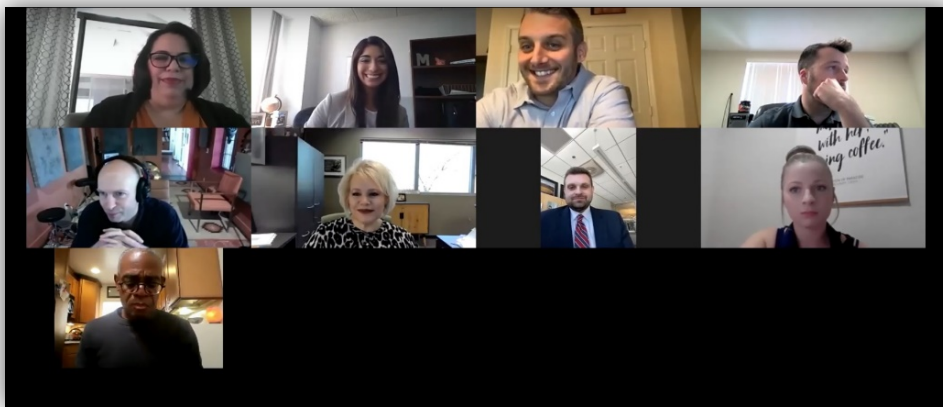


Student Connections: 4 Steps in Your Public Service Career

The University of Arizona ICMA (UAICMA) Chapter recognizes the importance of providing students with the tools needed to succeed in municipal management. As a way to integrate students with local government within the remote world, UAICMA organized a 4-part webinar series to help current students connect with recent MPA graduates, as well as seasoned and executive level, local government professionals from across multiple fields, to discuss current and future challenges for local governments, and to establish recurring mentorship opportunities for students.

The first series event hosted by UAICMA was dubbed "From Interns to Professionals", which was a virtual panel consisting of six MPA/MPP Alumni who have completed semester or year-long internships with the Town of Marana or Town of Oro Valley, in AZ. This event took place during the fall semester, with 20+ students attending. This meeting allowed students to connect with recent graduates of the UofA MPA/MPP Program that are now working in local government in various fields. This event was so popular that it resulted in 5 new members joining the UAICMA Chapter, and created the desire to consistently connect with alumni, which led to the next event, the Student-Alumni Mentorship Program.



The second event, the Student-Alumni Mentorship Program, involves past MPA/MPP and UAICMA Alumni, and allows them to assist students with career guidance, project advice, and to learn about broader career paths in municipal

management and

public administration. The Student-Alumni Program featured 5 mentors, and approximately 15 students as mentees, who virtually met twice over the course of the semester as part of this event, and had the opportunity to have open communication with their assigned mentor as a way to remain connected during the pandemic, and to build a long-term professional relationship.

Celebrating Women in Delaware Local Government: Conversations with City/Town Managers

University of Delaware (UD) ICMA Student Chapter
March 26, 2021 Virtual Zoom Event

Topic: Celebrating Women in Delaware Local Government

As the 1st place winner of [ICMA's 2019 Best Chapter Event](#), and one of four winners of [ICMA's 2020 Best Chapter Event](#), the [University of Delaware \(UD\) ICMA student chapter](#) was challenged to plan innovative, virtual events during the 2020-21 academic year.

One event was planned to honor Women's History Month and connect, engage, and involve the next generation of local government leaders. On March 26, 2021, the UD ICMA Student Chapter—in collaboration with Delaware Women Leading Government (WLG)—hosted a virtual Zoom event. It was designed to inspire students and spark living history conversations with seven dynamic women city and town managers in Delaware:

- Deborah (Debbie) Botchie, Town Manager of Millville
- Sara Bynum-King, Town Manager of Delmar
- Bethany DeBussy, Town Manager of Bridgeville
- Carol Houck, Town Manager of Ocean View
- Sharon Lynn, City Manager of Rehoboth Beach
- Terry Tieman, Town Manager of Fenwick Island.
Terry is also an ICMA Executive Board member and ICMA Northeast Region Vice President
- Ann Marie Townshend, City Manager of Lewes.
Ann Marie is also President of WLG and UD ICMA Student Chapter Mentor

Zoom invitations were sent to student chapter members, students within the Biden School of Public Policy & Administration, alumni, the City Management Association of Delaware, Delaware Women Leading Government, Delaware Municipal Clerks Association and ICMA Student Chapters. The virtual event was promoted via social media and a YouTube video.

Three UD ICMA Student Chapter members—Cara Gannon (MPA '21), Rachel Widom (MPA '21), and Christine Moore (MPA '21)—helped to plan the event. They developed questions and conducted panel interviews with Delaware's women managers. Conversations focused on:

- Navigating diverse career pathways;
- Facing and overcoming challenges in leadership positions;
- Increasing the number of women in local government executive positions;
- Advising others seeking to begin or advance their careers in local government; and
- Cultivating a more diverse workforce in local government.

Involvement

Over 65 local government management professionals and UD ICMA student chapter members attended the event! Attendees heard insights, perspectives, and inspirational stories of the seven women managers who are leading the way to create and maintain resilient/livable communities in Delaware.

Impact

The virtual event was an outstanding success! Attendees learned that while 20 percent of appointed city and county managers in the United States are female, almost half of Delaware's town and city managers are women. Lewes City Manager Ann Marie Townshend noted, "I think the fact that we have a lot of women in leadership positions throughout the state, women are positioned to do well going forward."

The event was covered by WRDE Coast TV. UD alum and broadcast journalist Mallory Metzner published a [news article](#)...

...and featured the [story](#) on WRDE's March 26, 2021 evening newscast.

The event also generated favorable social media buzz!

View the [video](#) (1:08:53) of the entire event!

The "[UD ICMA Student Chapter - 2021 Best Chapter Event](#)" Adobe Spark page may be viewed at: http://bit.ly/UD_ICMA2021_BestEvent.

Grand Valley State University Best Chapter Event Contest Submission

This year, as President of the ICMA Student Chapter at GVSU, my goal was to connect students with the many many wonderful opportunities being offered not just by ICMA, but by other professional organizations as well. One of my absolute favorite things about city management is the tight knit community and the strong desire for a legacy of leadership. I remember at the Annual Conference in Nashville, our student chapter drove down to attend. Some of the other students and I were at dinner, and we had multiple people from the conference approach our table, thrilled to see students. They each spent time with us, offered connections and ideas and recommended readings: they took the time to get to know us, and wanted to pass on the opportunities that we all have in municipal government to learn from each other.

Thinking of that experience, I wanted to bring that same energy to our student chapter this year, and so much of my focus was about connecting students to opportunities. Moreso than doing this on an individual basis, we also wanted to do this on a larger scale, and provide a starter pack for all things local government. And so the Michigan Emerging Leaders Conference was born. We partnered with Central Michigan University (Chris Frazer) and Oakland University (Adam Owczarzak) to produce this event!

The three of us went through many iterations of what it means to provide a starter pack of all that you need to know, and the many ways in which it was difficult to plan a conference in a pandemic, but in the end we had the following events.

- A presentation by Retired Finance Director, Karen Lancaster (City of Ann Arbor) entitled “8 Things About Finances Every Local Government Manager Should Know” because at the end of the day, we have to know finances, and whether or not we can maintain financial solvency is key to service provision.
- Presentations by representatives from ICMA, Michigan Municipal League, Michigan Municipal Executives (ICMA’s state affiliate), Emerging Local Government Leaders, Local Government Hispanic Network, National Forum for Black Public Administrators, International Network of Asian Public Administrators, and the National Association of County Administrators: because we could never do what we do without our partner organizations, and the depth of assistance they offer us is unmatched.
- Breakout Rooms on Job Negotiations, Getting a Job, Planning and Zoning, Economic Development, Diversity, Equity, and Inclusion, Transportation Policy, Sustainability, Public Safety, Public Works, Clerking, Managing Counties, Managing Townships and Villages, Managing Large Cities, and Managing Small Cities: with 15 different Managers and other professionals available to let students ask them anything in a smaller setting because sometimes you just need to be able to ask questions. Students could jump around breakout rooms at will, and we received feedback from many regarding job shadows and internships, and other great connections they made with these mentors.
- A labor negotiation simulation game written by Manager Frank Petersen (City of Muskegon) in which students got to practice collective bargaining because some things can’t be learned in a textbook.

Overall, we had 116 students attend, and not just from Michigan. We had students from New York, California, Illinois, Indiana, Wisconsin, Georgia, Kansas, and other states, as well as international students from Nepal and South Africa. Students loved the opportunity and asked us to provide this opportunity again. It was such a fun experience, and I know I will remember this conference for a very long time.

**CMU Chapter Co-hosting Virtual
Conference for Student Professional
Development:
“Michigan Emerging Leaders Student Local
Government Conference”**

Central Michigan University (CMU) ICMA Student Chapter co-hosted its first annual conference in collaboration with the other two Michigan-based ICMA student chapters at Grand Valley State University and Oakland University on February 19, 2021. With the conference title being “Michigan Emerging Leaders Student Local Government Conference,” the goal of the conference was to provide students and emerging local government leaders with meaningful professional development and networking opportunities by bring them together with current local government leaders at different points of their career.

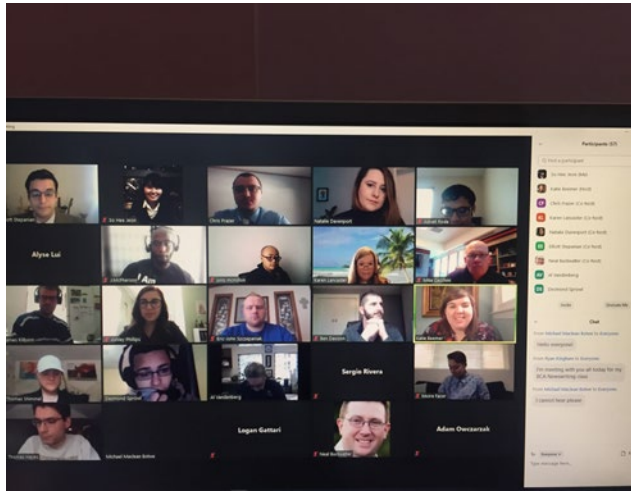


To maximize participant’s experience, the half-day virtual conference consisted of four sections:

- The first section was a keynote speech from Karen Lancaster, a former Finance Director for the City of Ann Arbor. Ms. Lancaster discussed the eight key financial things every manager should know. The presentation demonstrated the

- knowledge of finance in the public sector and how to be aware of financial activity when working in both city and county management.
- Next, representatives from numerous professional organizations such as ICMA, Michigan Municipal Executives (MME), Engaging Local Government Leaders (ELGL), and the National Forum for Black Public Administrators (NFBPA) shared various good opportunities and benefits available for local government students and emerging leaders.
- The third section was where 25+ established local government leaders from across Michigan shared their advice with students and emerging local government leaders in break-out rooms. Each break-out room had different topics such as (a) interviewing and negotiation, (b) planning, economic development, and sustainability, (c) diversity, equity, and inclusion, (d) managing large cities, (e) managing townships, villages, and counties, (f) public services, and so on. Participants chose the break-out rooms they wanted to attend and interacted and networked with established local government leaders and other participants.
- Finally, all attendees participated in a real-world employee-management bargaining simulation game. In the game, participants were broken into small groups. Each group had assigned roles and discussed what they would do in their respective roles. After the end of group discussions, the participants acted in

their roles to determine what the outcome of the bargaining would be.



The virtual conference was very successful with well over 100 participants from across the United States and some from abroad. The event was held over Zoom and gave everyone in attendance the ability to engage with both students and local government managers all from the comfort of their living rooms. Chris Frazer, the CMU ICMA Chapter President and a key contributor to the event, stated that it was a conference like never before: “This conference was like nothing seen before. The pandemic hit universities across Michigan and across the United States hard. It was difficult to get people together to talk about ideas and discuss the latest topics in city and county management. Thankfully, with the help of communication software like [Microsoft] Teams, [Cicso] WebEx, and Zoom, we have been able to figure out a way to keep in touch with one another. We came together with the help of Zoom and made the event possible. I’m very happy with the result of this conference.”

Innovating Chapter Activities in a Remote World and Inspiring the Future Women of Public Administration

To promote efforts of diversity and inclusion within the Appalachian State MPA program, we took the initiative to coordinate and plan an in-person networking event focused on women leadership in public administration. However, the global outbreak of COVID-19 has and will continue to pose significant challenges at all levels, and like many in-person events scheduled in 2020, the world paused, and everything went virtual - including our event focused on women leadership. Fortunately, this event was a passion project for those planning it, and we did what needed to be done to innovate, pivot, and ensure that the event still happened, even virtually.

Our MPA program's first-ever virtual event, "*Closing the Gap: Inspiring the Future Women of Public Administration*," placed an important focus on advancing women in the field of public administration and featured panelists and facilitators who are exemplars of women public servants. Our virtual event received overwhelmingly positive feedback and had around 100 participants; we have hosted many virtual events since.

The event began with panelists walking us through their professional history and accomplishments followed by one piece of advice they wished they'd known as they were beginning their career. Finally, we asked for the most important thing they learned as an MPA student. For this portion, our panelists featured successful alumnae who held varying positions and had different experience levels. The panel featured a County Manager, Associate Dean for the College of Workforce Development at a large community college, and a Director of Marketing. Choosing distinguished recent alumnae with varying positions and experiences was important to our planning, as we wanted to diversify our panel and promote inclusion both within and outside our event.

Following the main group discussion, we put everyone in breakout rooms to network and discuss advancing women in the field, and each group was assigned a brief article to read in advance to help spark discussion. Our program has four concentrations: Local Government Management, Nonprofit Management, Administration of Justice, and Public Management, and we chose articles that matched various concentrations and interests. The focus of the selected articles was on male allies, why we need more women running our local governments, women in criminal justice, advice to change the world from 6 women nonprofit leaders, and why diverse companies outperform their peers. Small group discussions were led by distinguished alumnae, and like our panelists, held varying positions and had different experience levels. Bryan Gertz, an MPA student and attendee, said "the event allowed for a great opportunity for reflection and growth for people of all genders. I believe that hearing of the contributing factors to both the successes and failures of these women left all attendees with a desire to be more thoughtful in how we interact with one another, regardless of our intentions."

While this event was extremely successful because of the number of participants and positive feedback, it was also the best chapter event of the year because we started a crucial conversation on diversity and inclusion both within our program and the profession. Not only has COVID-19 posed a year of challenges for in-person events, but the pandemic has also exacerbated and highlighted inequalities. A recent report from the Center for American Progress estimates that COVID-19 could set women's workforce progress backward an entire generation, and of the almost 10 million jobs lost since last February, women have accounted for a staggering majority of them. As public servants, we understand and emphasize the importance

of uplifting *all* members of our communities, and this starts by ensuring that we are taking real steps toward promoting diversity and inclusion within our chapters, programs, and public administration as a whole. Our chapter event intended to begin this crucial conversation, and our program does not plan on stopping this conversation any time soon, virtually or not.

The ICMA chapter at Syracuse University – Maxwell School of Citizenship and Public Affairs held almost all our events virtually in 2020-2021. Still, we found ways to innovate our activities in a remote world. We created a “Conversations with Senior Managers” series of events where we invited local government leaders to speak with our chapter over Zoom. We held these events about once per month, and they featured speakers from a variety of localities and subject areas. Our most significant event was with the Deputy Mayor of Syracuse, Sharon Owens, held on March 4, 2021.

Sharon Owens serves as Chief of Staff to the Mayor and oversees a number of departments as well as the City of Syracuse’s inclusion, diversity, equity, and accessibility (IDEA) initiatives. After a long career in the non-profit community development space in Syracuse, she brings a perspective to her role that is grounded in professional practice.

SYRACUSE UNIVERSITY ICMA PRESENTS

A Conversation with Deputy Mayor Sharon Owens

Deputy Mayor for Syracuse, New York

MARCH 4 | 10 AM
VIA ZOOM (LINK VIA FB OR PAIA LISTSERV)

FOR MORE DETAILS CONTACT TESSA SONTHEIMER AT
TSONTHEI@SYR.EDU OR CHECK OUT OUR FACEBOOK PAGE
@ICMASYRACUSE

Image source: <https://thefacesofsyracuse.com/deputy-mayor-sharon-owens/>



We invited Deputy Mayor Owens to speak to our chapter for a few reasons. As future employees of local government, our chapter wanted to learn from political appointees as well as city managers. In the northeast, where we are located, the strong-mayor system of government has a strong presence, and the relationship between elected officials and career staff is a frequent topic at ICMA conventions. In addition, we were eager to hear about Syracuse’s IDEA

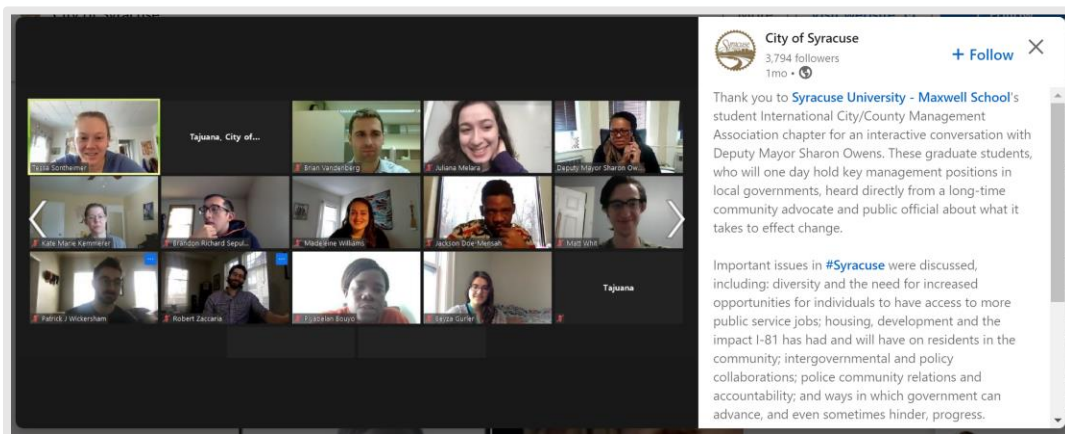
initiatives, as this topic is a crucial one for governments to grasp. It also related to Maxwell’s MPA Colloquium theme for this year.

Although Deputy Mayor Owens works just a few miles away from the University, hosting the event online made it easier to fit into the political appointee’s busy schedule. It also meant that remote students were able to attend. The Deputy Mayor spoke with our group for about an hour, in a candid conversation that covered everything from the state of policing in the city, to plans to address the notorious I-81 overpass, to her personal and professional philosophy towards city management.

“Her honesty and frankness on some of the most complex and sensitive issues in local government was downright refreshing and, even more, inspiring,” said Matt Whitmoyer, chapter Secretary.

The event was a resounding success. Fourteen students attended, including several who had not attended an ICMA event in the past. All were attracted by the Deputy Mayor’s strong reputation and profile on several recent local projects. Some of the first-time attendees went on to attend another event in the spring.

We were honored to host a public official for such a candid conversation, and the City of Syracuse even gave us a shout-out on their [LinkedIn page](#). This event could not have happened in person, and for taking advantage of the online format to engage with a local leader, we believe that our conversation with Sharon Owens, Deputy Mayor of Syracuse, is deserving of the ICMA Student Event of the Year.



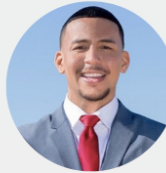
Best Chapter Event Submission - Black Professionals Panel

In recognition of Black History Month, the UGA ICMA Student Chapter held a panel highlighting the voices and experiences of Black Public Service Professionals on February 25th, 2021 from 12pm to 2pm. At this event, students were able to hear from 4 Black Professionals in the state of Georgia: Antonio Brown (Atlanta City Council Member), Krystle Cobran (Inclusion Officer of Athens-Clarke County Unified Government), Nathaniel Smith (Founder and Chief Equity Officer of Partnership for Southern Equity), and Tangela Beard (Executive Director of Project Safe). This panel was held virtually via Zoom, an innovation which allowed the Student Chapter, student participants, and panelists additional flexibility when planning for and attending the event. Overall, the panel was very successful and was attended via Zoom by 33 students of varying academic and cultural backgrounds. When planning this event, the UGA ICMA Student Chapter took full advantage of the benefits of remote activities, such as more opportunities to collaborate and the ability to make our content more accessible to a wide range of students.

During the panelist introductions, the audience was able to learn more about each individual's career path in public service and job responsibilities. Panelists also discussed the impact of the COVID-19 pandemic on their work and organizations, paying particular attention to how these challenges led to lessons on the impact of their work and which adaptations they expect to continue post-pandemic. Aside from pandemic-related challenges, students also learned about different personal and professional challenges that each panelist faced throughout their career, providing advice to students on topics ranging from managing personal crises to burnout and work-life balance to the specific skills needed to be effective leaders in their organizations. This advice was extremely relevant to the career-related concerns of participating students and helpful for attendees at all stages in their careers. One particularly enlightening piece of advice given by panelists came from Nathaniel Smith and was echoed by the rest of the panel; Nathaniel described public service leadership as taking part in a relay race, highlighting both the limits of individuals or specific organizations to single handedly address community issues and the importance of collaboration and cooperation in their efforts to improve their local communities. A short question and answer session after the panel also allowed students to ask panelists about specific aspects of their organizations or career, helping students to both network and better learn from experiences shared by the panel members.

The ICMA Student Chapter at the University of Georgia has worked to strengthen its relationships with other student organizations this past year, with these efforts culminating in multiple collaborative events. This event required significant inter-organizational coordination, as it was hosted in collaboration with the University of Georgia Graduate Student Association, the UGA Student Chapter of the Young Nonprofit Professionals Network, and the School of Public and International Affairs Honors Society of Diversity, Equity, and Inclusion. While the UGA ICMA Student Chapter Events Chair Shayla Lee spearheaded most of the event planning, this collaboration allowed the event to reach even more students to introduce them to local government and how various public service professions can positively impact local communities. In addition to broadening the student audience for this event by working with multiple student groups, the event's virtual format made the panel more accessible for students to attend. This panel was also recorded and made available to those that were unable to attend the live event.

Black Professionals Panel



Antonio Brown
Atlanta City Council Member



Krystle Cobran
Inclusion Officer,
Athens-Clarke County
Unified Government



Nathaniel Smith
Founder & Chief Equity
Officer, Partnership for
Southern Equity



Tangela Beard
Associate Director of
Project Safe

Registration required
u.ma/black-professionals-panel

Feb 25, 2021

12:00p - 2:00p

Virtually on
Zoom



Graduate Student Association
UNIVERSITY OF GEORGIA



Hosted by



student chapter
University of Georgia



ynpn | young nonprofit
professionals network
building a diverse and powerful social sector

Image: An event flyer for the Black Professionals Panel, which includes headshots and positions of each panelist, the logos of all co-sponsoring student organizations, and the date and time of the event.



Image: A screenshot from the panel event. The top row includes (from left to right) Tangela Beard (Associate Director of Project Safe), Sara Del Valle (Panel Moderator and ICMA Student Chapter President), and Nathaniel Smith (Founder and Chief Equity Officer of Partnership for

Southern Equity). The bottom row includes (from left to right) Krystle Cobran (Inclusion Officer of Athens-Clarke County Unified Government), Antonio Brown (Atlanta City Council Member), and Shayla Lee (Event Organizer and ICMA Student Chapter Events Chair).

The UGA ICMA Student Chapter can be reached on the following platforms:



Instagram: [@UGA_ICMA](https://www.instagram.com/UGA_ICMA)



Facebook: [@ICMA.UGA](https://www.facebook.com/ICMA.UGA)



Email: outreach.ugaicma@gmail.com

BUILDING RELATIONSHIPS & RESILIENCE ACROSS THE URBAN-RURAL CONTINUUM



sister chapter
joint panel

ICMA

student chapter

at the University of Texas at Austin

ICMA

student chapter

Texas A&M University

The Orange and Maroon Event of the Season!

In a year in which connection was needed more than ever, two ICMA student chapters in Texas saw an opportunity to utilize the newly virtual environment to unite. The University of Texas at Austin and Texas A&M University might be considered rivals on most fronts, but their two ICMA student chapters, composed of future government leaders, recognized that management is done best together. The sister chapters met virtually, first to get to know one another as new student chapters, but then later to create a joint event after discovering many commonalities in their interests and issues faced. Students at both campuses expressed their interest in learning from their counterparts and highlighting the strengths brought by communities across the rural-urban continuum. The student chapters decided to host a joint panel on city and emergency management to explore these relationships. Texans have experienced a tumultuous year together by facing a pandemic, racial injustice, and deadly storms, regardless of any perceived rural-urban divide.

The Panel Event: *Emergency Management, Communities, and Relationships*



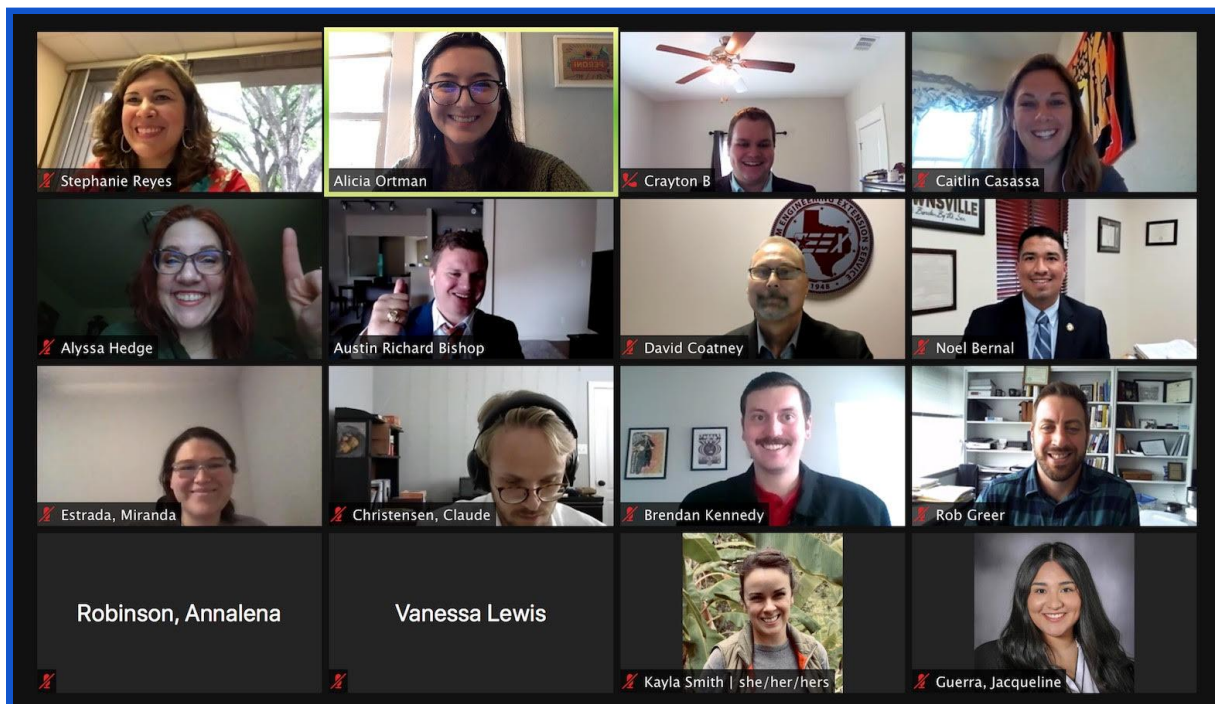
Our conversation with the panelists began with learning how city managers can leverage their respective strengths when responding to a challenge. Noel Bernal, City Manager of Brownsville, Texas, stressed the importance of knowing what strengths lie in your community, even the lesser tangible assets like culture. Noel highlighted different assets that aided Brownsville during the pandemic. The City of Brownsville has EMS firefighters who can administer vaccinations to high-risk individuals, and they have great relationships with healthcare organizations. Stephanie Reyes, Assistant City Manager of San Marcos, Texas, reiterated the importance of knowing your community and having good relationships with external organizations, like social services providers. David Coatney, Agency Director of Texas A&M Engineering Extension Services (TEEX), added that developing networks in non-emergency times can help, especially with entities in different fields.

Cities: A Resource in Times of Need

In the past year, cities in Texas have faced severe challenges like COVID-19 and the 2021 winter storm Uri. Stephanie spoke about how San Marcos set up a 911 center to aid in taking calls from citizens. Even in the aftermath of the storm, the City kept the call center in place and encouraged citizens to call if they needed basic supplies like food or water. In the days after the winter storm, Stephanie recalled how another city employee gifted milk out of her fridge to help a resident with an infant. Compassion in public service is demonstrated through cities across Texas. Noel spoke about how the City of Brownsville worked to show its residents that their city can help in times of need by providing food and water, COVID-19 tests and vaccinations, as well as broadband access. David highlighted the role of leadership in challenging times for organizations. Managers should display character and be approachable so that employees can communicate effectively.

Walking the Talk

Our panelists concluded by sharing their advice for students entering the field of municipal government. David discussed the importance of “walking the talk” by modeling the behavior leaders want to see and always treat people as equals. Stephanie highlighted the value of being approachable, the importance of being willing to hear other perspectives, and how much your reputation will impact you. Noel finished the panel by speaking about how careers in local government require a lot of adaptability and how knowing your values can guide your path.



The Takeaway: Relationships Matter

This fantastic dialogue between city and emergency managers and the next generation of public servants was received tremendously well. Both schools received glowing reviews from all who attended. In fact, one advisor from the Bush School said it was one of the few times the University of Texas and Texas A&M schools worked together, rather than competitively, in recent memory! This newly established sister chapter relationship resulted in a tremendous event and a solid working relationship that we hope will continue long into the future! Collaboration and seeking innovative opportunities are how future public servants will lead in a new online and in-person hybrid environment.

“There are no problems that we cannot solve together, and very few that we can solve by ourselves.” - Lyndon B. Johnson

“Public service is a noble calling.” - George H.W. Bush



ICMA BEST CHAPTER EVENT

Virginia Tech Student Chapter, 2020-2021

PROFESSIONAL DEVELOPMENT PANEL

The Virginia Tech ICMA Student Chapter includes Master in Public Administration (MPA), Master in Urban Planning (MURP), and Local Government Management Certificate students across our three VT campuses (Blacksburg, Richmond, and Arlington). We used virtual meetings to our advantage this academic year and we hosted a virtual event with a panel of 5 five local government officials. The panel joined our chapter to discuss how to create a resume/cover letter, successful interview tips, how to negotiate an employment contract, how to access city/county management tools, and how to secure a professional mentor. Please find below pieces of advice from each Manager that students engaged with.



Laura Fitzpatrick, Deputy City Manager & Danny Davis, Town Manager, Town of Middleburg

Interview Tips: "Interviews are a conversation; Take time to understand what is being asked (Listen!); Beware of rambling. Nerves cause many of us to be long-winded; Perfection: You do not need a perfect interview to get the job."

Jerry E. Cox, Retired City Manager

Mentors: "Take the initiative and make contact with professionals in your environment; Graduate School; Identify and seek professionals in the workplace; Connecting with Executive leadership who you respect, aspire to be, and speak with, to mentor you; Professional Conferences and Networks"



Cindy Mester, Deputy City Manager, City of Falls Church, VLGMA President

Negotiate Employment Contracts: "Know your expectation/need before even applying; Be upfront, transparent and honest; Require a written contract that the full governing body executes."

Scott Sizer, Department of Economic Initiatives, Fairfax County

Accessing Management Tools: Before an interview, "review jurisdictional budget to better understand: organizational structure and names, strategic frameworks, performance measures; output or outcomes, and key messages or challenges."