

The Future City Manager: Changing Demands = Changing Roles

Presented by:

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What we will cover

- Roots of our profession
- Changing environment/demands
- Changing demographics

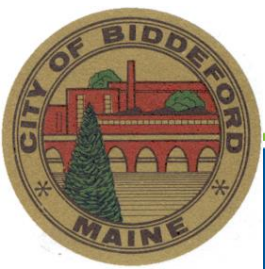
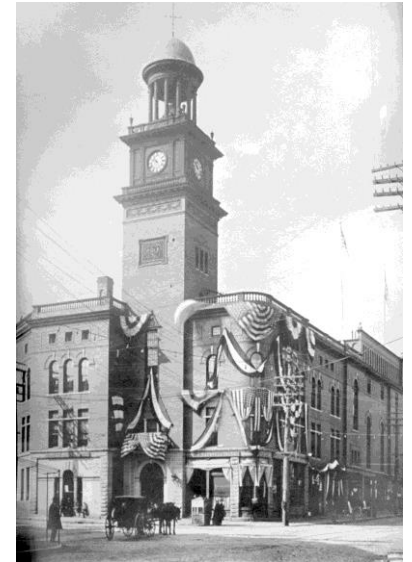
As a result...

- Changing roles and skill set needed to succeed

Snapshot of Our Communities

- **Biddeford, Maine**

- 21,277 population
- 59 square miles
- 8th largest community in Maine
- 15 miles of coastline and riverfront
- Settled in 1616; traditional NE mill community
- 240 full time and 80 part time employees
- \$63 million budget



Snapshot of Our Communities

• Dublin, Ohio

- 43,000 population
- 20% Asian population
- 24 square miles
- 375 full-time employees
- 3,500+ companies
- \$72 million operation budget
- \$212 million 5-year CIP
- >3,000 volunteers



I volunteer because...

“ Every time we volunteered it helped me as a person realize how good it feels to help other people and how we grow as a community when we help together. ”

- Camp Project L.E.E.D. Volunteer
Hasan A.



Our Roots

- Principle that all community members should have equal access to services
 - Corruption
 - Good 'ole boy system
 - Nepotism
 - Favoritism
- Professional and ethical managers



Changing Environment

- **Citizen/Community Issues**

- Jobs
- Education
- Healthcare
- Infrastructure
- Safety
- Environment



- **Abandonment by Feds and State**

Changing Environment

- **Local Level**

- Issues of scope

- No one community or county can resolve

- Citizens turning to local elected officials to address the issues



Changing Environment

- Civil Unrest



Changing Environment

- **Connection and Access**

While corruption and nepotism is virtually gone in professionally managed communities...

...have we achieved that all citizens have the same and equal access to local services

Changing Demographics

- Economic Divide
 - Gap between the “haves” and “have nots” is growing at unprecedented rate
 - Some demographic groups - the gap is even more extreme
 - More of today’s “have nots” belong to the digitally connected



Changing Demographics

- **Becoming More Diverse**
 - 1960 85% of U.S. was white
 - 2060 it will be 43%
 - 40 million immigrants since 1965
 - Nearly 50% Hispanics
 - Nearly 30% Asian
 - Today 1 in 6 newlyweds marry across racial/ethnic lines



Source: Pew Research. “The Next America”, 2014

Changing Demographics

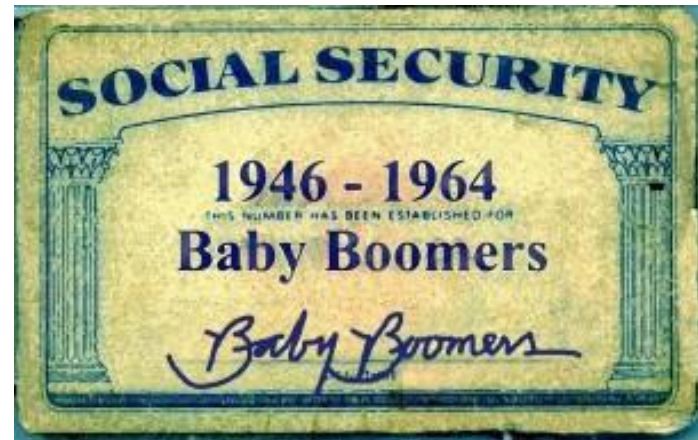
- **“Graying” of America**

- In the next 7 years, the number of Americans 65 years of age or older will grow from 35 million to 55 million.
- By 2050, 88 million Americans will be in this age group



Changing Demographics

- Graying of America
 - Implications for local government
 - Aging in Place
 - Health Care
 - Social Security
 - Transportation



Changing Demographics

- **Rise of the Millennials**
 - Largest generation
 - Most diverse (43% non-white)
 - Digital “natives”
 - Burdened by debt (no car, no house)
 - Politically “independent”
 - Detachment from traditional institutions
 - Most optimistic about the future

Source: Pew Research “Millennials in Adulthood”, 2014

Changing Demographics

- **Role of Technology**
 - Social Media
 - Connection to government
 - Can't respond fast enough
 - Internet of Things
 - Wearable technology
 - Drones
 - Cyber Terrorism
 - On the rise
 - Costly to combat and recover from

How Responsive do We Need to Be?

Social Media - Local Government Case Study

“The Toronto Raccoon”

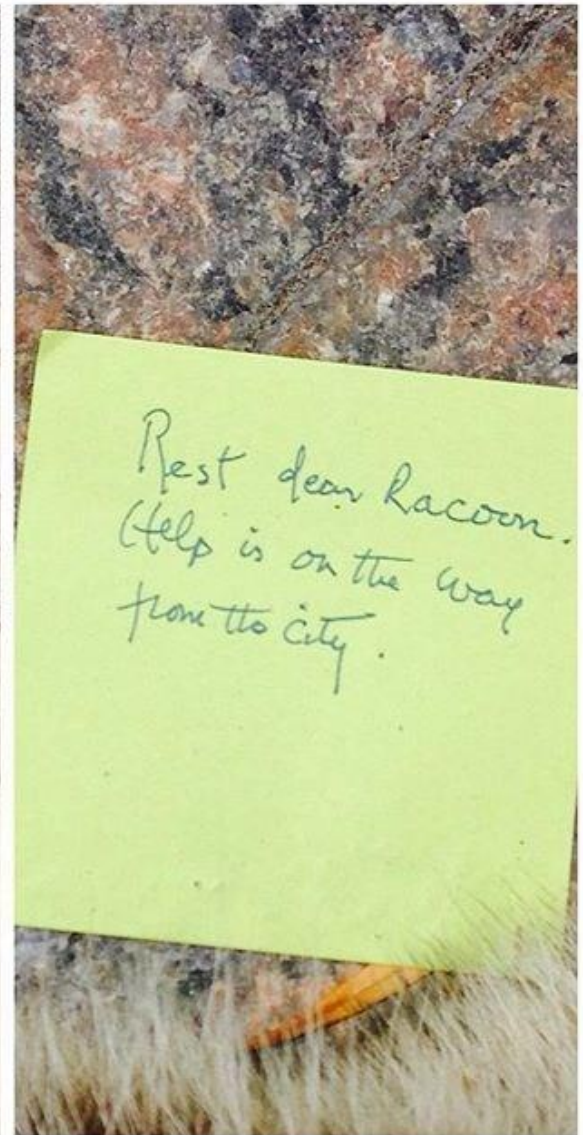


The Toronto Raccoon

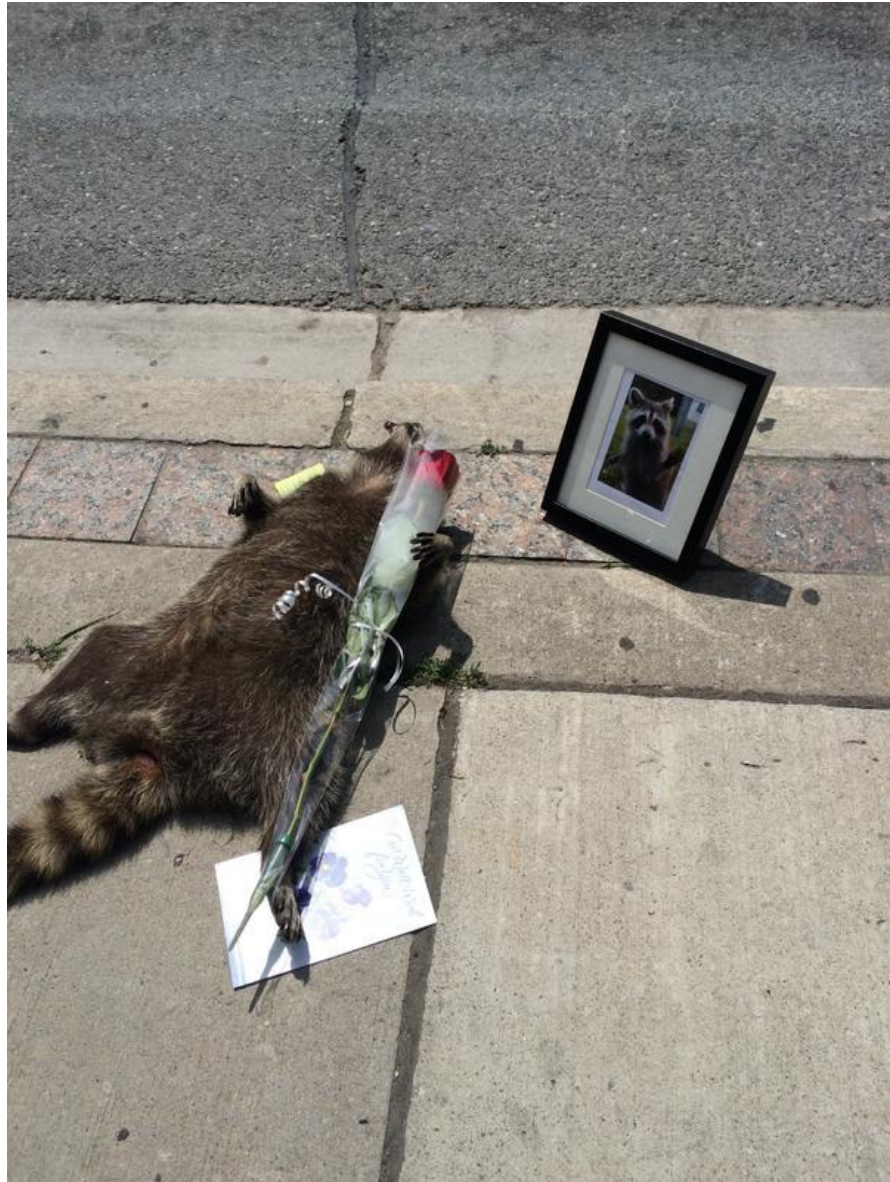
- July 9, 2015 @ 9 a.m.
- [@311Toronto](#) There's a dead raccoon on the sidewalk outside 819 Yonge (at the SE corner of Church).
- City responds to twitter feed 12 minutes later



Same day
12:00 noon



Same day
3:00 p.m.



Same day
6:00 p.m.



Same day
9:00 p.m.



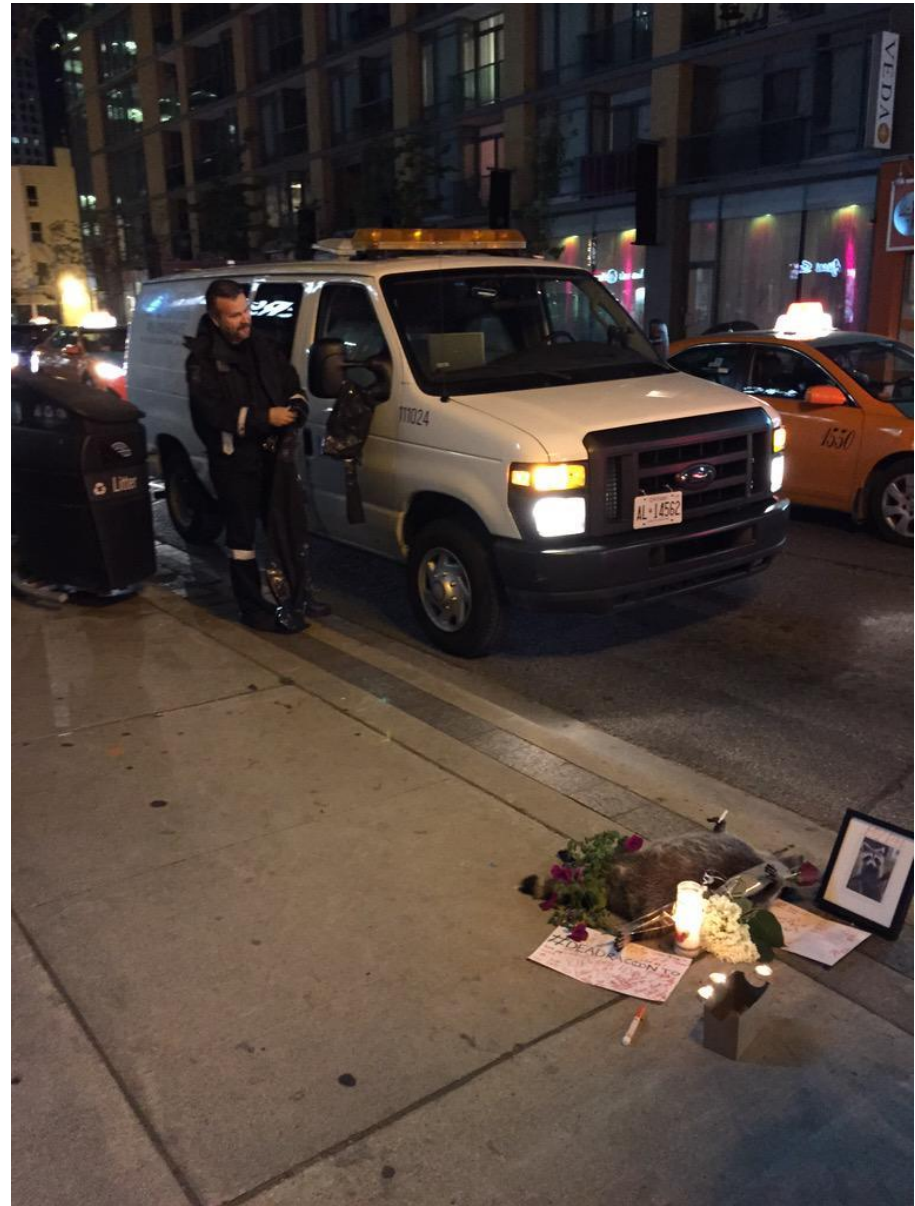
Laura Brown
@lauralux

 Follow

@jasonwagar @norm @311Toronto 12 hours and nothing?
Poor little dude.

3:33 AM - 10 Jul 2015

Same day
11 p.m.

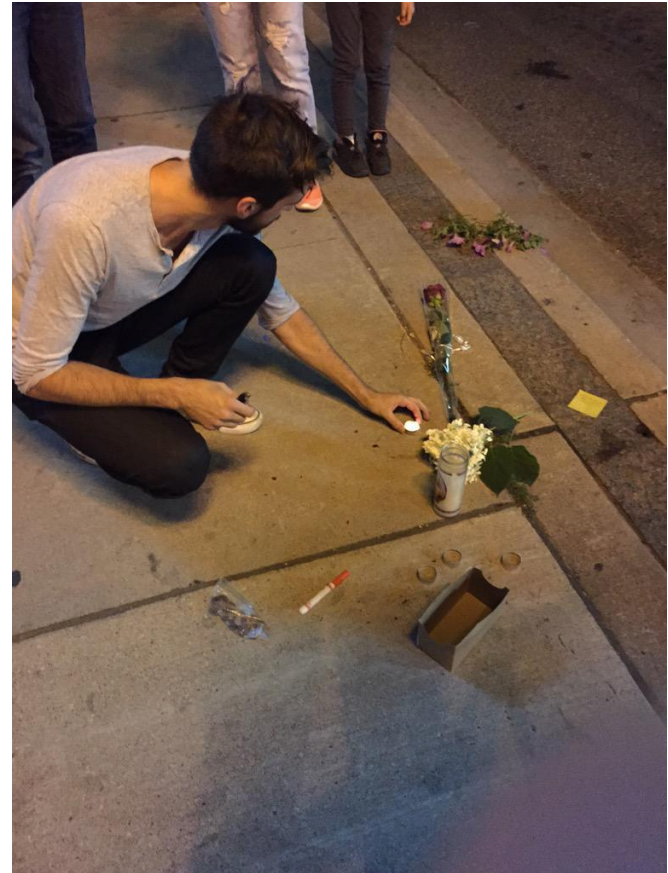


After the removal...

[Kris Pangilinan @KrisReports Jul 9](#)

One last candle for our little buddy Conrad.

[#DeadRaccoonTO](#)



New Role of the Manager

- **Local Government**

- Pressures and demands are different and greater
- Issues are more complex
- Expectations to address are higher
- Resources are the same or less

...so how do we adapt to lead and succeed?

New Role of the Manager

Ethical, professional and exceptionally competent administrators are still a key component

But other skills must come to the forefront to compliment these...

New Role of the Manager

- **What won't work?**
 - Leadership that is based upon
 - Power
 - Position
 - Authority



...because no one person or group of people are in control of all the moving parts

New Role of the Manager

- **Changing Roles**

- Facilitator
- Convener
- Negotiator “win-win”
- Engager of different groups
- Cheerleader
- Innovative Kludger – fitting parts/pieces together differently than we have before

New Role of the Manager

- *Changing Roles*

Innovative Kludger – fitting together dissimilar parts/pieces to make something work

- We need to think differently about problems and solutions
- We need to bring together people, groups, resources and organizations that we have never brought together before to solve issues that we never had before

New Role of the Manager

- **Changing Skills**

Emotional Intelligence – ability to understand your emotions and those of others

Emotional Resilience – ability to bounce back from and keep your head in times of stress and crisis

Humility – ability to realize you don't have all the answers

Persistent Patience – accomplishing success in partnership with others is not always as fast

Ginjo

- Learn about your emotional intelligence...you will need it



Hometown Pride

- Requires community building and social equity
- Translate complex issues for elected leadership and community
- Our leadership must compliment our elected leadership
 - *Become politically astute without becoming politically aligned*

ICMA Leadership Task Force

“We (municipal managers) must be able to connect with a wide range of people, including diverse cultures, to effectively frame and facilitate public discussions for productive dialogue”

New Skills for Your Staff Too!



- Staffs will be more involved in community building
- They will need
 - Technical and functional knowledge of our predecessors plus
 - The new leaderships skills

You Were Not Hired to Have All the Answers

- Build a great team where all members are responsible for care and health of the community



Skills With Elected Officials

- Provide recommendations, alternatives and analysis if asked
- Staff and/or your answer is not the right one if the Council does not agree
- Implement Council decisions with passion, especially those that are different from your recommendation
- Never allow staff or yourself to assume your job is to protect the citizens

Skills With Elected Officials

- Ask yourself '*how can I be helpful to the elected officials?*' Then ask them.
- Your highest priorities need to be theirs.
- Be the process expert for voting minority members
- Try to get buy in to 'explore the 9th vote '

Deal With The Right Issues Timely

- Gap between demands and resources causes local governments to triage
- What do you choose to fail at?
- Encourage organization to make the right mistakes
- Never fail at personnel issues: be timely, be decisive, be hard on the issue and soft on the people involved
- In expectation business:
 - ‘Under promise, over deliver’

Be Serious About the Work... But Not About You

- Always display the importance of what we do and why we do it.
- Have some fun every day
- You are not that important...never assume that you are



Protect Hometown Pride

- You are entrusted with a sacred value: the pride one has in their hometown
- Be involved in the community beyond your job; demonstrate community service is part of your blood
- Work with energy and enthusiasm
- Beyond simply protecting the public trust
- How lucky are we that we can make a real difference!

Questions/Comments?

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2015 SEPT 27-30
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