needed to effectively compete for future promotional opportunities. During this process, the city was careful not to mislead the employees to believe that they were “entitled” to these future leadership positions, but rather we wanted to ensure that they had the basic experience and skills necessary to be considered for promotions. This training included both classes outside the organization, as well as leadership training that I conducted, which included presentations on leadership models currently being followed in local government organizations, such as servant leadership and authentic leadership. In addition, classes were taught on emotional intelligence and ethics. Employees were challenged to develop their own definition of leadership that they wanted to serve as their personal model as they continued their career with the city.

This succession plan has been in place for about four years and has resulted in the promotion of several employees to key leadership positions. In 2017, our employee succession planning was recognized by the Texas Municipal League with a Municipal Excellence Award. The employee succession program was updated in 2020 to address changes in the future staffing needs of the city.

Authentic Leadership and Organizational Commitment

Several years after the successful initiation of the employee succession program, I decided to conduct a research study on succession planning and authentic leadership for my PhD dissertation. More specifically, my research was “A Study on Local Government Succession Planning and the Relationship Between Authentic Leadership and Organizational Commitment.”

One of the primary reasons that I choose authentic leadership for this study is that

it is a relatively new model of leadership.³ Authentic leaders are often described as having high moral character and a high level of self-awareness and awareness of others.⁴ The four basic qualities of the authentic leader model include self-awareness, relational transparency, balanced processing of information, and an internalized moral perspective.⁵ Having spent more than 40 years in city management, I believe that these are important leadership traits that all city managers should possess.

As I was considering the positive results that our organization realized from succession planning, one of the benefits that I identified was an increase in our employees’ commitment to our organization. Therefore, I decided to research whether employees working in local governments that had a structured succession planning program in place were found to be more committed to their organizations. This is important because researchers over the past 30 years have maintained that organizational commitment

has the potential to predict organizational outcome, such as performance, turnover, absenteeism, job tenure, and adherence to organizational goals.⁶

Organizational commitment is often characterized as the psychological attachment that an employee has to an organization and can take different forms:

- *Affective commitment* is an employee's emotional attachment to and identification with their organization.
- *Continuance commitment* is defined as the level of commitment of an employee based upon their assessment of the costs with leaving the organization.
- *Normative commitment* is the feeling of obligation on the part of the employee to remain with the organization.⁷

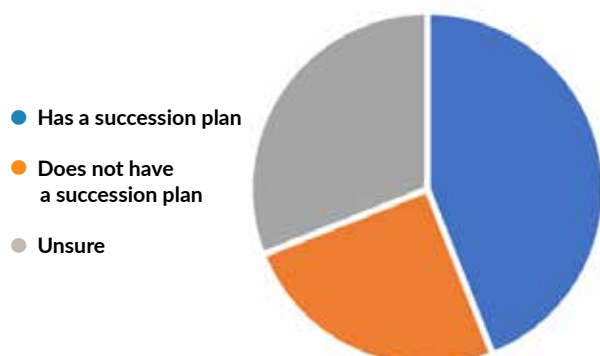
Survey of Local Government Employees

Fifteen cities in Texas agreed to participate in the study (Fredericksburg, Boerne, Marble Falls, Leon Valley, Coppell, Irving, Hurst, Seguin, Live Oak, Converse, Cibolo, Weatherford, Kyle, Dripping Springs, and Bryan), as well as one city in Arkansas (Hot Springs). Several of these cities indicated that they had adopted and fully implemented employee succession plans, while some of the cities acknowledged that they did not have succession plans. Employees in these cities were sent a link to an online survey and were requested to participate in the survey on a voluntary anonymous basis.

The survey received a total of 536 responses, including 224 female respondents and 312 male respondents. The average job tenure was 8.45 years and the respondents had an average age of about 46. Most of the respondents (55 percent) served in supervisor positions with an average of more than eight years serving in a supervisory capacity. The respondents represented a relatively high level of educational achievement with two-thirds acknowledging that they had at least an associate's degree. As shown in Figure 1, 44 percent of the respondents (234) worked in a local government that had a succession plan, while 25 percent (135) employees indicated that their organization did not have a succession plan in place. Unfortunately, 31 percent of respondents (166) were unsure whether their employer had an employee succession plan.

FIGURE 1

Percentage of Employees whose City Had a Succession Plan



By adopting and implementing a succession plan, an organization is planning for its future.

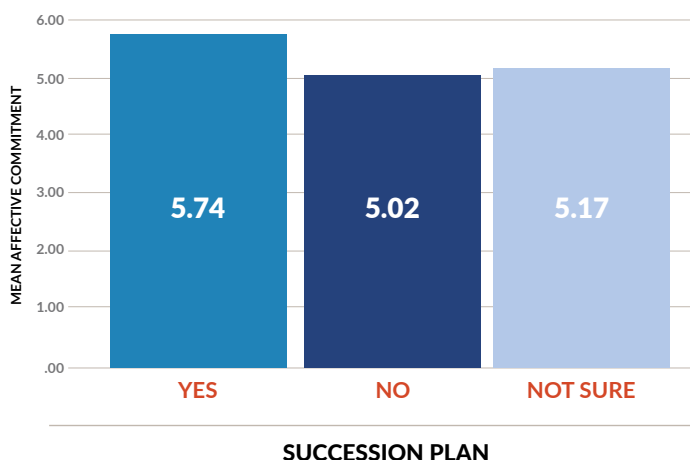
Analysis

Data gathered from the survey responses were then loaded into SPSS statistical software for analysis, which included an assessment of the correlations between the different variables used in this study, such as the respondent's age and the overall level of authentic leadership that they perceived in their supervisor. This correlation also determined the relationship between the three aspects of organizational commitment (affective commitment, continuance commitment, and normative commitment) with the four individual constructs of authentic leadership (relational transparency, self-awareness, moral/ethical, and balanced processing). For example, all four constructs of authentic leadership were shown to have a moderate correlation with affective commitment and normative commitment and a weak correlation with continuance commitment.

Extensive analysis indicated that employees who worked in organizations with succession plans had a higher level of affective commitment than employees who worked for organizations that did not have succession plans, and higher than employees who were not sure whether their organization had a succession plan. See Figure 2. The multiple regression analysis also showed that succession planning was a positive predictor of the variance in scores on affective commitment. So, employees who worked in organizations with succession plans had higher levels of affective commitment, meaning they have a greater emotional attachment to and identification with their organization.

FIGURE 2

Employees at Organizations with Succession Plans Had a Higher Level of Affective Commitment





Employees who worked in organizations with succession plans had higher levels of affective commitment, meaning they have a greater emotional attachment to and identification with their organization.

Other significant findings of this research study include the fact that succession planning was also a positive predictor of both normative commitment and continuance commitment. Therefore, the study showed that employees who worked for organizations that had succession plans had higher levels of all three commitment types than employees who worked for organizations that did not have succession plans.

Another interesting finding in the study was that the higher level of moral/ethical and relational transparency traits perceived in supervisors, the higher the level of the employees' affective commitment to the organization. In addition, relational transparency was a positive predictor of both affective commitment and normative commitment. In addition, overall authentic leadership scores were positive predictors of affective commitment, normative commitment, and continuance commitment.

Conclusion

By adopting and implementing a succession plan, an organization is planning for its future in terms of staff development and replacement of key leadership positions with qualified internal candidates. It shows that they care for their employees and that they have a commitment to their future personal growth and progress. By knowing that they are part of a succession plan, the employee recognizes that they play an important role in the future of the organization. Therefore, they tend to have a higher level of emotional attachment to the organization (affective commitment), a higher sense of obligation to the organization (normative commitment), and are committed to staying with the organization (continuance commitment).

As local government leaders consider the development of an organization-wide succession plan, it's important to recognize these positive impacts to employee commitment. Employees who have higher levels of commitment are considered to have an investment in their organization. And local governments can benefit from this higher level of employee commitment in many ways. Employees who have higher levels of organizational commitment have been shown to have higher levels of morale, productivity, and dedication to the organization.⁸ **PM**

ENDNOTES AND RESOURCES

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Refreshing Your Community Brand to Drive Economic Recovery

BY JACQUELINE BASULTO

Branding and digital marketing tactics to help restore traveler confidence and secure your community as a top-of-mind destination



The COVID-19 pandemic changed the way we fundamentally view where we should live, work, and play. Take advantage of this unique moment in time to make your community a top-of-mind destination for working, raising a family, and vacationing by



leveraging your brand and digital presences.

The Opportunity: How COVID-19 Changed Our Relationship to Physical Space

When COVID-19 swept the nation in March 2020, travel and movement came to a halt, as newscasters cycled through images of families stuck on cruise ships and in hotels and discussed the possible negative impacts of visiting public places, riding airplanes, and more. What followed was a devastating \$645 billion of loss in the U.S. travel economy alone. That estimated sum is even more disheartening when we consider our personal experiences with the jobs lost in our communities, the closing of beloved small businesses around us, and the complete standstill that many of our towns and cities came to for months on end.

Now that we have a vaccine, travel confidence has increased dramatically: people are eager to get out and indulge in traveling and sightseeing. However, after a year of spending all of their time at home, many people are also reconsidering where they want to live, whether they want to work in an office building or from home, and what kind of lives they should lead in general.

With this seismic shift in how we live comes new expectations of how we interact with the world and physical space around us. Individuals who once lauded huge, expensive office buildings became enamored with remote work, which gave them more flexibility in their

schedule and time with family. To boot, studies show that working from home led to an average 47 percent increase in productivity at companies that allowed employees to work from home. Many companies who would have never dreamed of going remote in 2019 are now implementing permanent protocols for full-time or blended office and work-from-home policies.

Why does this matter? Millions of individuals who once had to live in specific places to work (i.e., wildly expensive cities) are now free and open to living where they will be happiest.

Secondly, while the world was moving toward digital shopping and decision-making before the pandemic hit, COVID-19 accelerated that growth by multiple years. In 2020, e-commerce grew 44.5 percent year-over-year, or at the rate it was supposed to hit over a five-year period from 2019 to 2024. Yes, we are quite literally living in the digital future!

It should, thus, come as no surprise that when U.S. consumers are making decisions regarding traveling, moving, real estate, leisure, and the like, at least 91 percent will consult the internet first. The world as we know it has completely shifted.

What does this mean for our cities and towns? Digital branding and marketing are no longer just an option (or tasks to kick down the road for later). They are essential to gaining any market share from a majority of current consumers and for the generations to come.

How can you take advantage of or protect your city or town

during this once-in-a-lifetime generational shift? The answer may lie in how you brand your city and get information about it out into the digital world. This article will cover the basics of putting a new brand into place and how digital can help drive economic recovery to your very own community.

Starting with the Basics: Essential Elements of Branding and How to Make Them Work for You

Brand Positioning

Let's start off with the first question you should address when considering rebranding. What makes your special area of the country unique? Why should you want to work, play, or live there? For instance, Colorado is a great place to ski, while Hawaii has awesome surfing. My town might have stellar hospitals, while yours is a haven for artists. When you are outlining what differentiates your brand from others, consider which parts of the local economy are in the greatest need of recovery post-COVID-19. Making them a central part of your brand positioning can make all of the difference in garnering the results you're looking for.

For example, if your town wants to attract young families to purchase homes in building developments that stagnated during COVID-19, make sure your brand exudes family friendliness and explains the benefits of raising children in your area.

Brand Voice

Now that you understand what makes your community

different and what you are looking to achieve in the market, it's time to define your brand voice and messaging. What kind of voice do you want your town to have when you write and speak about it? Is it laser-focused and "smart" to attract tech entrepreneurs? Is it fun and adventurous in an effort to showcase all of the wildlife your county has to offer? To illustrate, New York City's "voice" exudes the promise of hustle, bustle, and opportunity, reflective of its huge multicultural population and booming economy.

Brand Audience and Messaging

Knowing your brand voice and the various characteristics of your community that make you stand out, create a thorough listing and description of the audiences you hope to reach. Classify them by age range, profession and income-level, interests and hobbies, and identify their wants and needs. Be realistic in the process: for example, Californians are much less likely to visit a town in Cape Cod than a family from Rhode Island, just like a family with a newborn probably won't visit Las Vegas for a weekend of gambling.

Once you have your list of potential audiences and their demographics, create messaging that will resonate with each grouping. Prioritize the audience and messaging pairs in order to understand which are most important in driving economic recovery to your town. Make sure that even in the face of recovery, your messaging makes promises to your audience that you can deliver on. A successful brand's longevity depends on keeping promises to consumers.

Brand Identity

Finally, the fun part that everyone attributes to branding: logos, colors, typography, slogans, and more! Now that you understand your audience and messaging, what kind of brand identity can you create to intrigue them? This is when you get to work on creating a tagline that encompasses your main selling

etc.—will all lead back to your website. All of the work you put into your brand positioning, voice, and messaging should be clearly and accurately depicted on your website.

Furthermore, each potential audience that will visit your website should have a clear and specific understanding of how to engage with your town or city. There should be



point(s), a logo that accurately reflects your community, and associated graphics, coloring, and typography to use across all of your future marketing materials.

Branding and Marketing Materials

The most important branding and marketing material that you can invest in now is a modern, intuitive, and engaging website. The website is more than just an informational brochure: it is the central point of contact for all potential visitors and should leave a great impression. Your other channels—social media, email marketing, in-person signage,

an obvious place for tourists, residents, city workers, and whomever else is relevant to quickly find the information they need on your website.

Other materials that accompany a rebrand include the design and strategy for your social media platforms, email marketing strategy and templates, and traditional items like flyers, signage, letterheads, and cards.

Performance-Based Marketing: Driving Real Results with Your New Brand

You have a beautiful new brand that conveys everything you want: now what? Time

to get the eyeballs of your intended audience on your new materials. Before we dive into what you should focus on next, let's first debunk some myths about city/county marketing.

Marketing in 2021: The Problem with CPM and GRP

If you have ever worked on a campaign for your city or town, you have probably heard the word "impressions," or the terms CPM (cost per thousand impressions) and/or GRP (gross rating point) thrown around.

An impression is simply a "view" of a piece of marketing or advertising content. And as its unabbreviated name suggests, CPM is a metric used to determine how much it costs to receive 1,000 impressions.

GRP first quantifies what percentage of your target market has seen, or been impressed upon, by your content. It is then multiplied by frequency. For example, if 40 percent of your target market saw your commercial two times, your GRP would be 80.

Impressions, CPM, and GRP were all the rage in the pre-internet era because they were our only option and hope for measuring the success of marketing and advertising campaigns. There was simply no way to track the costs of marketing while equating them to specific action.

As an example, commercials for beer were played during football games when many men were watching television, and advertisers hoped that if they saw the content multiple times, they would grab for Heineken instead of Coors Light at the grocery store. This is an imperfect science that leads to a lot of economic loss, especially if you are on a tight budget.

Driving Radical Results for Your Town or City: Metrics You Should Pay Attention to in 2021

Today, we have stunning alternatives to earlier models of impression marketing, but many people are still unaware of the advanced capabilities of digital marketing. Instead of “hoping” for results, only to be proven over the course of months or years as financial reports come in, organizations can now closely track actions and make real-time decisions about how to allocate their funds. Welcome to the world of performance marketing!

First off, you can precisely decide who you want to show marketing messaging to—the audience is completely in your control. Instead of using semantics, like the above example of “well, men watch football and hopefully they sit through commercials,” we can decide to place ads based on advanced targeting metrics via platforms like Facebook and Google.

Let’s say we want to drive the same population of men to a live football game to help regenerate a local economy. We can specifically target men who love football, who live in a specific radius, who buy tickets to local events, and have a certain income-level with our message. Now 100 percent of the people who are seeing your ad are actual members of your target audience. You know they love football, you know they can afford the ticket, and you know they live nearby and like going to events.

Secondly, and even more importantly, you can track cost based on specific actions the audience takes. For example, you can track the cost to turn one football fan from Facebook

When you are outlining what differentiates your community's brand from others, consider which parts of the local economy are in the greatest need of recovery post-COVID-19.

into a ticket-buyer. If it costs \$15 in ad spend to get one person to buy two \$50 tickets to the game on Sunday, you are in the green by \$85. You can continue to invest \$15 into ad spend to get as many new ticket purchases as you want!

Beyond that, depending on your goals, you can track all kinds of metrics: the cost to acquire an interested potential resident, the cost to have a potential tourist join your newsletter or download a guide to your city, the cost to acquire new lifeguards for your community center. The opportunities are endless.

What’s more, these digitally driven tactics can all scale up and down in a matter of moments. If the sports industry is getting a little too busy, you can reallocate your budget dollars in real time to bolster art tourism. Leveraging digital tools properly can be life-changing for your residents.

Other Platforms to Consider

Email Marketing and SMS

Only about one percent of new visitors to your website will return if left to their own devices. Depressing, but true! Luckily, email marketing and SMS strategies are an affordable and incredible way to keep your audience engaged.

It is, thus, crucial to ask

visitors for their email address and/or cell phone number so that you can re-engage them, educate them about what your town has to offer, and ultimately, turn them into an active member of your community.

Many people think email is “dead” and that no one wants to hear from a city or town: this couldn’t be farther from the truth. People who register to hear from you will look forward to your messages and get into the habit of thinking about your brand regularly.

When the decision comes around on where to move, where to vacation, or what to do on Saturday night, your messaging will be top-of-mind. You can even customize what messages get sent to which audience segment so that someone who lives in town doesn’t get a message about the benefits of moving to your town. This level of specificity is another gift of the digital age.

Website Notifications

Another interesting way to keep people engaged with your community after they’ve visited your website is to ask them to opt-in for browser-based notifications. Each time you have exciting news or put out content, you can notify your audience through their browser, which will consistently bring them back to your groovy new website.

Case Study: Wellfleet, Massachusetts

We would be remiss not to include a high-level example of what a city or town rebrand might look like. Here is a step-by-step walkthrough of how we might approach rebranding the lovely New England coastal town of Wellfleet, Massachusetts.

Step 1. Brand Positioning, Voice, Audience, and

Messaging: Located on Cape Cod, Wellfleet is a beautiful town that drew many visitors pre-COVID for its beaches, exquisite hiking trails, delicious oysters, and abundant wildlife sanctuary. Since tourism is such an important part of Wellfleet’s economy, a rebrand may focus on explaining to people why this is where their next vacation should be. The voice of the brand is calm, relaxing, and inviting, expressing the ease travelers will experience during their visit.

For the intended audience and messaging, we decided to focus our efforts on people looking for an easy escape to nature, beaches, and wildlife from nearby metropolitan hubs like Providence, Boston, Hartford, and New York City. The brand’s slogan, “New England paradise is just around the corner,” appeals to their desire for an easy-to-get-to idyllic escape from the hustle and bustle of city life.

Step 2. Brand Identity: Next we turn to establishing a new brand identity, logo, color scheme, typography, etc., to embody the brand. Before, Wellfleet’s logo was outdated, focused on the historical aspect of the town, and was not very enticing or clean. Wellfleet’s new logo is modern, easy

The most important branding and marketing material that you can invest in now is a modern, intuitive, and engaging website.

to recognize, and embodies the water and wildlife the town is known for. See both versions below.

Old logo



New logo



Step 3. Branding and Marketing Materials:

As mentioned earlier, the website is the absolute most important material to transform in the rebranding process. Here's a quick look at how this might play out (see below): before (on the left side) and after (on the right side). The new navigation menu at the top of the site also makes it much easier for new visitors to find the information they need by selecting: Visit, Live, Services, or Get Involved. After taking a look at this comparison, which town do you want to visit?

On this website, we have also implemented a "lead magnet," or a mechanism by which to easily capture interested visitors' email addresses by offering them a free guide to Wellfleet (seen here on the right) in exchange for joining our email newsletter.

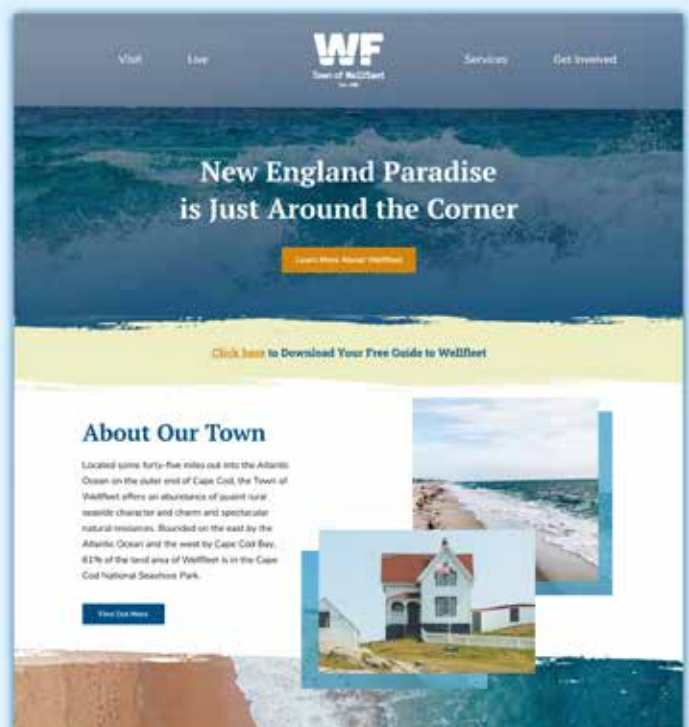
We get their email to follow up in the future with more



Old website



New website





information, and they get to learn more about why Wellfleet is the best destination for their next getaway. Visitors can also opt in to receive browser-based notifications from Wellfleet. See the example above of a timely notification for an upcoming annual event meant to drive more ticket sales.

Step 4. Getting the Word Out Digitally: When you are running digital advertising campaigns, you can target a limitless variety of audiences with your content. Initially for Wellfleet we decided to focus on the town's competitive advantages and target two audiences who are likely to visit: individuals and families looking for a quick getaway in the New England area and people who are interested in birds and wildlife.

Check out the videos using the QR codes below. In the first content example, we position Wellfleet as "New England Paradise... Just Around the Corner!" To illustrate, our graphic shows the audience (individuals and families in a 250-mile radius who like to travel) how easy it is to get to Wellfleet from its neighboring major cities: it's just a short drive away. The call-to-action at the end of the short video is to exchange your email address for a guide to Wellfleet.

Our second piece of content is targeted specifically toward bird and wildlife lovers in the same locale (250-mile radius) who spend money and travel to engage with their interests. The purpose of this ad is to drive ticket sales for Wellfleet's Wildlife Sanctuary as it recovers

You can even customize what messages get sent to which audience segment so that someone who lives in town doesn't get a message about the benefits of moving to your town.

from COVID-19. Using this campaign, we can closely measure the cost to sell a ticket via advertising and replicate it as needed.

Conclusion: Don't Miss Your Chance to Showcase Your Community!

There has never been a better time to take advantage of the great attributes your town or county has to offer via smart rebranding and by leveraging best practices in digital marketing. Doing so can be a game-changer for the well-being of your community.

This article covers the basics of branding and digital performance marketing. We

encourage you to dig even deeper and learn more about the capabilities and how they can solve your problems and lead to new opportunities. **PM**

JACQUELINE

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SOLVING HOMELESSNESS

BY JAKE MAGUIRE AND ANNA KIM



Communities across the globe are using the Built for Zero methodology to reduce and end homelessness

Built for Zero is a global movement of communities working to measurably reduce and end homelessness. Community Solutions, the nonprofit that leads Built for Zero, was recently awarded the MacArthur Foundation's 100&Change grant for \$100 million, which will be used to help accelerate an end to homelessness in the United States through Built for Zero. This article describes the origins of the movement, the four common characteristics of any community that is designed to end homelessness, and lessons from cities across the globe implementing this methodology.

When we share our commitment to ending homelessness, we are accustomed to the inevitable follow-up. There is rarely disagreement on the need. The question is whether getting to zero homelessness—and sustaining that end—is really possible.

Since 2015, we have worked with communities to answer that question. Even some of the most committed local leaders battled with their own skepticism. “No one thought it was attainable at the beginning,” said Heather Kimmel. “It wasn’t something we thought we’d ever actually be able to do.”

Kimmel is the assistant executive director at the Housing Authority of the County of Kern, a county of just under a million people about two hours from Los Angeles. In January 2021, the community reached a milestone known as functional zero for chronic homelessness, meaning fewer than three people remained in the entire county with serious health conditions and long-term histories of homelessness. Chronic homelessness accounts for the vast majority of spending on homelessness in most communities, and is widely considered the most difficult part of the problem to solve.

Kern County’s achievement was groundbreaking—the first community in California to reach this milestone. But the county is not alone in making progress. It’s part of an initiative known as Built for Zero, which includes more than 80 U.S. communities working to measurably and equitably end homelessness. This diverse network includes six of the 20 largest cities in the country and a mix of suburban, urban, and rural contexts. To date, 14 participating communities have functionally ended veteran or chronic homelessness, and 46 have driven reductions in the number of people experiencing homelessness.

In places like Canada, Denmark, Australia, and the United Kingdom, a network of partners is adapting the Built for Zero methodology and integrating it with key, locally sourced innovations to establish community systems designed to continuously reduce and end homelessness. Collectively, we are working toward a new reality where homelessness is rare and brief when it happens.

There are many, well-known technical interventions that communities must apply to end homelessness for individuals — the increasingly accepted Housing First approach, for example. But these individual-level interventions do not, by themselves, end homelessness at the community level. For that, communities need to reorganize the way local actors work together and engage in collective problem solving. Four defining features have emerged in communities that have successfully reduced or ended homelessness:

- An integrated, community-wide team.
- Shared accountability for a community-wide aim.
- Real-time, by-name data on homelessness.
- The use of real-time data to target key resources and interventions flexibly.

An Integrated, Community-Wide Team

In most communities around the world, a vast collection of organizations and agencies touch homelessness in some way, but no one is fully accountable for reducing and ending it. Communities adopting the Built for Zero methodology create a shared structure for collective action so that local players can transcend the demands of individual programmatic work and collaborate effectively as one team.

Kern County exemplifies the point. It faced all the challenges of a typical fragmented housing ecosystem, where each program had its own funders, compliance requirements, and siloed outcomes frameworks.

After committing to reach zero together, local players worked to integrate their efforts and deputized the local housing authority to keep them organized. Agencies began sending their frontline staff to joint meetings, where they would discuss clients common to multiple programs and the next steps required to move them into housing.

A level up, decision-makers at each agency began meeting to identify gaps and bottlenecks in the community's broader housing system. They organized a monthly ideas meeting where people proposed new ideas to test together, wrote predictions, and evaluated results. This created space for agencies to come together and think about population-level outcomes, rather than confining themselves to program updates or administrative discussions. The participants soon developed a shared mantra: "Not my clients, but our clients."

Creating Accountability Through a Shared Aim

Building an integrated team like Kern County also allowed each local actor to commit to a shared, community-wide aim. Instead of program outcomes like, "house 50 people," imagine system-wide outcomes like, "achieve zero street sleeping across an entire community."

The Danish municipality of Hjørring was facing a problem of rising numbers in its shelters, especially among young people ages 18 to 30. In collaboration with the private consultancy, Trancit, Hjørring leaders secured funding from the National Board of Health and Welfare to deploy key components of the Built for Zero methodology locally.

Participants chose to align their efforts around a shared aim: reduce youth homelessness, including youth in severe risk of

experiencing homelessness, by 80 percent in 2.5 years, based on an estimate of what 100 percent would look like. This shared aim created a shared lens through which to filter every decision, and it allowed for rapid adoption of other key components of the methodology: the creation of a real-time list of all young people experiencing homelessness, for example, and a universal screening and eligibility protocol for connecting young people with housing and social support.

In just one year, the team in Hjørring successfully reduced that number by 82.5 percent, based on the aim estimate. They also identified 860 percent more young people experiencing homelessness than national figures suggested.



Kern County, CA



Hjørring, Denmark



Toronto, Canada

Equipping Communities with Quality, Real-Time, By-Name Data

You can't solve a problem you can't see, but most communities are working with stale, poor quality data on homelessness. In the United States, Canada, and Australia, for example, communities are required to assess the scale of homelessness just once every one to two years, and on just a single night. By contrast, homelessness itself is incredibly personal and dynamic—new people enter and exit nightly, and each person has different needs.

Communities that adopt the Built for Zero methodology commit to meeting a series of data quality standards in order to monitor homelessness comprehensively and by name on at least a monthly basis. The result is a clear line of sight into broader system dynamics like inflow, outflow, and process bottlenecks.

In Adelaide, Australia, the Adelaide Zero Project team began with a real-time, by-name list of rough sleepers, who are those sleeping outside. By tracking anyone with a history of rough sleeping over the last year, the team was able to capture the full universe of rough sleepers, even those who might currently be in shelter, segment out the most frequent and longest-term rough sleepers in the city, and prioritize them for permanent housing. This data proved especially critical during the early days of the COVID-19 pandemic, when the team had to prioritize limited permanent housing resources for those quarantining in hotels and motels.

This level of data quality is possible in much larger cities, as well. Toronto, Canada, is working to achieve quality data by the end of the year and opted to begin by developing real-time data on people using its homeless shelter

system—a smart way to get started with a manageable piece of the problem. Using Built for Zero data quality standards adapted by the Canadian Alliance to End Homelessness, they created a set of live dashboards that aggregate data on everyone who accesses a shelter, respite, hotel/motel program, or warming center on a rolling three-month basis. The Toronto Alliance to End Homelessness, the Toronto Indigenous Community Advisory Board, the City of Toronto Shelter Support and Housing Administration, and many community-based shelter and support organizations worked together to ensure this data was reliable, comprehensive, and could be updated across the entire city in real time.

Today, all partners can easily track the inflow and outflow of people in the shelter system each month. Over time, this provides a much better understanding of both the scale of homelessness in Toronto, and more importantly, the near-term impact of funding and policy decisions, including what's working and what needs revisiting.

Enabling Communities to Target Resources for Reductions

The city of Detroit had the quality data to know every military veteran experiencing homelessness by name and in real time. It had a strong coordinated team that included exceptional leadership from the local Veterans Affairs Medical Center. Together, the community was working to steadily drive reductions in veteran homelessness toward its shared aim of reaching functional zero.

But despite the community's continued reductions efforts, the number of veterans experiencing homelessness consistently stalled around 250 in 2018. The local team began to explore what was contributing to this phenomenon and found that 250 was the number of beds available through the Grant and Per Diem program, which offers service-intensive transitional housing programs for veterans on a per diem basis and creates an unintended incentive to keep beds full rather than moving people through quickly.

Local leaders worked to strategize how they could change the system from within to ensure veterans could access GPD without remaining there longer than necessary on their journey to permanent housing. The team began to focus on offering veterans initial options that would facilitate a faster route to permanent housing, which included vouchers provided through the Department of Veterans Affairs (VA) that could be used for permanent supportive housing or connecting them with other shelter options. The community also harnessed local philanthropic dollars from Rocket Mortgage to help providers of the transitional housing convert their properties to permanent housing, which would help them collectively rightsize the number of grant and per diem beds to match the scale of need. As a result, Detroit has now driven nearly a 40 percent reduction in veteran homelessness in just two years and continues to move toward zero.

Homelessness Is Solvable

Homelessness is widely understood as an urgent

tragedy of public health, equity, and justice requiring attention. Unfortunately, for too long, it has also been misunderstood as a problem that is intractable.

But these communities across the globe are proving otherwise. Communities are driving reductions in homelessness so that it continuously remains rare across a population. Individuals experiencing homelessness in these communities are known by name and quickly connected to a system that can provide the support they need to exit homelessness.

Local leaders have proven they have a key role in delivering and sustaining these results. They are using their influence to convene community-wide teams; create accountability for a shared aim; establish quality, real-time data that can catalyze progress; and target resources for reductions in homelessness.

All communities have the power to help make this reality a norm, rather than the exception. Together we must not only assert that homelessness is solvable, but be a part of a collective movement creating proof of it every day. **RM**

The authors thank Candace Morgan, David Pearson, K.O. Campbell, Louise Marie Pedersen, Marie Morrison, Heather Kimmel, and Tim Richter for their contributions.

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High Performance in Local Government

Part 3 : Leadership Philosophy

Your leadership philosophy determines your organizational management system, which sets the tone for your approach to teamwork.

When this series began in the June 2021 issue, we said high performance is not something you do, but rather a habit for continuous improvement achieved by doing the work of leadership to create organizational culture. The July article focused on beliefs about people and work, developing and enacting a leadership philosophy.

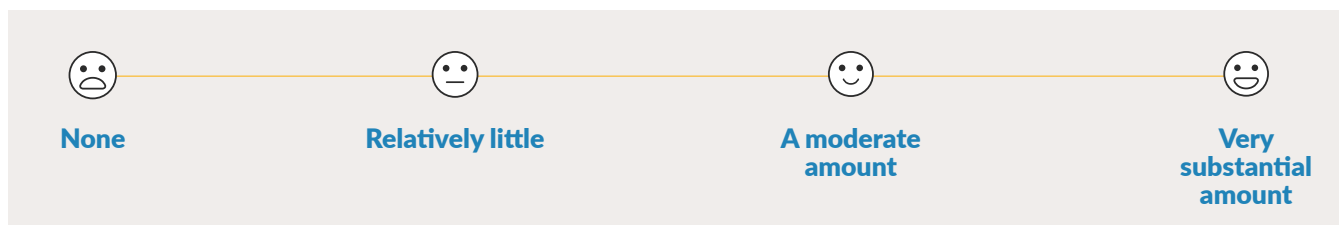
In this installment, we examine how leadership philosophy determines the way organizations operate and influence their potential for higher performance.

BY DON
JARRETT,
WITH PATTY
GENTRUP

Philosophical Differences: How and Why They Matter

For more than 20 years, Rensis Likert, a social scientist at the University of Michigan, studied organizations and how they performed. Using the scale named for him, Likert surveyed employees, managers, and executives of organizations, asking them to select a descriptive response along a continuum to a variable question, such as in Figure 1.

Figure 1. Amount of Cooperative Teamwork Present throughout the Organization



The surveys covered approximately 50 characteristics, including motivation, communication, decision-making, teamwork, trust, performance, and leadership.

Based on that work, Likert concluded that every organization could be placed in one of four different leadership/management systems, as illustrated in Figure 2.

The Bottom Line

Likert said the real purpose of his work was “to discover the organizational structure and the principles and methods of leadership and management which result in the best performance.”¹ Likert’s studies demonstrated beyond question that higher levels of performance are achieved not through the autocratic systems

Figure 2. Leadership/Management Systems

System 1: Exploitive/Authoritative	• Master-servant relationship. • A belief that people do not want to work, must be closely supervised, cannot be trusted, can only contribute labor. • Authority and decision-making are the responsibility of upper management. • Work is divided into menial tasks.
System 2: Benevolent/Authoritative	• A parent-child relationship. • Autocratic management style. • Higher level of concern for employees, yet they are still viewed as incapable of making decisions. • Work divided into menial tasks, with some minimal opportunity for growth and development.
System 3: Consultative	• A senior partner-junior partner relationship. • People are viewed as capable and trustworthy, wanting and needing to do a good job. • Work is an enterprise benefiting from people working together. • Workers are consulted and expected to provide meaningful input even though decisions are primarily made by upper management.
System 4: Participative	• A more partner-to-partner, adult-to-adult relationship. • People viewed as capable and trustworthy. • Employees participate in how work is managed, how decisions are made, and how the organization operates. • Work is holistic, involving collaboration, thinking, and contributions of many.



(Systems 1 and 2), but through employing the consultative and participative approaches (Systems 3 and 4).

Examining Our Thinking and Leadership Philosophy

There is a definable philosophical shift that separates Systems 1 and 2 from Systems 3 and 4. Our choices on what we believe about the nature of work, people, motivation, and decision-making matter. One set of beliefs is the foundation of Systems 1 and 2, while a different set supports Systems 3 and 4. It is that shift that creates a culture for higher performance.

The culture we believe is best in our organizations is consultative and/or participative and those are the very organizational systems that provide the best performance.

“Silos are supported by our past experiences and provincial attitudes,” says Hannes Zacharias, KU’s professor of practice and former manager of Johnson County, Kansas. “The cultural change creates a trusting environment where people feel part of a collective effort to help an organization out of its silos.”

Teams and teamwork are not synonymous. Teamwork is cultural, not structural. It is behavioral, not procedural.

The Teamwork Dimension

A consultative/participative organization uses the “we” factor to maximize the abilities of the whole. Doing so requires more than people just getting along. It requires an intentional willingness of everyone in the organization to partner seamlessly to accomplish not just assigned responsibilities, but also whatever else should be done. This “team sense”—a “teamness” attitude—has four fundamental beliefs:

1. Each of us is responsible for the success of each other, the group, and the organization.
2. No one of us is as effective as all of us.
3. Success of the organization is success for each of us.
4. Each member is a partner, not a customer or competitor.

Most organizations have teams, but teams and teamwork are not synonymous. Teamwork is cultural, not structural. It is behavioral, not procedural. It starts with the attitude of “teamness,” that we contribute to each other for the benefit of the whole. For individuals, it is an affirmative choice, requiring active, engaged participation; open and candid communication; attentive listening; curious inquiry; concern and caring for the needs and inclusion of others; and unconditionally supporting the efforts of others.

Cheryl Hilvert, who is now ICMA’s Midwest regional director, worked with her team to create a culture of high performance when she served as city manager of Montgomery, Ohio.

Me to We

Systems 1 and 2 rely upon individuals working independently, responsible not only for their own work but dependent upon others for final production—the “me” paradigm. In Systems 3 and 4, people share responsibilities and work collaboratively in a multi-dimensional network manner. They are interdependent. This is the “we” paradigm.

This difference between “me” and “we” manifests itself significantly in the way people work together and contribute to the whole, what is often called synergy—the whole is greater than the sum of its parts.² Synergy does not come from structure, rules, or management. It comes from an atmosphere of productive, safe, and inclusive relationships. Building relationships is the human side of work. It requires both intention and attention.



“High performance culture emphasizes the value of people, their contributions, and how much more you can achieve by working together.”

For organizations, building teamwork requires a strong leadership commitment to establishing and maintaining an environment in which shared responsibility and effort are expected and recognized, individual performance is important but not in competition, diversity and inclusion are valued and actively sought, speaking up is encouraged and accepted, trust is extended and fostered, and people want to belong. True teamwork does not just happen. Rather, it flourishes where conditions are ideally suited,³ where we understand and trust each other in a psychologically safe environment.

The Worth of Trust

For true teamwork, trust is essential. In his book, *The Five Dysfunctions of a Team*, Patrick Lencioni distinguishes between vulnerability trust (the confidence that the intentions of team members are good and that there is no reason to be self-protective in the team) and reliability trust (the confidence that another will act consistent with past behavior or practice). High-performance teams require that members be trustworthy and reliable in their interactions. But the performance depends greatly on members willingness to be vulnerable to one another and having the confidence that their vulnerabilities will not be used against them.

Vulnerability here means showing our human side, that we are fallible, need and ask for help, do not have all the answers, and are willing to admit deficiencies and accept responsibility for errors or shortcomings.

We are all responsible for our own trustworthiness. Are we reliable? Are we willing to be vulnerable? Those are choices. Believing in and extending trust to others rather than requiring it to be earned is also a choice. We can choose to believe that people are trustworthy, that extending trust is the better way to provide leadership. We can assume positive intent with what others do and say. We can extend to them the benefit of the doubt in misunderstandings. We can provide them confidence and comfort that their vulnerabilities will not be used against them. When we do, we build a trusting work environment.

Belonging and Psychological Safety

High-performance teams are centered on maximizing the collective talents and capabilities of everyone in the organization to accomplish whatever should be done. However, participation, speaking up, asking questions, providing discretionary thinking or effort, are provided only within an environment understood to be psychologically safe. If we “feel” that we will be rejected, ostracized, embarrassed, suffer retribution or blame, we are unlikely to openly speak or participate. Our fear of the personal risk will overcome any sense of teamness.

In her book, *The Fearless Organization*, Amy Edmondson describes a psychologically safe climate as a place where members feel comfortable expressing and being themselves, sharing concerns and mistakes as well as contributing ideas and

information, without fear of interpersonal risk. Accountability and consequences are handled in an adult-to-adult manner, not in a personal or punitive manner. Psychological safety is found when each member holds the following beliefs:

- I belong and am accepted for who I am, my whole identity.
- I am seen—whether present or not, I am safe in the group.
- I am heard—I am safe in speaking up, speaking out, and speaking truth.
- I am valued—I am safe in my contributions and my mistakes.

Establishing and maintaining that atmosphere is part of the hard work of leadership.

Last Words

You may be familiar with this parable about teamwork:

There was an important job to be done one day, and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it, but Nobody did it. Somebody got angry about that because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.⁴

Creating a culture of higher performance requires that we operate within a consultative or participative organization. For us, Everybody must participate.

Next

Next month in Part 4, we will explore the meaning and principles of leadership in a higher-performance organization. **PM**

ENDNOTES AND RESOURCES

¹ Likert, *New Patterns of Management*, (1961), p. 5; See also Likert, *The Human Organization: Its Management and Value*, (1967).

² Often attributed to Aristotle, but the exact origin is uncertain.

³ There are many outstanding resources for teamwork. Our recommendation: J. Katzenbach and D. Smith, *The Wisdom of Teams* (1993).

⁴ Author unknown.

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A Healthy Workplace Culture is the “Secret Sauce” for Success, *Part 1*

The right culture lifts people up, expands the capacity of the workforce to execute new challenges, and enhances the organization’s performance.

BY PATRICK IBARRA

Conventional wisdom in government

has been that the key to improving organizational effectiveness is the result of adding more resources—employees, funding, equipment, and technology—but that’s been proven time and time again not to be accurate. One of the most effective means by which to achieve a higher level of organizational performance is to create and sustain a healthy workplace culture where people can excel and pursue their potential. The role of culture is similar to oil in an engine—it’s what makes everything else work more smoothly, efficiently, and powerfully.

Culture matters. It matters at work as much as in your community. The science shows that employees want to be trusted and to be held accountable to one another because it makes work challenging and enjoyable and has a direct impact on the organization’s level of performance.

It’s practically impossible to name even a single successful organization, one that is a recognized leader in its field of endeavor, that does not have a distinctive, readily identifiable organizational culture. Most scholars and practitioners now recognize that the culture of an organization has a powerful effect on its performance and long-term effectiveness. In short, while a healthy workplace culture does not guarantee high performance, it’s almost impossible to achieve without it.

Culture is the underlying fabric that holds an organization together. When the fabric is strong, groups can endure major challenges and thrive during better times. If the fabric is tattered, groups may manage to get by, but employees, projects, and customers fall through the gaps. Despite the enormous influence of an organization’s culture on effectiveness and success, culture is often dismissed as too fluffy, esoteric, or abstract to have much impact. In cases where the cultural fabric is falling apart, groups and organizations become so dysfunctional that they are a detriment to the health and well-being of employees.

The good thing about culture is that it provides coherence and continuity. The bad thing about culture is that it can anchor an organization in past practices that no longer fit a changing world. Unhealthy cultures drain

employees and affect their motivation and contribution. A healthy culture should replenish employees’ energy, not drain it. What’s holding your organization back isn’t just outside your doors, but inside your walls: the way your people feel, think, behave, and relate to one another. In other words, the way they work together.

The attitude toward culture has started to evolve. Forward-looking leaders are no longer passive on this issue and are more focused on understanding the culture of their organizations. By understanding organizational culture, its symbols and hidden meanings, its values, and its underlying assumptions, leaders can change culture and, in so doing, change the behavior and ultimately the performance of individual employees and therefore, their organization.

In brief, culture is the predominant attitudes, language, and behavior of the organization:

- *Attitudes* are the way people think and feel that affect behavior.
- *Language* is the words people use to describe their thoughts and feelings.
- *Behavior* is the way people act.

Cultures are important and powerful because they determine what your organization is capable of accomplishing. Figure 1 lists the benefits associated with a healthy workplace culture.

Connection Culture

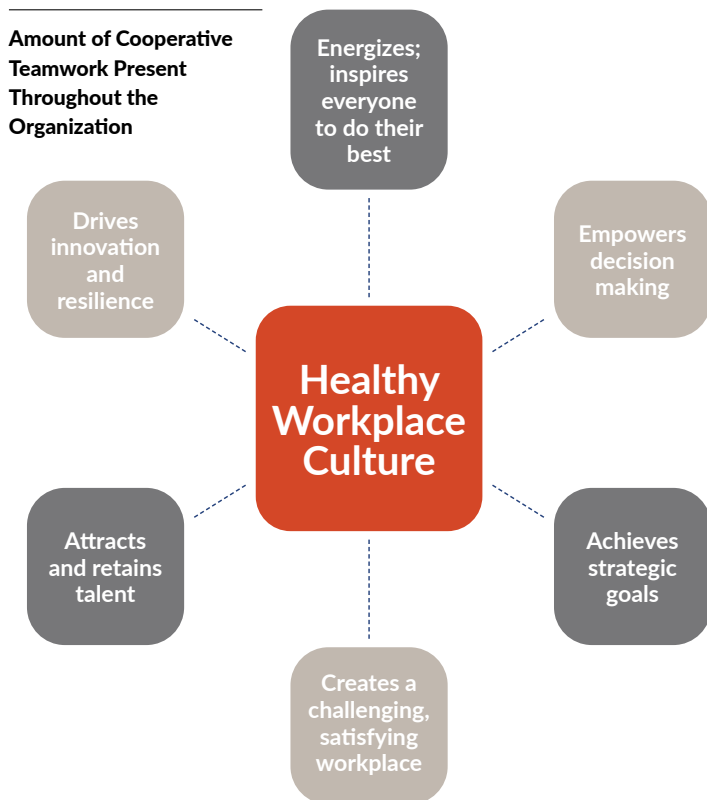
Based on research of organizations of various sizes in all sectors, leaders and employees need to be aware of the three types of culture that exist: control, indifference, and connection. In a culture of control, most employees feel controlled by one or more of the following types: autocratic leaders, micromanagement, too many rules, or bureaucracy. A culture of control breeds an environment in which people fear making mistakes and taking risks. It is stifling—undermining innovation because people are afraid to speak up. Employees may feel left out, micromanaged, unsafe, hyper-criticized, or helpless. The second is a culture of *indifference*, in which most employees feel that the people they work for don’t care about them and view



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FIGURE 1



employees merely as a means to an end. Both cultures of control and indifference make people feel unsupported and lonely.

Organizations that have sustainable high performance will have common elements to their culture that enable them to be their best. Although the tasks will differ depending on the industry, when it comes to the relational aspects, there is a best culture: a culture that has a high degree of *connection*. In a connection culture, most people describe feeling connected to their supervisor, their colleagues, their work, the organization's leaders, and the people the organization services. As author Michael Lee Stallard shares in his book, *Connection Culture*, when people feel these connections, they thrive individually and collectively.

A connection culture is created when leaders communicate an inspiring vision, value people, and give them a voice to express their ideas and opinions. An easy way to remember this is Vision + Value + Voice = Connection. A connection culture provides several benefits to organizational performance, that taken together add up to a power source of high performance and organizational success.

Vision exists in a culture when everyone is motivated by the mission, united by the values, and proud of the organization. For example, employees offer the following statements:

- "We're creating something new or doing something bigger than ourselves."
- "We create something of lasting value."
- "We have a clear strategy and direction with a shared mission and goals."
- "I can make a difference in my role."
- "We have values I care about and that we live up to."

Value exists in a culture when everyone understands the needs of people, appreciates their positive, unique contributions, and helps them achieve their potential. Sample statements include:

- "There is mutual respect and leaders care about people first."
- "Leaders do the right thing. They are credible."
- "We have discretion and are trusted and empowered to make decisions."
- "My role fits my interest and strengths."
- "My supervisor cares about me as a person and helps me learn, develop, and grow."
- "We enjoy our work and our coworkers."

Voice exists in a culture when everyone seeks the ideas of others, share their ideas and opinions honestly, and safeguards relationships.

- "We see that we are making progress in our work."
- "Our work is done with excellence. We have high standards."
- "We deliver positive results."
- "We hire and promote talented people."
- "We celebrate milestones."

If employees don't know what to do, they do what they know. Shaping culture takes insight, persistence, and courage from leaders at multiple levels. Beyond mindset, the role of skillset is crucial. Training on behaviors is an important part of any culture change effort. When doing so, it's important to understand the behaviors needed to support the right type of culture. While leaders serving as teachers is one of the most effective ways to reinforce behaviors, successful culture change relies on overall training across the organization. According to research by Kevin Oakes in his book, *Culture Renovation*, two-thirds of organizations that have successfully changed their culture provided training on the desired behaviors for employees at all levels so they can model these behaviors in their daily work.

Each organization's culture already contains the components it needs to fuel successful transformation. Leaders can effect a lasting positive culture by encouraging behaviors that promote those elements. You don't need to replace your old culture; you need to find the aspects of it that can help you move forward.

Creating and maintaining a healthy workplace culture is painstaking work. It requires focus and commitment throughout an organization. Healthy cultures lift people up, expand the capacity of the workforce to execute new challenges, and overall enhance the organization's performance.

Read the next edition of Career Track in the September issue, in which I identify the steps you can take to transition (and possibly transform) your workplace culture from the prevailing to the preferred. **PM**



ICMA Welcome Ambassadors: Helping New Members Make Valuable Connections

The personal side of a professional association

Andrew S. Haines, ICMA-CM, MPA

Town Manager | Smyrna,
Delaware



As chairperson of the Welcome Ambassador Committee, and a member of the committee for the past three years, I've seen that making new connections with members is beneficial for everyone. ICMA members are the true asset of the association and building relationships with new members is the core value of the committee.

The 2018 ICMA Annual Conference in Baltimore was my first opportunity to serve on the committee, and I quickly discovered the many ways that we could help. Not comfortable with the new self-service check-in kiosks? We guided you through it. Lost or confused about where to go? We walked you to your destination. Nervous or overwhelmed? We greeted you with a smile and helped you feel at ease. Later that evening, the committee members served as professional greeters and helped break the ice at the reception for first-time conference attendees. (I think the committee members had more fun than the first-timers!)

It's not always easy to see exactly how Welcome Ambassadors have gotten through to new members, but you're happy to have given them at least one new peer resource (yourself) and properly introduced them to the ICMA community. But the membership engagement we achieved at the conferences in Baltimore and Nashville exceeded my expectations, and I'm very much looking forward to Portland when we can do it all over again.

Joseph T. Carey, ICMA-CM

Assistant Village Manager |
Carol Stream, Illinois



I became a member of the Welcome Ambassador Committee in 2014, and have enjoyed being able to meet new members from across the country. I've been extremely fortunate to have experienced ICMA in a variety of ways. Whether it was serving on a Conference Planning Committee (Milwaukee) or Governmental Affairs and Policy Committee, or being a member of Leadership ICMA, I'm a firm believer in the values that ICMA stands for and the principles of good government.

I consider it a privilege to offer a welcoming hand to individuals new to the profession and the ICMA community. My outreach to new members can sometimes be formulaic—in fact, I often call that out in my email! But there's a reason for that. My messages espouse that professional associations, whether it be ICMA or a state affiliate, are vital to our profession. Our professional values are what tie us together and it's those values that support, foster, and defend our role as civil servants and community leaders. It's also an invaluable network of colleagues.

During a recent interview for a state association board seat, I was asked why I was interested in pursuing the position. I shared what until recently I rarely spoke about: the time I nearly became a Member in Transition, and the appreciation I have for those professional colleagues who reached out when I needed them most. It's why I'm a member of the Welcome Ambassador Committee and why I believe so strongly in paying it forward—not just for our communities, but to each other.

Many years ago, I served Milwaukee County as a fiscal and management analyst. I was admittedly a small fish in a very large municipal pond, but I enjoyed the challenges

that county government brought and the experience it provided. I should note that this was during the height of the Great Recession and so there was a constant endeavor to do more with less. Professional associations weren't a budgeted item, but I remained committed to paying for ICMA and Wisconsin's state association.

I'm thankful to have attended the 2009 ICMA Midwest Regional Conference in Chicago, where I met colleagues from across the region. I was excited to network and revisit Illinois. (The "cheddar curtain" is a regional colloquialism sorely underused). Two things stuck out from the conference: the professional contacts that I made and the pink wand that current ICMA Midwest Director Cheryl Hilvert provided to attendees to remind them not to take themselves too seriously.

Fast forward to Fall 2009 when roughly 180 people and I were targeted for layoffs. I recall sitting down at my computer one day and being asked to speak to my manager. They advised me that I would be laid off effective in two weeks and that if I wanted to go home and take the rest of the day off (paid) I could, or I could

stick around for the staff meeting in which the layoffs were being announced. Heck of a choice! I opted to go home and spent several hours updating my resume and reaching out to ICMA, state associations, and the individuals I met during the ICMA Midwest Conference. However, the following day, the layoff notice was rescinded. Talk about whiplash!

This is why I am such a strong advocate for ICMA and value the work of the Welcome Ambassadors. I was just a fiscal and management analyst with hardly two years of post-grad work experience, but the response I received from colleagues was overwhelming. Individuals I had met from the Midwest Conference and peers from my state associations all responded to my outreach, offering both advice and job prospects. This experience shaped my understanding of what ICMA is all about. It's more than a professional association, it's a personal one. I joined this profession because I wanted to serve the public and make a meaningful impact in the community I serve. My involvement with ICMA has furthered my commitment not just to my community, but to my colleagues. **PM**

The ICMA logo is displayed in white capital letters on a dark blue rectangular background.

WELCOME AMBASSADOR COMMITTEE

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For more information about the ICMA Welcome Ambassador committee, contact Chris Gendell at cgendell@icma.org.

Guide Your Council Out of the Weeds

Level 6 Governance provides a model for high operational performance

BY MIKE LETCHER, ICMA-CM

A common refrain from local government chief executives about their governing board/council: “They are in the weeds way too much.” In working as a consultant with chief executives and boards around the country, I have frequently encountered city/county managers trying to refocus their boards to think more strategically.

In my experience, boards find it much easier to focus on the here and now. Some boards love to get into operational details of issues that the community is facing. From their perspective, the issues are real and tangible, and they feel they were elected to address and fix problems the community is confronting. It is this drive to confront the routine issues that arise in governing and managing a community that is intoxicating and gives board members a sense of accomplishment. This creates a certain board member mindset: *Why waste time on strategic planning? Our strategic plan is getting things done.* With this mindset, the entire organization and its resources are focused on this seemingly effective routine day-to-day governance approach.

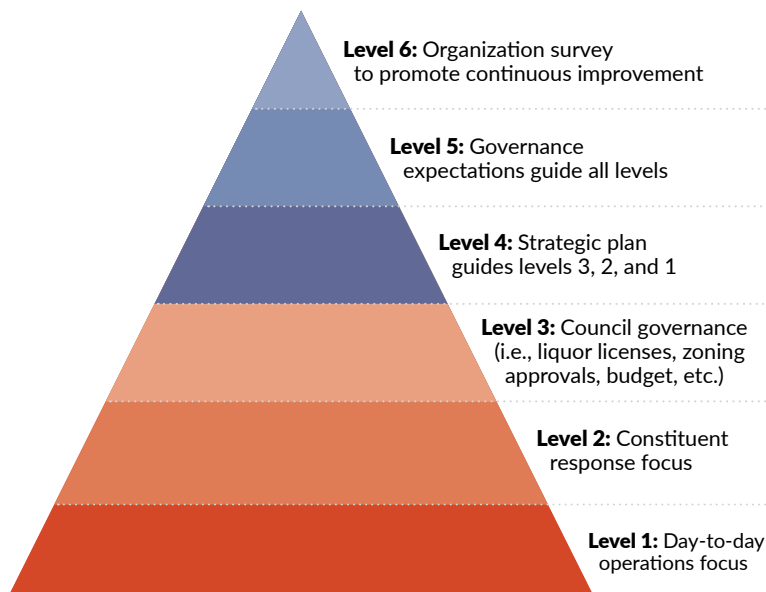
But what about managing for the community’s future? How do you manage both the routine day-to-day, but also position the community to take full advantage of emerging and

future opportunities? It’s very difficult to start talking to a board about becoming more strategic when they are in a cycle of managing the routine. This was the genesis for me to develop a visual guide for boards/councils to use to determine their current level of governance. Opening this dialogue with the board is the start of their journey toward the realization that operating strategically can, in fact, help improve day-to-day operations of the organization and its services to residents. See Figure 1.

The chart identifies six levels at which boards can operate during their journey of improving the governance of their communities. The board’s focus determines the level of operation for the organization on a daily basis. Most boards love “being in the weeds” and operate at Levels 1 through 3 with a focus on day-to-day operations that ideally should be left to the chief executive and staff. For them, Level 2 constituent responses are a priority. Very little focus is paid to strategically planning for the future of the community (Level 4) or improving their effectiveness in governing the community (Level 5).

As the board/council moves to Level 4, they develop a strategic plan that not only guides the priorities at Levels 1 through 3, but opens up their organization to work on opportunities for the future of the community. Along the way, the board considers developing expectations for each other and the chief executive. Is it really that simple? Yes, it is that simple to move to Level 5. By developing expectations, the board and chief executive can both move beyond the stage of relying on the rules of their local code or state statute in defining their

FIGURE 1. LEVELS OF GOVERNANCE



MIKE LETCHER, ICMA-CM, is president/CEO of BridgeGroup LLC. ©bridgegroupllc



its strategic objectives and ensure effective day-to-day operations. Figure 2 demonstrates how it would work with an example of building permits.

Figure 2 illustrates that by operating at Level 3, the board will hold potentially acrimonious work sessions to try to improve the building permitting process. The alternative is to establish improving the building permitting process as a strategic priority (Level 4). The board can establish clear expectations for the management and themselves

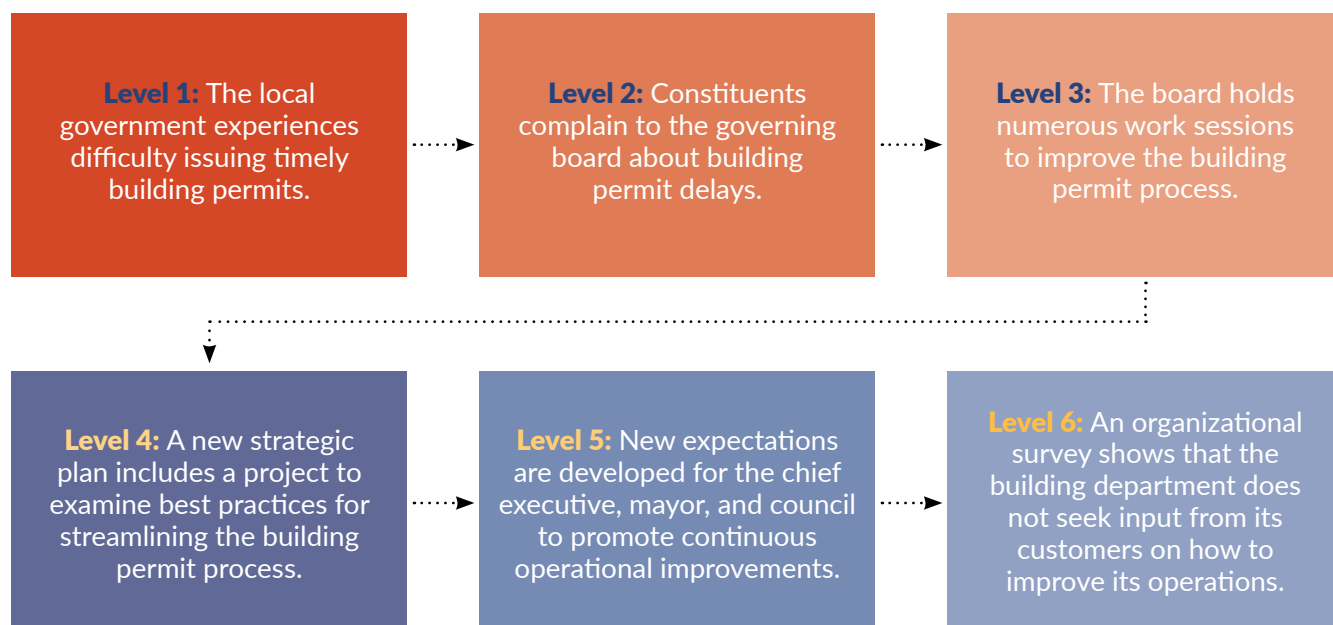
relationship. While these rules are important, they do not provide a playbook for ongoing governance improvement. Developing expectations *is* the playbook. So what are the expectations? How can any chief executive function effectively if they don't know what their governing board expects of them? Conversely, the board should know what the chief executive expects of them in order to perform their job. It is this shared set of expectations that provides the clarity needed for teamwork. The expectations set guidelines designed to keep the board "out of the weeds" and refocus their efforts strategically on the outcomes they expect the chief executive to achieve.

The final building block (Level 6) is a survey that builds a high-performance operation that allows the board to achieve

to promote and look for opportunities for continuous organizational improvement, such as with the building permit process (Level 5). Once the organization gets to Level 6 and issues an annual or biannual organizational survey, management also discovers that the building department does not have an established process for soliciting input from customers on their services and potential ideas for improvement.

Does Level 6 Governance work? I have one client that has operated at Level 6 for several years, as well as a number of clients that are at Level 5. It can work if all parties are committed to making the necessary changes to ensure their success. It by far beats the alternative of just continuing governance as usual. **PM**

FIGURE 2



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Roger L. Kemp MPA, MBA, PhD

Credentialed City Manager • Career Adjunct Professor

~ Police Services ~

Dr. Kemp provides national professional police consulting and speaking services on evolving police-community programs. Some of these topics include state-of-the-art practices in these dynamic and evolving fields:

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- Citizen Police Academies
- Citizen Police Committees
- City Council Police Committees
- Coffee With A Cop Programs
- Neighborhood Police Offices
- Neighborhood Police Officers
- Pizza With the Police Programs
- Police Bicycle Patrols
- Police Community Forums
- Police Financial Controls
- Police Recruitment Practices
- Police Walking Patrols
- School Resource Offices
- Youth Police Services

Roger Kemp's background and professional skills are highlighted on his website. Dr. Kemp was a city manager in politically, economically, socially, and ethnically diverse communities, on both coasts of the United States.

He has written and edited nearly 50 books on city subjects, and can speak and consult on them with knowledge of the national best practices in the police-community relations field. Call or e-mail Dr. Kemp for more information.

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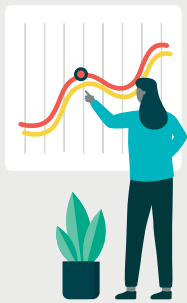
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A photograph of two women sitting at a desk in an office with a brick wall background. The woman on the left has short blonde hair and is wearing a patterned top. The woman on the right has long dark hair and is wearing a dark blazer. They are both smiling and looking at a tablet held by the woman on the right.

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