

PM

PUBLIC MANAGEMENT

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BY MARTHA PEREGO

ETHICS

Focus on the Fundamentals

At the beginning of this new year, local government leaders may well face significant challenges in delivering ethical, transparent democracy. Limited financial resources at every level of government are likely to force difficult choices about services, commitments, and investments in the future.

Although opportunities and innovation may result as well, it will no doubt be a tough period. Successfully navigating staff, organizations, and communities through challenging times requires leaders to focus on the fundamentals, that is, on ethics. Building a strong ethical foundation is the key to success. During periods of uncertainty, it's prudent for managers to take steps to ensure that the foundation is rock solid.

Is there agreement about the core values that will drive decision making and policies? Do we demonstrate respect for the unique roles and responsibilities of elected officials, staff, and residents? In the push for results and accountability, is it clear to all that how we achieve our goals is as critical as getting there?

Consider these steps to promote an ethical culture:

- **Renew your commitment to the profession's values.** Commitment is more than hanging the ICMA Code of Ethics on the wall (although that isn't a bad idea). It is a dedication to the highest standards of honor and integrity in all public and personal matters in order to merit the respect and confidence of those we serve. It is unwavering integrity.
- **Engage elected officials.** Use council orientations and goal-setting sessions to encourage elected officials to understand how their conduct and commitment to public service values contribute to ethical government. Take the time to enlighten them about the ICMA Code of Ethics and the values that guide professional local government managers.
- **Set organizational values.** If the organization lacks a code of ethics or statement of values, implement a process that engages elected officials, staff, and residents in the definition of core values and acceptable conduct. If you have a code of ethics, is there clarity

PM

PUBLIC MANAGEMENT

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

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*ICMA Credentialed Manager (ICMA-CM)

and agreement on the core values that drive critical decisions? Organizations or teams with shared values produce the best results.

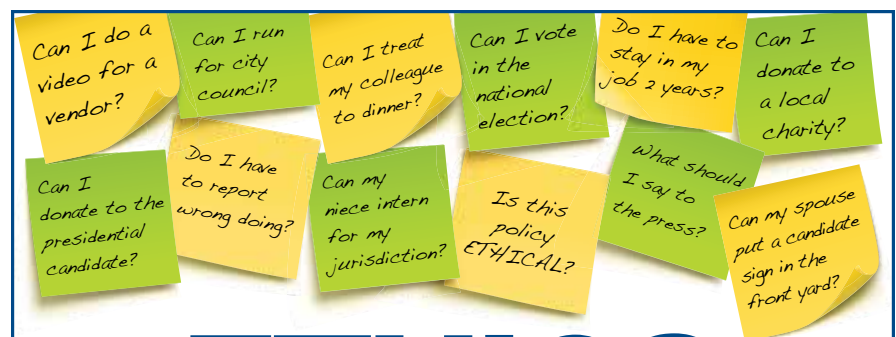
- **Ethics training.** It's a myth that good people always make wise choices. Regular training builds awareness of common ethical issues, provides tools and strategies for effective problem solving, and, yes, can even inspire someone to do the right thing when faced with a difficult ethical dilemma.
- **Welcome the dialogue and the dissenter.** Make sure that individuals have formal and informal opportunities to raise any ethical concerns they may have about conduct or decisions in the organization. Create a safe environment for those seeking advice or raising a warning.
- **Transparency, transparency, transparency.** Clear and regular communication, complete and accurate disclosure of the facts, taking responsibility for decisions and outcomes, and a focus on transparent processes all work to build trust with those we serve.

As Dave Childs, ICMA liaison, has noted, "We are all experiencing a time of extreme stress in our organizations. A key result is that our employees are justifiably worried about the stability of their jobs, about their personal finances, and ultimately about their own future. In uncertain times, it is imperative that we provide our employees something solid to hold on to.

"And, to that end, what could be more important than having every employee be totally sure of the values and ethics of their workplace and their organization? As the leaders of our organizations, we need to redouble our efforts to bring that sense of stability and grounding to all of the dedicated employees who serve the public each and every day. Building a solid ethical foundation is one of the keys to providing that stability and restoring confidence. And now is the time to begin." **PM**



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ETHICS

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ICMA

WHAT ARE THE CHALLENGES YOUR COMMUNITY WILL FACE THIS YEAR?



SHARON SUBADAN
City Manager
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Economic recovery has been slow in Albany, Georgia (77,000 population). As the new city manager in 2015, my administration is focused on creating the best possible climate for economic development to ensure that Albany is a great place for existing businesses to expand and new businesses to locate.

It is a challenge to increase the number of available jobs and to ensure that there are qualified workers to fill these jobs. In response, we are working as a multisector collaborative in this endeavor, including the county government, the school board, three higher education institutions, the economic development commission, and the chamber of commerce, to tackle some of our greatest challenges.

Providing high-quality services while keeping the cost of government low is a challenge. Significant downsizing has created a lean and efficient organization resulting in lower property taxes. Continuing efficiency and revenue generating efforts will be ongoing.



KENNETH WILLIAMS
City Manager
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Buda (11,590 population) is experiencing a phenomenal growth rate and facing the challenges of providing essential services and infrastructure that come with such an increase.

Providing a long-term water supply for the increasing population in an area that has experienced long-term drought is a difficult task.

In response, the city has formed alliances with other cities, utility agencies, and water districts to arrive at solutions that provide water for the region. This has proven challenging in a place where conservation is often the top priority in evaluating sources that provide answers to water shortages.

Through good interaction with the community, foresight by the city council, and staff working to offer solutions agreeable to all, Buda is now on the brink of ensuring its water supply well into the future.



FRAN DAVID, ICMA-CM
City Manager
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One challenge is managing after the 2015 election, where we had a majority of councilmembers up for election or reelection, as well as a ballot measure renewing a critical, existing tax.

A second challenge is that we are overwhelmed with development interest and cannot staff up fast enough from recession levels to handle the workload and provide the level of customer service we expect from ourselves.

My goals are to 1) ease the stress of the election process for the council and successfully reenact the tax, 2) minimize the challenges of workload demand on my organization, and 3) maximize the opportunities afforded our community from development interests while the economy holds steady.



ANDY PEDERSON, ICMA-CM
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One of the biggest challenges our community and organization face is communicating in a constantly changing, instantaneous, social media-driven society.

An equally difficult challenge is determining the manner in which people receive their information, especially with those who still do not receive electronic communication. As a local government, so many of us struggle with communicating complex issues in 140 characters or less.

As we provide the community with open communications through weekly e-mail newsletters, social media, print media, and more, are we communicating too much information or not in the right form? By the end of 2016, we may be communicating in a format that does not presently exist even as I write this. **PM**



FLOOD LAND TO FUN LAND

Charles City, Iowa, City Administrator Tom Brownlow wanted to address flooding and the damage it caused his community's waterfront. Find out what was done to create a new riverfront park.

► icma.org/riverfrontpark



2015 LEADERSHIP PROJECTS

Members of the Leadership ICMA Class of 2015 worked in teams to complete Capstone Projects for four communities:

Charlotte, North Carolina (Implementing Enterprise Risk Management); Issaquah, Washington (Capital Facilities Planning Process); Navajo County, Arizona (Reset Strategy: Road Map to Financial Sustainability); and Tacoma, Washington (Developing a Human Services Funding Framework).

► icma.org/leadershipicmacapstones



LEADERSHIP {RE} IMAGINED

Discover leadership best practices and tips to achieve organizational excellence in local government with ICMA's new blog, Leadership {RE}Imagined. Updated and sent weekly, the blog features posts from ICMA Executive Director Bob O'Neill, and also includes engaging content on a wide variety of local government issues through the lens of leadership.

► icma.org/leadership_reimagined



SUCH A GOOD HELPER!

In 2015, a three-foot-tall robot named Bibli joined Longmont, Colorado's public library team, along with a new menu of services and resources targeting children and teens with autism spectrum disorders.

► icma.org/bibli

GET THE PICTURE: ADDRESSING THE SURVEILLANCE REVOLUTION

Ensuring local programs are well designed and effectively managed

By Mark Ryckman, ICMA-CM, and Don Zoufal

TAKEAWAYS

- › Consider how to store, manage, and release video data.
- › Identify ongoing video program costs not covered by initial program grants.
- › Collaborate with stakeholders and community partners to develop a successful camera program.

The use of video in public safety is growing rapidly. Local governments are deploying a wide range of such systems as downtown surveillance cameras, automated license plate readers, police dash cams, and police body-worn cameras. Some communities are also implementing systems that allow the public to submit video to central command centers during an incident.

Video surveillance technology is alluring. It can provide greater situational awareness during an incident, and it can be used for evidentiary purposes after a situation has occurred. It has wide public appeal, as it can be seen as a quick technological solution to reduce crime and provide greater transparency and accountability of officer performance. If carefully developed and properly resourced, video programs can help meet a community's public safety expectations.

Unfortunately, however, careful analysis and enactment of public policy to address the implications of this new technology has not always kept pace with video deployment. Numerous factors must be considered, including privacy issues, system security, record storage and retrieval, maintenance costs, criminal justice matters, and civil liability.

Local government managers are in a unique position to facilitate this debate to ensure their agency's video programs are effective and sustainable, while being tailored to the political sensitivities of their communities.

Post-9/11 Revolution

The video surveillance revolution began slowly in the decade following 9/11. Some communities, large and small, experimented with the development of fixed systems covering high-crime areas, commercial centers, government facilities, and other areas of critical infrastructure.

Along with this growth in government surveillance programs was an increased use of video solutions to enhance security in the private sector. Camera and computer technology advances allowed for the capture and use of increasingly detailed visual imagery through digital networks, making this expansion possible. It also facilitated such new uses for cameras as automated reading of license plates.

While large static systems and even limited mobile systems in the public sector were being developed, there was a simultaneous growth in the consumer market for mobile devices. Smartphones and tablets allowed the general public to capture and transmit high volumes of visual data.

This phenomenon has resulted in increased pressure for public 911 centers to take in this data through a new Internet protocol-based system called the Next Generation 911 initiative (<http://www.911.gov/911-issues/standards.html>). The Boston marathon bombing in April 2013 increased public awareness about the importance of mobile camera data. The value of data collection and compilation for solving crimes and documenting events became apparent.





The weighing of costs and benefits is often a challenging task with respect to the introduction of new technology. This suggests a need to move cautiously with new technology that can have significant cost, social considerations, and legal ramifications.

The most recent iteration in the surveillance revolution is the introduction of body-worn cameras (BWCs) to law enforcement. Representing a fusion of the mobile revolution and the desire for enhanced, large-scale government systems, BWCs promise to dramatically enhance government information on both criminal conduct and the activities of large sectors of the government workforce. Recent high-profile law enforcement incidents have fueled public and political pressure to widely deploy them.

Local governments are now confronted with sustaining these systems, meeting storage retention and dissemination requirement costs, and balancing privacy issues with public safety benefits. Managers play a critical role in guiding these discussions and ensuring public safety video programs are as well designed and effectively managed as any other local government program.

Purpose and Policy Are Key

Developing strong written policies is a critical starting point for any municipal service. Camera programs are no different. A clear understanding of the governmental purpose to be accomplished through the camera program is an important first step.

In this regard, it should be noted that each type of camera can have a unique use. The purpose of a BWC program, for example, may be different than one for area surveillance. The policies governing each program should be consistent with the camera's particular purpose and the authorized use of camera data.

Those differences require individualized retention schedules, access and use policies, and rules for dissemination. Customized policies to address the

governmental purpose, protection of privacy and civil liberties, and concerns over data security should undergird all camera programs.

Advantages and Challenges

Like the introduction of most new pieces of equipment, cameras offer advantages but also present challenges. In deciding whether and how to implement a camera program, local governments would be sensible to consider both of these aspects before acting.

Deployment of video technology is not a quick fix for public safety issues. Rather, the deployment of cameras is one tool among many in furthering local government public safety objectives.

Reviewing the benefits. Empirical evidence to support an assessment of many of the positive claims about camera programs is in short supply. (One local government example can be found in the November 2015 *PM* at icma.org/en/press/pm_magazine/issue/166/2015/November.)

Much of the understanding of the value of camera systems, be they large, fixed systems or BWCs, is mixed or anecdotal¹ at best. The data also differs by use; for example, deterrence versus guiding response efforts.

Initial reports from departments using body cameras suggest a reduction of resident complaints of misconduct and better behavior by both officers and subjects.² These are certainly positive signs, but until more detailed research can be conducted, the extent of this benefit cannot be fully assessed.

Also claimed, but unclear, are benefits in the area of cost reduction in civil litigation and in prosecutions. Proponents

contend that the evidence that body cameras produce will strengthen positions in prosecutions and reduce liability for frivolous civil claims. To the extent that officers are compliant with all department rules and policies, both claims are likely true. Where there are departures from policy, liability may be expanded.

Given the current state of research, local governments should expect to operate without detailed quantitative support. Reliance on public sentiment along with first-responder experience and expertise is likely the best avenue to support decision making.

Understanding the cost. On the negative side of the ledger are issues of cost and personnel resources created by camera programs. With the proliferation of digital systems inside law enforcement—from computer-aided dispatch to digital record systems to digitally collected evidence of the commission of crimes—there is a growing need to develop systems that can manage, track, secure, and produce this information for police, prosecutors, defense attorneys, and courts.

One thing is certain with respect to cost and resource requirements. The larger the program and the more complex and flexible the process for collecting data, the greater the need for content management.

While there are often grant programs that provide funding for the purchase of cameras, those programs frequently fail to cover the ongoing operating costs.³ Quantifying these costs during program planning and securing long-term funding are important to avoiding unanticipated costs in the future, which may jeopardize the camera program's sustainability.

A man in a high-visibility vest is working on a piece of machinery. The machinery has the word "BACH" on it. There are warning signs on the machinery, including one that says "DANGER Stand clear of container dumping mechanism when it is in motion." and another that says "ADVE".

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Access to and release of records.

The introduction of systems like BWCs, largely owing to the substantial amount of data they promise, add to the existing digital footprint of most agencies. This has more squarely focused attention on back-end problems like storage, retention, dissemination, and developing processes to use and access digital data.

Local governments should understand that requirements for management of camera recordings can require additional investment in personnel and other resources for complying with court-ordered processes, open records requests, and reporting requirements.

Along with requirements for dissemination will likely be redaction requirements. Redaction—that is, adapting for publication or release—of video, audio, and metadata from retained records can be technologically challenging and time-consuming.

It should be noted that not all data being accessed is initially a public record, but it may be collected from private systems and personal devices. These private data sources need to be managed as well.

Nongovernmental systems, including camera networks established by businesses and individuals, along with smartphone stills and videos captured by residents, must be accommodated in new systems for evidence and data collection. Determining who owns the data at various points in the collection and dissemination process should be outlined during system design.

Managers need to encourage the development of written agreements between their local governments and the owners and operators of private camera systems that cover data rights, responsibilities, and release parameters.

Ongoing maintenance. In addition to the cost of managing and disclosing recordings, there are also additional costs for maintaining the equipment and systems used to gather and store records. Like any other piece of equipment, camera systems need a maintenance program.

For systems that are based on a public-private partnership, the responsibility for ongoing maintenance and capital improvements should be well-defined during the design phase—long before deployment.

Cyber security. Finally, there is the issue of data storage and security. This is a cost issue but also has policy implications. As the size and scope of data increases, local governments are turning to cloud-based solutions for management and storage. While each jurisdiction needs to assess this structure in light of its own unique operational needs, it is likely to be the most cost-effective solution.

The use of third-party private entities to store and manage data—and particularly evidence—is a relatively new phenomena and public officials need to carefully consider whether such critical government functions should be placed in the hands of nongovernmental entities. Managers would be wise to exercise caution when selecting data storage services to ensure the data can be readily retrieved without additional costs if the community decides to change vendors in the future.

While the cost argument certainly favors cloud-based solutions, there are important policy considerations for contracting an essential governmental function like evidence management to a third party. Security and integrity of data are critical.

The system selected or developed internally must meet court-imposed standards for admissibility of evidence and standards like those of the FBI's Criminal Justice Information Systems Division if the information is to be shared or used in connection with any federally administered or funded criminal justice system or program.

Final Thoughts

Community expectations for cameras, be they fixed programs or BWCs, as a method of increasing public safety or enhancing transparency, are actively pushing local governments to develop camera programs. Arrayed against those

pressures are governmental concerns over the proper implementation of camera programs.

This includes securing stable funding streams to cover the cost and personnel burden associated with the implementation of surveillance programs. There are also concerns over privacy and civil liberty implications of growing camera programs.

Cautious movement. The weighing of costs and benefits is often a challenging task with respect to the introduction of new technology. Issues like community confidence are difficult to quantify. Information on benefits is frequently only anecdotal and unsupported by other research. This suggests a need to move cautiously with respect to the introduction of a new technology that can have significant cost, social considerations, and legal ramifications.

Caution suggests that before a camera program is established there needs to be a clear understanding of expected benefits and anticipated costs. This is the case even when a local government is just seeking to engage in a pilot. Metrics should be identified to measure success or failure of any camera program. Those metrics need to be reviewed regularly to ensure the program is continuing to meet expectations.

Focus on total system integration. The introduction or expansion of any government camera program, but particularly a BWC program, will interject new evidentiary material into the criminal justice system; however, it is only one element in a substantially larger system.

All camera data needs to be viewed as a part of this larger digital ecosystem. To be sure, new BWC programs will add substantial content, but in many jurisdictions there is already a significant amount of digital data already being captured. As necessary back-end expansion occurs, it would be wise to do it in the context of a larger, more encompassing growth plan.



Developing strong written policies is a critical starting point for any municipal service. Camera programs are no different. A clear understanding of the governmental purpose to be accomplished through the camera program is an important first step.

To that end, thought should be given as to how to integrate existing and future inputs that can accommodate all the digital sources that will feed the 21st century criminal justice process. Assistance by people skilled at performing the task of digital system integration would be advisable.

Inclusion of multiple stakeholders.

Camera programs generally touch a wide variety of interests. As such, multiple groups of stakeholders have an interest in camera program adoption and implementation, including:

- Community groups seeking to restore trust and/or enhance safety.
- Law enforcement professionals and bargaining groups concerned about operational efficiency and effectiveness, cost, and officer rights.
- The criminal justice system of courts, prosecutors, and defense counsel that will be affected by the introduction of new technology to gather evidence.
- Private sector business operators and commercial concerns.
- Residents looking to share data.
- Privacy and civil liberties advocacy groups that want to weigh in on the issue of government camera use.

All of these groups have a rightful stake in how a program is implemented. As with other programs in government, success is best achieved through an inclusive effort and the engagement of interested stakeholders. Managers need to help facilitate this dialogue.

Examining the application of this principle to the deployment of BWCs is instructive in this regard. It makes little sense to streamline collection and

processing of digital evidence by police departments, if prosecutors and courts are not willing to accept the evidence.

Just as a department has to work to ensure its information and collection integrate internally, thought has to be given to integrating the department's system into a larger criminal justice system. That type of system-to-system integration does not happen in the absence of engagement and cooperation.

Collaboration with internal stakeholders is also important. Use of BWCs, like any other enforcement tool, requires engagement of the officers who must use those tools. Understanding their concerns and responding is critical for program success.

BWC manufacturers offer a range of features for camera wear and performance—not just in how the cameras are worn, but also in how they are activated and downloaded. Considering the views of officers in the selection and use of all aspects of these systems is essential to efficient and effective functions.

Last, but certainly not least, is the need for community engagement. Understanding and managing the expectations of the community and the advocacy groups that represent differing constituencies is important in the development of good policy.

Camera programs are just another tool for law enforcement. They are not a panacea, and all stakeholders would do well to understand that fact. The heightened pace of implementing these programs has been partially fueled by high-profile cases covered in the national media.

The community emotion surrounding these issues cannot be discounted when determining how and where to deploy new camera technologies, but raw

emotion alone is not a sufficient basis for program determination. Careful analysis using objective data must be at the core of these discussions.

Application of the reasoning process outlined above is essential for any camera program. Identifying technical solutions is much easier and quicker than building consensus. Without consideration of the concerns of all stakeholders, program goals will be difficult, if not impossible, to achieve.

The most successful systems will include comprehensive solutions that are analyzed and developed in an objective manner while engaging stakeholders to build consensus and support. Managers would be wise to take the lead on structuring these processes and facilitating the dialogue.

This type of new camera technology is rapidly evolving. If done right, it can help meet the community's public safety needs and build trust between law enforcement and local constituencies. **PM**

ENDNOTES AND RESOURCES

1 U.S. Department of Justice, Bureau of Justice Assistance, has created a "National Body-Worn Camera Toolkit" (Cited at <https://www.bja.gov/bwc> and accessed August 31, 2015) as an online resource center.

2 White, Michael D, "Police Officer Body-Worn Cameras: Assessing the Evidence," U.S. Department of Justice, 2014.

3 For example, current federal programs for funding BWCs cover only the camera itself and associated hardware and software. It is almost universally acknowledged that such costs are relatively small with respect to a BWC program implementation.



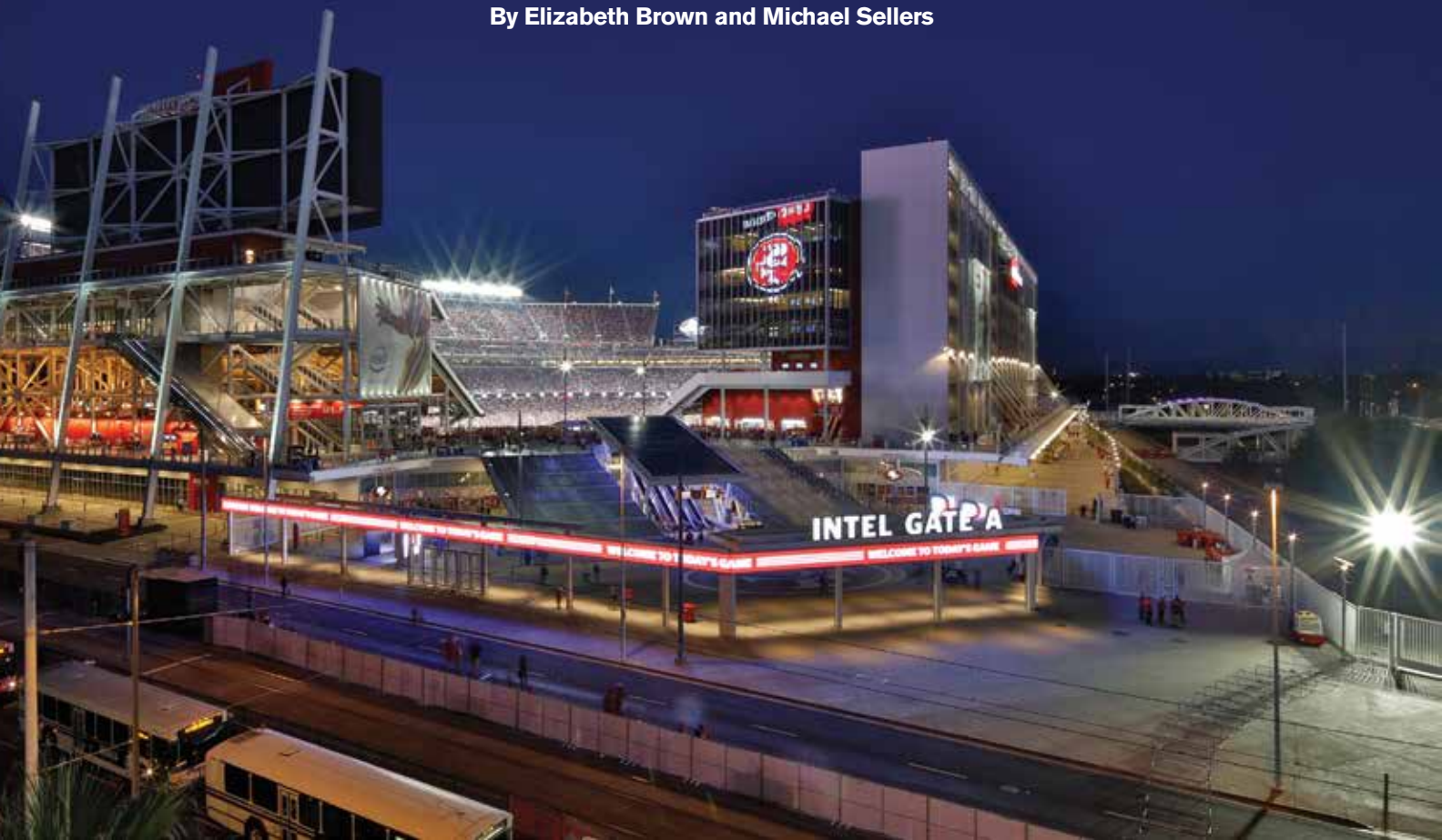
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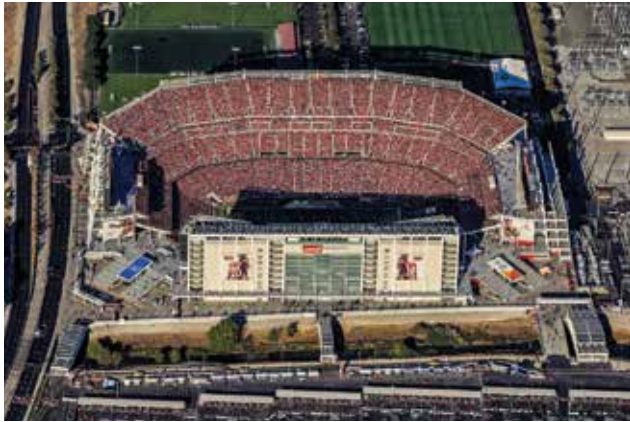
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POLICING THE 2016 SUPER BOWL STADIUM

SANTA CLARA HAS IT
UNDER CONTROL

By Elizabeth Brown and Michael Sellers





The city of Santa Clara, California (Julio Fuentes, city manager), opened Levi's® Stadium in August 2014. With just 142 sworn police officers serving the city at that time, Santa Clara would have one of the smallest law enforcement

agencies in the country to protect an NFL stadium. This article explains how the police department was able to hire 136 officers representing 43 jurisdictions since the stadium opened to provide public safety services on event days.

The police department, human resources department, and city attorney's office created an innovative model for any community that needs to regularly expand the capacity of its police department for large-scale special events. This model met Santa Clara's

goals of providing effective protection to the stadium with no negative impact on the delivery of service to the rest of the community.

In turn, this model has also strengthened relationships between the Santa Clara Police Department (SCPD) and federal, state, and local law enforcement jurisdictions.

responsibility to serve and protect its residents. The city is recognized as one of the safest communities of its size in the United States.

It might be thought that 60,000+ people coming into Santa Clara for events at Levi's Stadium would be a similar situation. That thinking would be wrong. Whether they are San Francisco 49er football fans, rock concert attendees, or participants in an outdoor business convention, that number of excited people arriving at and departing from the same place at the same time can significantly disrupt traffic and cause parking challenges.

It also has the potential to disrupt the quality of life of nearby residents and business operations.

TAKEAWAYS

› Collaboration, internal to an organization as well as external, has the potential to create a variety of both tangible (personnel, equipment, joint/cross training, nontraditional funding) and nontangible (teamwork, relationships, trust, problem solving, communication) benefits.

› Creative thinking and the expertise of multiple departments—in this case, police department, human resources department and city attorney's office—expands possibilities to address challenging situations.

Planning and Staffing Challenges

Police planning of the 2016 Super Bowl 50 began more than two years ago. Members of the police department attended Super Bowl XLVIII in New Jersey and Super Bowl XLIX in Arizona to learn from past successes of lead law enforcement agencies. As a result, Santa Clara has been able to develop a comprehensive law enforcement plan involving federal, state, and local partners.

Each workday, Santa Clara's population swells from 120,000 to more than 150,000 as employees of the city's 12,000 businesses—many of them high-tech corporate giants—come to work. Due to this 30,000 increase, SCPD is adept at handling the influx on top of its core

Exploring Options

As soon as voters approved the measure authorizing the creation of the Santa Clara Stadium Authority, a tax-exempt public authority, in June 2010 to build and own the new football stadium, the police department started to develop strategies to allow it to effectively handle

construction, then operational, challenges without depleting city resources needed for day-to-day services. Early exploration of options was ramped up in 2012 when the city received funding from the 49ers for a special events unit consisting of one lieutenant and one sergeant.

The unit studied 21 stadium operations across the country and created an operations plan and manual for all events at Levi's Stadium based on National Football League best practices. The plan and manual cover every contingency—traffic flow, parking lot incidents, ticket scalpers, gate-entry issues, medical emergencies, alcohol-related incidents, disorderly behavior, threat-assessment procedures, and possible theft and vandalism in the stadium or the surrounding neighborhoods.

The plan identified the need for a law enforcement coalition for the stadium that included SCPD; 49ers security team; homeland security partners; contracted security officers; Santa Clara County Sheriff's Department; California Highway Patrol; and neighboring Sunnyvale's Public Safety Department.

Funding of these positions, as well as all of the special costs to SCPD or any of the other participating law enforcement agencies comes from stadium funds, not the city's general fund.

Service agreements were put in place for special resources, including canine, bike patrol, helicopter, and other needs, should they be necessary.

Even with this extensive coalition of expertise and resources, it was clear that major events at the stadium would need more boots on the ground by experienced law enforcement personnel than what off-duty Santa Clara officers could provide.

The original thought was to sign agreements with other municipal police departments to provide law enforcement services

at the stadium on an overtime contractual basis. But other jurisdictions were hesitant to take on the increased liability and the potential personnel complaints that could occur with officers wearing their own uniforms and patches at the stadium.

As police chief, I needed an alternative plan to attain additional law enforcement personnel for these special events. Through collaboration and countless hours of discussions between the police department, human resources, and city attorney staff, an idea was born: Hire police officers from other departments on an as-needed basis.

A great deal of research and discussions were held in a timely manner with external subject matter experts and local jurisdictions before the concept of "double badging" could be implemented.

The Solution

Santa Clara devised the solution of creating a new position of special events police officer—that is, sworn officers from other jurisdictions who would be brought on duty as needed wearing Santa Clara uniforms. Funding of these positions, as well

as all of the special costs to SCPD or any of the other participating law enforcement agencies, comes from stadium funds, not the city's general fund.

The requirements for a "double badge" special events officer were strict: 1) currently employed by a California law enforcement agency as a full-time police officer or level 1 reserve officer; 2) peace operations specialized training certificate; 3) completion of field training officer and probation; 4) psychological, medical, and background investiga-

tion reviews; and 5) an interview with SCPD's professional standards unit.

The position would be categorized as "as needed, at will," but the special events officer would have full police powers in deployment in and around the stadium to provide crowd and traffic control, arrest of offenders, report writing, and general enforcement duties.

Individual applicants for events officer positions had a good many questions and concerns, including these with city responses:

- What is the length of the shift? **Answer:** Depending on the event, between eight and 11 hours.
- Will there be benefits? **Answer:** No. Officers will receive per diem compensation of \$55 per hour in 2014 with the possibility of an increase in future years.
- What uniform will be worn? **Answer:** SCPD battle dress uniforms purchased by the special events police officer with the cost reimbursed after the officer worked 10 special events.
- Who will provide the badge and name tag? **Answer:** SCPD.
- Who will provide safety gear, including ballistic vest, duty belt, straight baton, and handgun? **Answer:** Officers will use their current gear.
- Who will be responsible for radio communication? **Answer:** SCPD will issue radios.
- Will there be training? **Answer:** Yes, a full day of paid training at the stadium is required so officers can become familiar with the facility, the operations plan, Santa Clara municipal code, and other policies and guidelines.

Other jurisdictions were especially concerned about worker's compensation and legal defense issues. Detailed agreements had to be worked out so that those jurisdictions would not have financial or legal exposure if they allowed their officers to moonlight as a special events officer for Santa Clara and were put in one of those unfortunate scenarios.

Special liability insurance coverage was purchased and paid for by the sta-

Santa Clara devised the solution of creating a new position of special events officer—that is, sworn officers from other jurisdictions who would be brought on duty as needed wearing Santa Clara uniforms.

dium authority to cover civil, criminal, and administrative action coverage for the special events police officers.

Officer recruitment began in fall 2013. With herculean effort by the police department's professional standards unit recruiting officer and HR personnel, Santa Clara hired 95 officers representing 37 different agencies throughout California prior to the first event at the stadium in August 2014.

As noted earlier, that number increased to 136 officers from 43 jurisdictions as of the writing of this article. The city plans to have 150 special events police officers hired and trained prior to Super Bowl 50 in February 2016.

Positive Results

Levi's Stadium hosted more than 200 events in 2014, ranging from corporate meetings to charity events to large-attendance athletic competitions. Most of them were easily handled by stadium security backed up by regular law enforcement services provided by SCPD.

Since the stadium opened, hosting 35 large-scale events (20,000 to 71,000 attendance, including Wrestle-Mania, international soccer games, NFL games, and concerts) has warranted the use of double-badged special events officers.

There was the exception of one beat area near the stadium that had an increase of police officers, police reserves, and community services officers to handle the Neighborhood Protection Plan. Response times throughout the city remained consistent during large special events at the stadium.

A survey of guests at four special events about their stadium experience included a question on whether they felt safe before, during, and after the event.

The results were positive:

- Sounders vs. Earthquakes Soccer Match, August 2, 2014, the first event held in the stadium (42,575 attendance): 47 percent very satisfied or satisfied; 50 percent neutral; and 3 percent dissatisfied or very dissatisfied.
- Friday Night Lights High School Football, October 10–11, 2014 (10,441 attendance on Friday, 9,399 attendance on Saturday): 86 percent very satisfied or satisfied; 11 percent neutral; and 3 percent dissatisfied or very dissatisfied.
- Foster Farms Bowl, December 30, 2014 (27,025 attendance): 92 percent very satisfied or satisfied; 7 percent

neutral; and 1 percent dissatisfied or very dissatisfied.

- Pac-12 Championship, December 5, 2014 (39,331 attendance): 83 percent very satisfied or satisfied; 11 percent neutral; and 6 percent dissatisfied or very dissatisfied.

Santa Clara's innovative double-badging program can serve as a model for any community that needs to regularly expand the capacity of its police department for large special events. It met Santa Clara's goals of providing effective protection to Levi's stadium, with no negative impact on the delivery of service to the rest of the community. It would not have been possible, however, without the collaboration of the three city departments. **PM**



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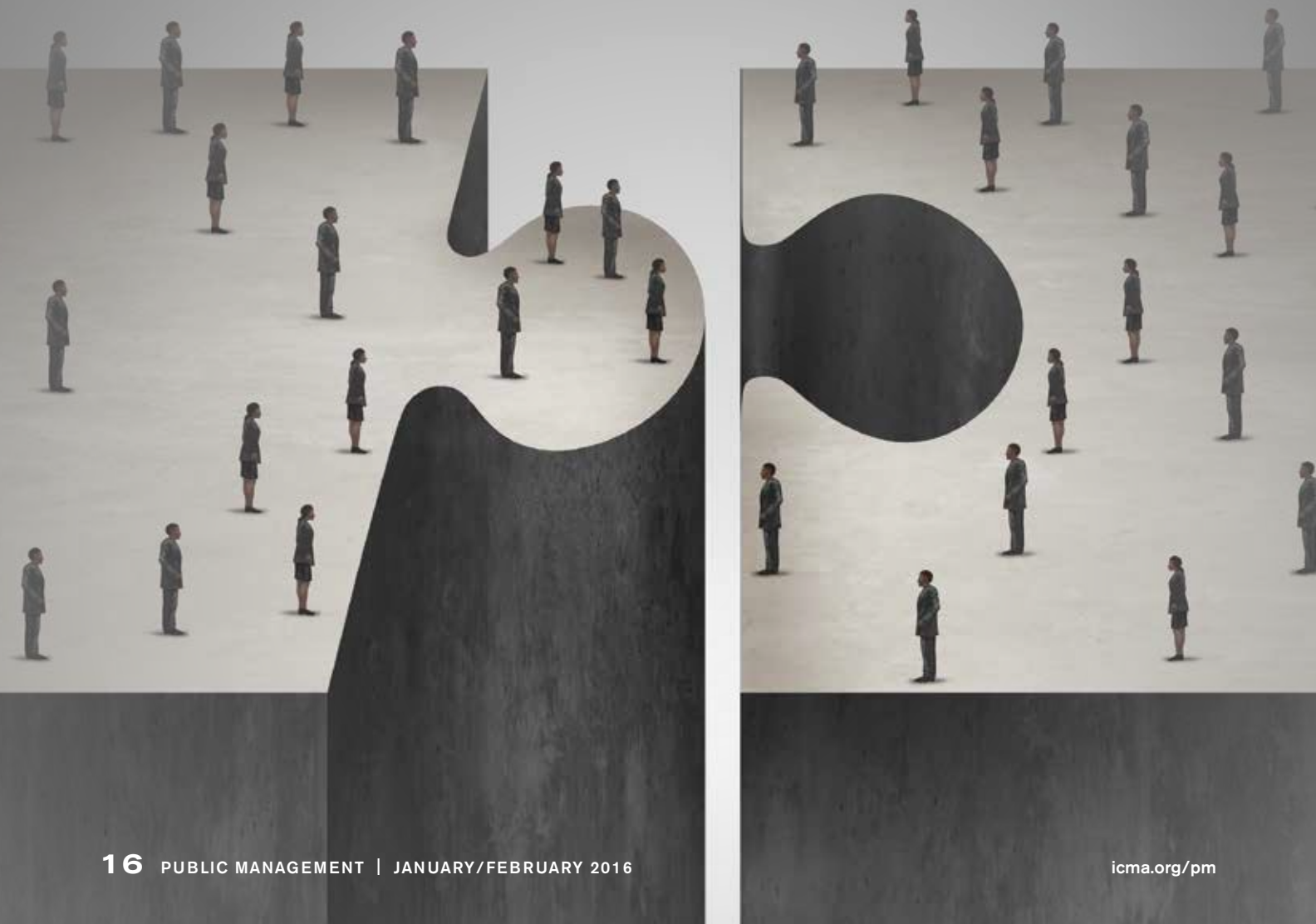
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THE *Livability* ACADEMY

How Evanston unified staff on livability vision

By Wally Bobkiewicz and Catherine Hurley



In 2006, Evanston, Illinois, adopted a strategic vision to create the “Most Livable City in America.” During the following nine years, Evanston took a number of bold actions to help hold the line on property tax increases and increases to pension contributions beyond the minimum requirement.

It created partnerships and delivered workforce development programs, provided mental health services, and created volunteer efforts to protect the urban forest—all with area agencies and not-for-profit organizations.

Here are other bold actions the city took: eliminated Evanston Township, a duplicate body of government that shared geographic boundaries and elected officials with the city of Evanston, and reorganized the city and provided resources for dedicated staff to focus on the key areas of community engagement, economic development, and youth and young adult services. The city also created one-stop-shop communicating through a 311 nonemergency customer service center.

It also went about building a stronger relationship with Northwestern University. As the city’s largest employer, Northwestern also owns nearly 5 percent of all land in Evanston and does not pay property taxes. Improving the strained relationship was a top priority for Mayor Elizabeth Tisdahl, who took office in 2009, the same year that current Northwestern President Morton Schapiro joined the University.

They now meet personally on a quarterly basis, and several city-university committees meet regularly. In March 2015, Northwestern agreed to donate \$1 million annually to the city for a period of five years, with proceeds to be spent

on projects and services agreed to jointly by Mayor Tisdahl and President Schapiro. Areas of focus will include improving infrastructure, including building bike lanes and replacing aging water mains on an accelerated schedule.

The city also surpassed its goal to reduce greenhouse gas emissions by 13 percent by 2012. While improving Evanston’s livability played into all of the initiatives, it remained a largely informal goal.

In December 2014, the city set out to change that by creating the Evanston Livability Academy for city employees. All 800 full-time staff employees were required to attend a half-day session. There were 13 opportunities due to the number of staff members and the room size. There also was the need to accommodate staff across all shifts, including police, fire, and administrative staff and water treatment plant operators.

The academy was designed to explore each employee’s role in making Evanston a more livable community and to renew their shared enthusiasm toward supporting a high quality of life for all residents.

Sustaining and enhancing livability is key to Evanston’s continued success and financial health. As city staff, we all need to be on the same page about what livability means and how achieving it fits into everyone’s job description.

Nurturing Teamwork

Before launching the academy, planning efforts were led by Evanston’s sustainability manager with input from a committee of senior-level staff representing all departments (some 10 people). In truth, the planning task took 50 percent of the sustainability manager’s time during the two-month window that was used for the majority of the planning.

Three meetings of the planning committee were held in that time along with many smaller discussions and planning activities. In-house organizers for the academy training prepared a

video with both city and community leaders describing the features that make Evanston livable.

The interviewees talked about good schools, walkability, historic character, and public art, along with the community’s strong tradition of resident engagement, commitment to volunteering, and numerous social programs. They noted how beautiful the tree canopy is across the entire city. A long-time employee who also grew up in Evanston said that the community is even better than when he was growing up, and he is proud to be both an employee and a resident.

As an icebreaker, academy sessions started out with a “marshmallow challenge.” Using only 20 spaghetti sticks, string, and tape, small groups of staff members from different departments had 18 minutes to build the tallest structure they could to support a marshmallow.

This exercise was designed to encourage cross-departmental teamwork and collaborative problem solving, while challenging participants to work together on how best to use the flimsy objects. Afterward, the teams discussed their experiences, and the organizers shared findings from other groups.

A main takeaway was that the teams needed to continuously talk through the project to make adjustments and be flexible with their design and construction. The exercise created a nice segue into showing a video with community leaders discussing their views on what factors make Evanston a great city in which to live, work, and play.

Designated staff from a variety of departments then elaborated on themes in the video with short, TED Talk-style presentations. These included facts and figures about conditions in Evanston as well as key city programs, policies, and partnerships in six areas: built environment; climate, energy, and natural environment; economy and jobs; education, arts, and community; equity and empowerment; and health and safety.

As city staff, we all need to be on the same page about what livability means and how achieving it fits into everyone's job description.

The data came primarily from information that Evanston had collected for the STAR Community Rating System, a comprehensive framework and certification program for measuring local sustainability (<http://www.starcommunities.org/rating-system/history>). The rating system was developed by some 200 expert volunteers from 50 cities and counties, state and federal agencies, nonprofits, national associations including ICMA staff, universities, utilities, and private corporations.

Evanston was part of the STAR Pilot Program in 2013. Evanston's efforts ramped up in late spring, and program certification was submitted at the end of January 2014. Our program announcement was made at the State of the City Luncheon on March 20. ICMA staff continue to support STAR communities by serving on the steering committee

and participating in the development of STAR Version 2.0.

Evanston's staff and administrators are proud of its 4-STAR [out of five] rating. But for us, the most important part of going through the STAR evaluation was to collect in one place real data on how we are doing in areas that make Evanston a great place to live. What STAR calls "sustainability" basically fits into what we call "livability." So it was a logical jumping-off point for the academy.

Presenting the information thematically rather than by department also helped city staff see their roles more holistically. "The Livability Academy highlights our strong partnerships and collaborations across many departments," says Evonda Thomas-Smith, Evanston's director of health and human services.

For the final academy exercise, participants returned to their marshmallow chal-

lenge teams to discuss ways they could make Evanston more livable in their own job duties, work collaboratively across departments, and adjust city government operations to improve livability.

These conversations generated ideas and productive information sharing. In fact, staff came up with 60 unique ideas on how to make Evanston more livable (see the "Getting Creative" ideas at www.cityofevanston.org/LivabilityIdeas).

As another example of how participants collaboratively produced valuable insights, a police officer in one discussion mentioned his difficulties trying to reach at-risk young adults in the community. A parks and recreation staff member told him about the mayor's Summer Youth Employment Program, which provides workforce training and life skills for 500 at-risk teenagers annually.

It was like a light bulb went off when they both realized that existing city programs and resources in other departments could be used to help them fulfill their mission.

In other words, they realized that everyone has a role in making the city more livable. "Today's exercise helped me see that residents are impacted by so many city employees every day. We all have an

Continued on page 20

LOW COST, HIGH PARTICIPATION, IMPRESSIVE RESULTS

DURING SIX WEEKS IN 2015, 95 percent of Fort Lauderdale, Florida's 2,214 staff members participated in a two-and-a-half hour training entitled "Climate Change and Sustainability - Science, Seriousness, Solutions." The goal of the training was to engage all staff in the city's vision plan related to adaptation and mitigation.

City staff facilitated the training, and 77 percent reported that the training made them more aware of climate change issues, while 69 percent felt that the information learned could be used during their everyday work activities. The cost to provide the training was \$16.77 per city staff member.

Following this session, Fort Lauderdale hosted staff from nearby communities to attend the same type of training. Training will also be offered to the 108 communities in the Southeast Florida Regional Climate

Compact, a globally recognized governance model that commits compact counties to foster sustainability and climate resilience at a regional scale.

Through support from ICMA and United States Agency for International Development, Southeast Florida's efforts toward regionalizing around climate action are being replicated in communities in South Africa and Tanzania.

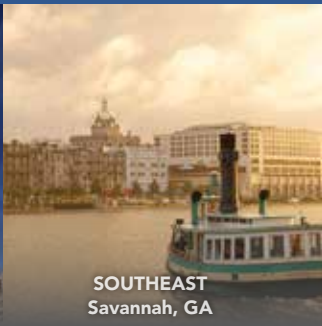
In August 2015, Fort Lauderdale was recognized in a fact sheet distributed by the White House Office of Science and Technology Policy as a prime example of a community that has implemented a program integrating the best available climate science to enhance climate literacy.

For more information, contact Nancy Gassman, assistant public works director – sustainability, Fort Lauderdale, Florida at ngassman@fortlauderdale.gov.

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SOUTHEAST
March 30–31

MOUNTAIN PLAINS
April 13–14

NORTHEAST
April 20–21

WEST COAST
May 4–5

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ICMA members, state officers, and local government professionals are invited to attend the Regional Summit in their region to network with colleagues, participate in a professional development opportunity in the form of an ICMA University workshop, discuss ICMA issues and programs, and provide feedback to the ICMA Executive Board and staff.

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March 31–April 1

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April 14–15

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April 21–22

WEST COAST
May 5–6

For more information, visit
icma.org/SUMMIT and icma.org/EPLI

ICMA

opportunity to make those interactions as positive as they can be,” says Kevin Brown, community services manager.

Working Together on Priorities

After employees attend the Livability Academy sessions, a follow-up memo was sent to staff members thanking them for their participation and sharing their ideas. Many employees said that having an opportunity to get together with fellow colleagues face-to-face was one of the most valuable parts of the experience.

Now we are all working toward addressing three ideas that repeatedly surfaced during academy discussions:

Improve internal communication.

While this can be a never-ending challenge for all local governments, the academy underscored the importance of sharing information non-electronically, especially for employees out in the field without easy access to e-mail.

The city manager visits key workplaces two times per year to provide updates on city issues and to answer questions. People wanted to have even more information shared through staff meetings, small-group meetings, and paper handouts they can keep at their work places.

In that vein, a memo was also posted in workplaces to reach employees without regular e-mail access. Digital display monitors in the service center and water plant are also being installed as a way to provide real-time information to field staff.

Improve infrastructure. Recognizing that city facility and citywide infrastructure improvements require financial resources, it was explained that Evanston has traditionally issued debt for such improvements, but current fiscal conditions call for debt reduction.

Since most of the general purpose infrastructure funds for the next three years have already been allocated to street repair and improvements, there are limited resources for new significant

STATS ON EVANSTON, ILLINOIS:

- + 75,000 population.
- + 800 full-time employees plus hundreds of seasonal workers, including summer camps and beaches.
- + 13 Evanston Livability Academy sessions.
- + 31 staff presenters.

investments in facilities. Even so, staff were invited to propose any specific suggestions for low-cost repairs or refurbishments related to livability.

Employee housing programs: One idea that gained traction during several academy sessions was to explore options and incentives for employees to be able to live in Evanston. With market pressures in the densely populated city driving up housing costs, some staff expressed dismay that they cannot afford to live in the city.

If they could be residents, staff would be able to gain new insights into ways to make Evanston more livable and feel a greater sense of civic pride as part of the community. As follow-up to the academy, a staff committee will do more research to identify resources and to develop recommendations that can move this project forward. Staff members were also invited to apply to serve on the committee.

In addition to these items, various departments will work to refine other ideas from the academy and begin implementation. These include improving travel within Evanston. The community development department has created a transportation and mobility position to implement the city’s transportation programs and coordinate across departments to improve multi-modal transportation in Evanston.

Helping employees feel connected to the community was another idea that is being implemented by several departments, including opportunities for employees to volunteer with local organizations and to participate in “fun” activities outside of the workplace. Evanston will continue to track the data staff collected for the STAR Community Rating System to measure sustainability trends and the impacts of their efforts.

Improved Connectivity

A shorter version of the Livability Academy program is being developed to use with Evanston’s many community groups. The goal will be to have a “plug-and-play” version that managers from any department can use with groups or committees to discuss livability issues affecting the community. Piloting the academy with all city employees first helped to educate staff about the livability initiative so that they feel more informed and confident in talking with the public about it.

“The Livability Academy exercise refreshed everyone’s focus,” says Dave Stoneback, public works agency director. “In many ways, it’s business as usual, but we can see greater connections between our policies and programs and work going on in other departments.”

Mayor Tisdahl explains that the academy has helped to crystallize the concept of livability so that it feels more tangible and actionable. “Our city employees work so hard on their own duties and responsibilities,” she says. “The Evanston Livability Academy helped them step back and see how their work fits into the greater mission of making our city a great place to live, raise a family, open a business, and participate in community activities.” **PM**



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HIGH-PERFORMANCE LOCAL GOVERNMENT

A memorandum to managers



To: Local Government Governing Body Members and Staff

From: John Nalbandian

Re: The Work of the High-Performance Local Governing Body

I want to share my ideas on elements that can contribute to a high performance governing body and have organized the ideas into these sections:

- Roles and responsibilities.
- Structures.
- Processes and engagement.

Each section concludes with a question for readers to ponder and perhaps use at a retreat for elected officials.

Roles and Responsibilities

Under this heading, you might expect a discussion of the governing body’s responsibility for policy making and big picture thinking, while deferring to staff for administration and management. While this consideration is important, I want to point you in another direction.

In some ways, the most basic issue regarding roles and responsibilities for councilmembers is whether—or maybe when—they will act in their role as representatives of constituencies—customer service representatives—in contrast to acting as “trustees” of the community.

A trustee has a significantly different role than a customer service repre-

sentative—sometimes acting in ways contrary to customers’ and residents’ wishes. The interesting challenge is that councilmembers are charged with fulfilling both roles and, unfortunately, there is no common guidance as to when a councilmember should act in one role as opposed to the other.

The failure of governing body members to acknowledge and discuss the differences in these roles can easily lead to confusion and conflict. Without an appreciation for the two roles, the conflict can be misinterpreted and inappropriate motives ascribed to those with whom one disagrees.

Fulfilling one role as opposed to the other has implications for both council dynamics and council-staff relations. My experience as an elected official and adviser with many jurisdictions suggests that while staff acknowledge and accommodate council’s representative role, they are inclined to show more respect for council as trustee.

The trustee council role is more consistent with the orientation that staff has toward its own work. Thus, the discussion of representative versus trustee role is not only important among council, it can be fruitful in engaging council-staff discussion.

Question: Do the council and the staff respect the trustee as well as the representative role? What triggers one role versus the other?

Structures

In both urban and rural areas, collaboration between governments is becoming an imperative. This is not just a fad; it is the result of an understanding that today’s challenges do not respect jurisdictional boundaries often established years ago. The nature and scope of problems change, and the structures designed to deal with the problems must change as well.

This proposition is based on an understanding that problems should drive structures—roles, relationships,

THE FAILURE OF GOVERNING BODY MEMBERS TO ACKNOWLEDGE AND DISCUSS THE DIFFERENCES IN THESE ROLES CAN EASILY LEAD TO CONFUSION AND CONFLICT. WITHOUT AN APPRECIATION FOR THE TWO ROLES, THE CONFLICT CAN BE MISINTERPRETED AND INAPPROPRIATE MOTIVES ASCRIBED TO THOSE WITH WHOM ONE DISAGREES.

and processes—rather than vice versa. In an urban area, for example, it makes little sense for each jurisdiction to have a separate transportation policy. But the same idea holds in rural areas where perhaps a hospital for every rural jurisdiction is not sustainable.

The proposition that function should drive structure is not only applicable in obvious arenas like transportation and environment, but it also challenges our approach to economic development when every jurisdiction in a metro area acts as if it has its own economy.

Furthermore, it is just as applicable when looking at an organization’s internal structure as it is when considering interjurisdictional relationships. If starting anew, would a contemporary analysis of 911 calls lead to police, fire, and EMT delivery systems we currently and commonly employ?

Question: Do you foster an organizational and community culture that focuses first on the problems to be solved, and then adapts the structures of service delivery, or do the service delivery protocols have a life of their own?

Processes and Engagement

While our acceptance of more resident engagement is widespread and acknowledged as needed, I think its dimensions are not well understood.

I want to go beyond providing more avenues for residents to express their views. I think those opportunities are plentiful. Missing, I think, are forums where advocates or naysayers are encouraged to consider the consequences of their views.

One of the most effective expressions of a deliberative view is a budget exercise that forces participants to allocate X amount of money between Y services with the acknowledgement and full understanding that allocating more for one service will reduce resources available for the others.

Further, just as in the previous section where I argue that problems to be solved should determine structures to solve them, the same can be said about engagement. Is the goal to inform residents? Consult with them? Empower them? The

goal should determine the technique or methods.

Question: Do you have forums where citizens are encouraged to consider the consequences of their views, or are your efforts mostly aimed at providing additional outlets to express those views? **PM**



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BY JEFF DAVIDSON

FOCUS, FOCUS, FOCUS

How to keep interruptions at bay

You have found yourself being interrupted in the course of a work day with greater frequency. How do I know this to be true? We've all experienced it, including myself. Interruptions are now the chief impediment for people when it comes to getting things done. Worse still, interruptions are on the rise!

In 2011, a survey by U.S. technology research firm Basex revealed that interruptions account for 28 percent of the typical career professional's workday. On average, employees typically get only 11 minutes to focus on any one task before they encounter another interruption. Then, on average, another 25 minutes are consumed before returning to the original task or project, if it happens at all on that day.

While some people are specifically hired to be interrupted—front desk personnel come to mind—most career professionals, most of the time, have more leeway over their schedules, when they need to be available, and when they prefer not to be.

Bombarded and Battered

Why do so many people allow themselves to be bombarded by interruptions around the clock? In a single word: fear. They fear that if they are not readily available, opportunities will pass them by. They fear that if they are not instantly responsive, they will be regarded as less competent.

These erroneous notions likely strike deep into the mind and emotions of many local government professionals. Yet, to do your best work often requires being able to give your complete and undivided attention to the task at hand, not only being free of interruptions, but knowing in advance that you will not be interrupted.

The notion that you might be interrupted during a given task might impede your productivity and possibly inhibit you from beginning in the first place.

The most productive members of society, in one way or another, gravitate to the idea that they must safeguard their work environment and determine in advance how and when they can be reached. These highly productive individuals recognize that working in the face of constant interruptions takes a toll. The loss of focus and concentration, as well as overall productivity, is simply not worth it.

What do highly productive managers do to stay productive, keep interruptions at bay, and still remain in the communications loop? They keep their communication technology at hand and periodically check to see who has left a message, and then immediately turn back to the task at hand.

By briefly monitoring the calls and text messages that come in, but not responding to them, they are able to quickly turn back to their work and make good progress.

Workable Strategies

If you monitor your messages every five or 10 minutes, increase the interval to 15 or 20. In the grand scope of things, that's not a big deal in terms of staying informed, while at the same time affording you the ability to stay focused and accomplish great things. Then, increase the interval to 25 minutes. You'll accomplish even more.

On those rare occasions where you monitor your messages and something requires your immediate response, by all means, get in touch with that party. To not do so would create more anxiety than you need to experience.

Decide in advance which correspondents and which type of messages truly represent that which merits your quick response. If you're honest with yourself, you're likely offering rapid responses three or four times as often as you need to based on the nature of the communications you receive.

A 60 to 80 percent reduction in rapid responses, combined with your ability to return fully to the task at hand, will make a dramatic difference in your productivity.

Safeguard Your Attention

For some part of each day, you need to have a 30-minute period, if not 60 to 90 minutes, when you cannot be reached by external correspondents. This simple measure will make a notable difference in your family life, with friends, and even among professional colleagues.

Your personal attention is one of the greatest gifts that you can give to others. When you allow yourself to be constantly interrupted, you dishonor them and do a disservice to yourself. Being constantly interrupted isn't pretty, and allowing yourself to be constantly interrupted is even worse.

Fortunately, by learning and practicing some new habits, we can all safeguard our personal environments for significant stretches throughout the day so that we're free from interruptions and stay focused, attentive, or simply engaged. **PM**



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author and presenter on work-life balance, he holds the world's only registered trademark from the United States Patent and Trademark Office as "The Work-Life Balance Expert."®

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BY RICK DAVIS, ICMA-CM

IN TRANSITION?

How to emerge as a stronger manager



Most local government managers are eventually going to experience bumps along their career path. These may manifest themselves as fiscal or natural crises, dysfunctional elected bodies, or a host of other things that may cause us to rethink whether we have selected the right career.

Indeed, our profession can present us with a literal roller coaster of emotions and obstacles. The one experience that nearly all managers try to avoid, though, is the one that we commonly call “in transition.”

Having been there myself, and having watched my colleagues pass through the same experience over the course of two decades in city management, there is advice that I believe I’m qualified to offer. Which I believe, if employed correctly, will allow a manager to not only endure temporary separation from active management, but also emerge in a better situation.

Don’t Beat Yourself Up

First and foremost, before you can move on, you need to realize that there are a thousand reasons why a manager may have to transition, and nearly all of them have nothing to do with your competency. One of the more destructive things a manager can do when separated from his or her organization is to spend precious energy second-guessing and endlessly reviewing what could have been done differently before the separation.

Discipline your thoughts, and keep your eye on the future. Do this regardless of whether you were terminated by an elected body, your contract was not renewed, or you voluntarily resigned. While your thoughts are in the past, you will not be able to move forward.

Develop a Plan

Just like you have been trained to do over the course of your career, take

ample time to evaluate the situation and develop a rational plan. Because emotions are high at this time, you will want to seek out the advice of your spouse or partner and/or other family members, including a mentor or someone in the profession whose opinion you respect. Also talk with trusted friends and others you know who have your best interests at heart and who can help you emotionally navigate the situation.

The common inclination once a person has lost his or her job is to flood the job market with resumes and applications. Do take time to evaluate your options, considering potential organizations carefully. The fast approach is rarely successful.

Stay Out of the Fray

When a manager transitions, it’s pretty big news. It’s likely that quite a few people will emerge, some in or through the media, who are going to take the opportunity to say things and write things that are of course not true and perhaps downright nasty.

Our profession, meanwhile, is one of the most dignified and, I daresay, respected professions. The vast majority of your family, friends, colleagues, and residents will expect you to continue to behave as a local government manager would behave. Avoid petty fights and protect your dignity.

Not every comment needs to be countered unless it is truly impeding your ability to find another job. Realize that most people understand how almost neurotic local politics can become. What they may not understand is why you chose to enter the fray.

Keep a Routine and Remain Engaged

My wife and I have always maintained an office in our home. Soon after transitioning from the city where I had been working, I reported to this home office at 8 a.m. every morning to begin my work for the day, and I didn’t go to work in my pajamas!

ONE OF THE MORE DESTRUCTIVE THINGS A MANAGER CAN DO WHEN SEPARATED FROM HIS OR HER ORGANIZATION IS TO SPEND PRECIOUS ENERGY SECOND-GUESSING AND ENDLESSLY REVIEWING WHAT COULD HAVE BEEN DONE DIFFERENTLY BEFORE THE SEPARATION.

Just as I had been doing for years, I used my lunch hour to get some exercise, and I returned promptly to work afterward. Meanwhile, I filled my day with a variety of tasks.

To be sure, at least half of my day was filled with evaluating potential positions and applying for those that I thought fit the parameters that my wife and I had established. A lot of my day, however, also involved outreach to my colleagues. They all knew that I had transitioned, but I let them know that I was available during this time to assist them in any way they thought appropriate.

Many of your colleagues, and take my word for this, will find ample ways for you to remain engaged in the profession during your transition. It is absolutely crucial that you remain connected. That's why I also maintained my membership in the local management association and attended as many events as possible.

Not only is this tactic emotionally necessary, but remember that some of your fellow managers may be called upon by a recruiter to provide an evaluation of your competency and standing in the management profession. It doesn't hurt to remain in the good graces of your fellow managers.

Take Care of the Physical and Spiritual

When you don't have something externally driving you every day, the temptation will be there to neglect some aspect of your life and pay lopsided attention to simply becoming employed. Please understand that your

capabilities to meet this objective are going to be heavily influenced by how well you have cared for other dimensions of your life.

The time during which you are transitioning presents an opportunity to regularly, as Steven R. Covey puts it, "sharpen the saw." Make exercise and a healthy diet part of your daily routine. Your emotional self cannot disconnect from the physical condition of your body. You are going to need to feel physically good and mentally sharp during this time.

Next, take regular time to read, meditate, pray, or engage in any other activities that build your spiritual capabilities. This includes paying attention to the needs of your spouse or partner. Remember that he or she is also going through a rough time. You are unlikely to perform well in any interview if your physical, spiritual, and emotional selves are in shambles.

Being in transition is nothing to be ashamed about. Most managers who pass through a job loss usually emerge in a better place. Getting to that better place is going to require that you proactively employ tactics that minimize the emotional and potentially physical toll such a career dislocation can cause.

At the same time, maximize your chances for emerging as a stronger manager with an organization that is a better fit for you. **RM**



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BY JAMES WICKMAN, ICMA-CM

WHAT I LEARNED AT HARVARD

The best of knowledge and know-how

When the manager goes to a three-day conference, the office buzzes with sighs and eye rolling over the anticipation of newfangled fiats to follow. Now, imagine that the manager leaves for three weeks to go to Harvard! Staff’s collective imagination and fretting could very well cause spontaneous combustion.

Last year, I was blessed with the opportunity to attend the Senior Executives in State and Local Government program at Harvard University. Studying at the John F. Kennedy School of Government proved to be a once-in-a-lifetime experience. For this experience, I owe thanks to the Taubman Company Fellowship for Executive Excellence through the Southeast Michigan Council of Governments.

What Did I Learn?

I have been asked numerous times what I learned and have found my words lacking. It is difficult to distill three weeks of intense education into a coherent

response. In the end, however, there are no wholesale changes. Just simple, incremental improvements to what managers already do well.

Don’t get me wrong. I had plenty of aha moments. I was duly reminded of common sense and gained new tools. I also learned logical frameworks for principles that you might already know and just did not realize there was an entire school of thought from which to further benefit.

String all of that together for three full weeks, within a well-designed ecosystem of people and learning, and I found myself thoroughly reinvigorated for professional focus. Here is my list of major takeaways from the three-week program that are simultaneously simple and profound to me:

1 Be a student of our founding fathers. There is much to learn about the thoughts behind their words. It applies to all levels of government, big and small.

2 Relationships matter. Invest yourself in others sincerely.

3 There are no leaders, just exercises in leadership. It’s about choosing effective behaviors.

4 Listen. Covey nailed it: “Seek first to understand, then to be understood.” The best decisions and solutions are born from this.

5 Elicit multiple perspectives. Don’t get stuck on one idea.

6 Be positive. Focus encouraging energy in your interactions and messaging to both staff and residents. There is a world of difference in the response.

7 Focus. Try to have no more than two major priorities in front of you at any one time.

8 Be prepared for windows of opportunity. Many brilliant ideas are wasted or lost for lack of preparation and discernment for the right time to take action.

9 Are you offering value to the public in return for their tax and trust? Ask this for all you do.

I can’t possibly do justice to these nine points by summarizing. In fact, each word evokes deep and rich reflections for me that the reader could not possibly know or understand. So this list is of more value to me than it is to others. I look forward, however, to fruitful conversations I might have with readers in the future, on any or all of these thoughts. **PM**

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