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# 19 on 2019

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*Predictions on Local Government from 19 Experts*



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*Predictions on **Local Government** from 19 Experts*

**ICMA**

INTERNATIONAL CITY/COUNTY  
MANAGEMENT ASSOCIATION

# TABLE OF CONTENTS

<b>Introduction</b>	<b>5</b>
<b>Court Rulings and Their Impacts on Local Government</b>   <i>Lisa Soronen</i>	<b>6</b>
<b>Disaster Recovery and Resilience</b>   <i>Abena Ojetayo</i>	<b>9</b>
<b>Equity and Inclusion</b>   <i>Karen Pinkos</i>	<b>12</b>
<b>Ethics</b>   <i>Martha Bennett</i>	<b>15</b>
<b>Financial Literacy</b>   <i>Josh Franzel</i>	<b>18</b>
<b>Financing Infrastructure for Water Systems</b>   <i>Peter Torrellas</i>	<b>21</b>
<b>Government Technology</b>   <i>Dennis Harward</i>	<b>24</b>
<b>International Migration</b>   <i>Ib Østergaard Rasmussen</i>	<b>27</b>
<b>Innovation</b>   <i>Xavier Hughes</i>	<b>30</b>
<b>Leadership</b>   <i>Carlos P. Baia</i>	<b>33</b>
<b>Opioid Epidemic</b>   <i>Geoff Beckwith</i>	<b>36</b>
<b>Opportunity Zones</b>   <i>Brett Theodos</i>	<b>39</b>

<b>Organizational Culture</b>   <i>Dan Singer</i>	<b>42</b>
<b>Performance Management</b>   <i>Benoy Jacob</i>	<b>45</b>
<b>Small Communities</b>   <i>Tom Carroll</i>	<b>47</b>
<b>Smart Communities</b>   <i>Kevin C. Desouza</i>	<b>50</b>
<b>Solid Waste</b>   <i>Carrie Thompson</i>	<b>53</b>
<b>Sustainability</b>   <i>Jane S. Brautigam</i>	<b>56</b>
<b>Transportation</b>   <i>Shane Farthing</i>	<b>59</b>



# INTRODUCTION

## ***19 on 2019: Predictions on Local Government from 19 Experts***

The new year signifies a chance for reflection; to think about this past year's successes and challenges and rededicate ourselves to our goals and missions for the future. Through reflection, we acknowledge the past trends to help predict some of the opportunities of the coming year. With the goals of reflection and prediction, ICMA reached out to 19 thought leaders on hot topics in local government.

Whether you are thinking about post-disaster recovery, organizational culture shifts, or equity and inclusion in the profession, the predictions from these experts can offer you a new perspective on these important issues in local government.

Start off your 2019 planning by considering these 19 ideas about the future of local government. You may find inspiration for your next big idea or make some predictions of your own!





# Court Rulings and Their Impacts on Local Government

*Quote By: Lisa Soronen  
Executive Director, State and Local Legal Center*



**Lisa Soronen**

Prior to joining the State and Local Legal Center, Lisa worked for the National School Boards Association and the Wisconsin Association of School Boards and clerked for the Wisconsin Court of Appeals. She earned her J.D. degree at the University of Wisconsin Law School and is a graduate of Central Michigan University.

*The Supreme Court has held that the federal Age Discrimination in Employment Act applies to local governments with fewer than twenty employees. This case impacts many of the special districts local governments rely on. This term the Supreme Court will decide whether takings cases may be brought in federal court rather than state court. State court is generally cheaper, faster, and more knowledgeable about property law than federal court. After three tries at resolving this issue, the Court will decide whether probable cause to arrest defeats First Amendment retaliatory arrest claims. This issue affects police. Finally, the Court will decide whether a local government has violated the First Amendment by displaying and maintaining a 93-year-old, 40-foot-tall Latin cross memorializing soldiers who died in World War I. Many veterans' memorials containing religious symbols are located on land owned by local governments.*

## 2019 TIP

Since the early 1970s the Supreme Court has had a conservative majority. But until now with the addition of Justice Kavanaugh, who replaced moderate conservative Justice Kennedy, it hasn't had a reliable conservative majority. Generally speaking, conservative justices tend to be good for local governments on public employment issues, Fourth Amendment questions, and qualified immunity. But they tend to be more skeptical of government generally than liberal justices and not as good on land use issues and social issues that some local governments favor. The Court has a steady diet of First Amendment free speech cases. Neither conservative nor liberal justices are great for local governments on this issue.

### LEARN MORE

Visit the State and Local Legal Center website ([statelocallc.org](http://statelocallc.org)) for more. The Center files amicus curiae briefs in support of state and local governments in the U.S. Supreme Court, conducts moot courts for attorneys arguing before the Supreme Court, and provides other assistance to states and local governments in connection with Supreme Court litigation.



**BE PREPARED**



# Disaster Recovery and Resilience

*Quote By: Abena Ojetayo  
Chief Resilience Officer, Tallahassee, Florida*



**Abena Ojetayo**

Abena Ojetayo is the first Chief Resilience Officer for Tallahassee, where she partners across city government and with external stakeholders to build the community's capacity to adapt and thrive in the face of acute shocks and chronic stresses. She develops a cohesive sustainability and resilience strategy and oversees the integration of effective high-priority policies, programs, and initiatives. Abena has worked in various countries, including as an energy and infrastructure planner for a historic town in Greece devastated by an earthquake; managing an urban design team for a flood prone city in Nigeria, and helping to redesign a future-proof NYC campus in the aftermath of Superstorm Sandy.

*Cities will continue to experience unprecedented shocks and stresses to their systems, services, and way of life. Many of these events will feel unpredictable (like the scene of an active shooter), and at times, unavoidable (like being in the path of a hurricane). When disaster strikes, no uplifting hashtag can overshadow real and intentional planning. Federal emergency response aid will continue to decrease and be delayed as disasters become costlier and more frequent. That means cities must prepare to save themselves in the event of a disaster and rely on their own financial reserves to do so. This is the new normal.*

*From their ever-changing demographics to the exchanges beyond political boundaries, cities today continue to be places of great innovation and also great challenges. For cities that keep their heads in the sand, the impacts of these shocks and stresses will ripple throughout the entire community in profound ways. For those that plan ahead and invest upstream, their efforts will be greeted with enthusiastic new partners from unlikely sectors and innovative financial resources.*

## 2019 TIP

As cities grapple with their increasingly complex systems and a changing climate fraught with risk, the seduction of globalization can tempt communities to take an approach from one corner of the world and apply it wholesale to their locality. But disasters are local, so too resilience must be hyper-local. Building resilience will take planning, mitigation, and adaptation from the global level down to the neighborhood and household levels within an appropriate cultural and historical context. Local government is where the rubber meets the road.

The built environment hardly exists in a void, and social cohesion is essential to community resilience. Here, too, local governments can help bring people together, create distributed yet integrated systems, and model civility. Against the backdrop of sensational 24-hour news, it will feel like the world is ending tomorrow. Strong communities support each other on “blue-sky” days, and on “gray sky days” they remind each other that the sun will rise again and that together they can build a better future.

### LEARN MORE

Download [Leading Edge Research: Disaster Recovery Essentials](#), a tool for preparing your community to face the unexpected.



# Equity and Inclusion

*Quote By: Karen Pinkos  
City Manager, El Cerrito, California,  
ICMA President*





**Karen Pinkos**

Karen has over 20 years of experience in professional management, beginning her public-sector career in the city of Oak Park, Michigan before coming to El Cerrito, California in 2001, where she served as the Assistant City Manager for over 12 years. She is passionate about local government and is dedicated to promoting professional, efficient, ethical management in California and across the country. Karen is the 2019 President of ICMA, having previously served as a Vice President of the ICMA Executive Board for the West Coast Region.

*We are seeing the “silver tsunami” retirements that had been talked about for years, so many career opportunities are out there. And I’m seeing real results with respect to diversity, especially in the executive positions. I’m an example: my boss has just retired, and I’ve been selected to be the next City Manager of El Cerrito, the first woman in our history to fill the position. I’ve seen many more women and people of color rising to these levels in jobs across the country as well.*

*We are certainly not alone as an employment sector when it comes to equity. But the local government profession can be leaders across all sectors in raising the ranks of women and people of color in executive management. As we are deliberate and intentional about our value of diversity and inclusion, we can set the standard. We know local government is the best place to work, and the world will be able to see that it’s because anyone and everyone can be successful.*

## 2019 TIP

Don't view "equity and inclusion" as a task to be done, or a goal to be reached, or a project we must do. Equity, diversity, and inclusion are values. They are principles, they are a standard. Equity and inclusion should be considered in absolutely EVERYTHING that we do, and permeate every one of our responsibilities as managers. Of course, there are various efforts we can make to bring these values to life, including focusing on our hiring practices, recognizing and tackling our conscious and unconscious biases, and being intentional about our choices. But once you fully understand that being inclusive is part of all that we do and not something separate, it becomes quite clear how to embrace the values of equity, diversity, and inclusion to make better public policies...and from there, better local government organizations.

### LEARN MORE

Visit the [Equity and Inclusion](#) topic area on the ICMA website to access resources.

INTEGRITY

VALUES

RESPECT

ETHICS



# Ethics

*Quote By: Martha Bennett  
Chief Operating Officer, The Metro Council,  
Portland, Oregon*



**Martha Bennett**

Martha Bennett has been the Chief Operating Officer at The Metro Council since 2011, carrying out Metro Council policies and directing the day-to-day operations of the agency. Martha is a lifelong public servant with a passion for building strong communities. She has worked for several cities in Oregon, including Ashland, Milwaukie, Albany, and Portland. She also has worked for the Columbia River Gorge Commission and for U.S. Senator Mark Hatfield. Martha is a West Coast Regional Vice President on the ICMA Executive Board for 2016–2019.

*Local government leaders face a host of complex challenges that require strong partnerships with elected officials, staff, nonprofit and business organizations, and residents. These partnerships rely on trust in government, a precious, fragile, and limited resource, which is especially challenging in our era of polarized politics and information shared by social media.*

*Ethics are at the core of public trust. Ethical leaders put the public's interest first. They are transparent, value-driven, inclusive, courageous, and honest. Ethical leaders are thoughtful stewards of public resources. Ethical leaders play by the rules, and they respect the critical role of elected officials. Because they act with integrity, ethical leaders are great partners to tackle our communities' most pressing challenges.*



## 2019 TIP

- **Take advantage of ICMA's expertise.** Prepare yourself to do the right thing when faced with ethical dilemmas by applying the principles outlined in the ICMA Code of Ethics, and download [\*Ethics Matter! Advice for Public Managers\*](#), a 2018 e-book with great advice for managers.
- **Don't wait for a crisis to train your staff.** High-performing organizations consistently talk with their employees about the organization's values.
- **Walk your talk.** There are common ethical pitfalls for managers, and most of them require us to put our community's or organization's interest ahead of our own.

### LEARN MORE

Visit the Ethics section of the ICMA website ([icma.org/ethics](https://www.icma.org/ethics)) to learn about the ICMA Code of Ethics and ICMA's ethics training and other support for members.



# Financial Literacy

*Quote By: Josh Franzel  
President/CEO, Center for State and  
Local Government Excellence*



Josh Franzel

Joshua Franzel has been with the Center for State and Local Government Excellence (SLGE) since 2007, holding the positions of Vice President of Research and Research Associate. He leads initiatives on a range of public policy, finance, and management topics, often collaborating with organizations from the public, private, and academic sectors. He also is Director of Policy Research for ICMA, where he advises the organization on public finance, infrastructure, public health, and related research projects.

*When we reflect on the past decade and all of the employee benefit changes that local governments have implemented to ensure fiscal sustainability, it is clear that more responsibility is being placed on individual public employees to plan for their near- and long-term financial needs. At the same time, governments are competing to recruit new talent with essential skill sets. Many of these professionals are dealing with unprecedented student loan burdens and/or caring for younger and older dependents. It is clear that there will continue to be an increased need for governments to provide financial education programs to their employees—something many public employers are not doing now.*

## 2019 TIP

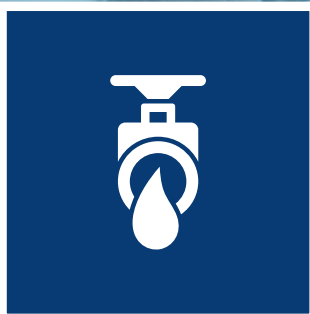
City and county managers need to work closely with their human resources colleagues and external financial wellness experts to think through the types of programs that could be offered to employees. Topics can include various aspects of compensation, such as personal budgeting, insurance,

and retirement savings, and (potentially) other important themes such as credit card debt, home ownership, and saving for college. They also need to recognize that all public employees do not come to public service with the same level of financial understanding. Upcoming Center for State and Local Government Excellence research will explore the current state of these programs in local government, what can be learned from other sectors' experiences, and implementation considerations.

## **LEARN MORE**

The Center for State and Local Government Excellence will release a report on financial literacy programs for local government employees in early 2019. To learn more about SLGE's research, visit the website ([slge.org](http://slge.org)).





# Financing Infrastructure for Water Systems

*Quote By: Peter Torrellas  
National Business Manager for State and Local  
Government, Siemens*



Peter Torrellas

Peter Torrellas is a fellow at the Center for Neighborhood Technology leading Smart City initiatives. His current focus is on building performance, water infrastructure, energy strategies, and public-private partnerships. He previously held the position of Chief Technology Officer at Siemens Infrastructure & Cities. His portfolio included logistics, aviation, passenger and freight rail, ports, and road and city mobility. Peter has more than 20 years of experience in innovation and infrastructure and began his passion for making our cities smarter more than a decade ago.

*The new year will bring a new set of opportunities to leverage a growing appetite in equity markets for infrastructure projects as we learn to allocate risk and capital in new ways. Water systems could greatly benefit, especially in terms of decentralized energy systems and the Internet of Things. Water systems are great candidates for building resilience and sustainability into the community; the water energy nexus has taught that, for many cities, water is one of the largest consumers of energy in their utility profile.*

## 2019 TIP

Embracing the power of new and existing civic networks to create better outcomes for people and bring innovative ideas in erms of how to use technology and how to pay for it is a priority in 2019. The new networks being formed include foundations, academia, local anchor industries, the private sector, and national and global organizations investing in driving growth in our cities. We have realized that no one category of actors or

institutions has all the capabilities and capacity to solve new challenges; focusing on the social good will allow us to be successful.

## **LEARN MORE**

Visit the [Infrastructure Planning](#) topic area on the ICMA website to access resources.



# Government Technology

*Quote By: Dennis Harward  
Wizard of Light Bulb Moments, TownCloud*



Dennis Harward

Dennis Harward has been a visionary leader in the development of local government software for more than 30 years. As founder of HTE, he led the company through the development of more than 50 successful applications for more than 1,000 customers. At TownCloud, Dennis is currently creating a new generation of cloud-based apps that incorporate citizen engagement and transparency. In addition to building successful government software, Dennis has also served on city council and on the Denver Regional Council of Governments.

*A new era of government technology has arrived. Entrepreneurs and investors have figured out that local governments represent an underserved market for new technologies. A recent presentation estimates the local government technology market at more than \$110 billion. New technologies for local government are being developed at a feverish pace. At the 2018 ICMA Annual Conference in Baltimore, the exhibit hall was teeming with exciting new offerings. This process is long overdue. Governments have been neglected in terms of investment in advanced technologies for a long time. It's definitely time for a change.*

*While the initial wave of new technology has been focused on point solutions to address specialized issues, the next round will focus on the replacement of aging legacy systems that are outdated and highly fragmented. The new products will provide unprecedented levels of integration, and they will be much easier to implement and use.*



## 2019 TIP

It's clear that 2019 will continue bring many new technologies to local governments. The key to success is integrating these products with existing systems so that they can provide maximum value to your organization.

### LEARN MORE

Visit the TownCloud website ([towncloud.com](http://towncloud.com)).



# International Migration

*Quote By: Ib Østergaard Rasmussen  
CFO/CIO, Faxe Municipality, Denmark*



Ib Østergaard Rasmussen

Ib Østergaard Rasmussen takes responsibility for setting strategic use of technology for departments, centers, and institutions. He coordinates information technology activities by providing centralized planning, establishing standards for development, developing and managing enterprise applications, and providing project management services.

*When an asylum seeker is granted a residence permit in Denmark, the asylum seeker is assigned to a municipality where he/she must live. I expect our municipalities to receive fewer refugees in 2019.*

*A Danish municipality is selected to receive a certain number of refugees per year based on a quota system, where several different factors are taken into consideration. All 98 municipalities receive their quotas and numbers. The national goal is to prevent over-concentration of refugees in any area. Settling in a municipality, a refugee and his family are required to take part in a three-year integration program organized by the local municipality. A program includes permanent housing, access to language school and a job center, and job activation.*

*My municipality has introduced a fast-track scheme for refugees that facilitates quick and flexible housing, education, and a job. Refugees are entitled to cash if they don't have a job, but the benefits are low, approximately half of what a Danish family would receive. Usually our municipality gives supplements for transportation, dental care, and other special expenses.*

*Within the first three years, a refugee to Denmark is not allowed to move away from the assigned municipality, unless another municipality is willing to take over the responsibilities or if the refugee can take care of himself financially.*

## 2019 TIP

Some Danish municipalities are eager to integrate refugees, while others are spending too few resources. My tip to the other municipalities is to make 2019 the year to enhance the efforts and move further toward an optimal process of integration. As the nation receives fewer refugees, I think it's about time to do more ambitious work in this field. At the same time, because the nation anticipates fewer refugees in 2019, municipalities' expenses associated with integration will decrease.

### LEARN MORE

Visit the [International Development](#) topic area on the ICMA website for more insight on what's happening around the world.





# Innovation

*Quote By: Xavier Hughes  
Chief Technology and Innovation Officer, ICMA*



Xavier Hughes

Xavier Hughes worked previously at Stae, a venture-backed Smart Cities operational intelligence platform. As Head of Global Growth, Xavier brought on numerous funding and operational partners, while working to design new features. Before that, he served as the Chief Innovation Officer at the U.S. Department of Labor—the first in the U.S. government—and simultaneously as Senior Advisor to the President, leading the development of innovative business practices and technology applications to improve outcomes and simplify operations.

*In 2019, local government will begin to embrace and experience a less generic, far more structured approach to and adoption of urban innovation. We will begin to see rapid adoption of innovation frameworks, structured across multiple focus areas: human (e.g., hiring and training), business process (e.g., smart procurement), policy (e.g., digital regulation), data (e.g., artificial intelligence), and technology (e.g., mobility).*

*Over the past three years, urban innovation investment has totaled more than \$76 billion. That represents close to 17 percent of all global venture-capital investment—far more than pharma/biotech (\$16 billion in 2017) and artificial intelligence (\$12 billion in 2017).*

*The rise of urban-focused innovation effectively represents the emerging prime role of cities and urbanism on the global stage. Cities have become the fundamental platforms for global innovation and economic growth, and that is incredibly exciting!*

## 2019 TIP

Local governments hold immense opportunity, power, and influence over the future global innovation and urban agenda. Large investments in urban technology have led to the conversion of technology from a luxury good to a commodity—a significant win for local government.

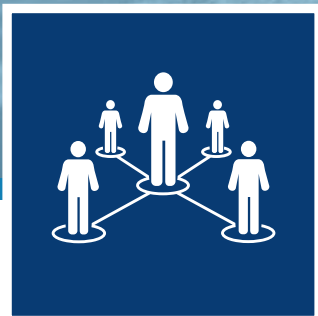
Therefore, it is important that local governments leverage their collective power to attain superior solutions and outcomes. Leverage region-wide contract vehicles to achieve optimal pricing and shorter contracts and procure superior technology that is not dominated by mega-vendors.

Ensure that your policy generation and budget frameworks accurately represent community trends (i.e., increase in e-mobility, and decrease in commercial physical retail leading to much-needed redevelopment). Provide enterprise-wide digital and data training to all employees, but specifically to procurement and operations officials.

You can only truly embrace urban innovation if your entire organization can understand, self-manage, and measure it. It's time to graduate beyond glossies and general frameworks. Our communities are ready for it.

### LEARN MORE

Attend a [2019 ICMA Regional Conference](#), where Xavier will present as the keynote speaker.



# Leadership

*Quote By: Carlos P. Baia  
Deputy City Manager for Development,  
Concord, New Hampshire*





Carlos P. Baia

A past President of the Municipal Management Association of New Hampshire and former ICMA Vice President, he is currently serving on the ICMA Leadership Advisory Board. Carlos is presently also serving as the Vice President for Membership with the Local Government Hispanic Network. Carlos has 20 years of experience in local governments in Florida and New Hampshire having worked on issues as wide ranging as project management, immigrant integration, economic development, regulatory reform, and public safety.

*2019 will prove to be even more politically contentious in our country as campaigns heat up for next year's presidential election. The acrimony that is so dividing and paralyzing our nation at the federal level will place increased pressures on local governments as competing interest groups seek a forum where they can make an impact. In this environment, the adage that "all politics is local" will ring truer than ever. As local government professionals, we will be increasingly expected to be thought leaders not just on traditional local issues such as roads, public safety and parks, but also on climate change, renewable energy, immigration, and border security; just to name a few.*

## 2019 TIP

Don't go it alone! Engage your team in embracing this more "global" local government role. You may be surprised to find that they will thrive in this endeavor. "Stay interviews" conducted in our City demonstrated that our employees, if provided the necessary resources, very much looked forward to tackling projects outside their typical local government "wheelhouse."

As for resources, there is a wealth of information available on the web, from ICMA and amongst our peers. Most importantly, seek out alternative solutions even when you feel you already have an answer. What may work in one part of the country (or the world) may not coincide with the values and priorities of your residents. Ultimately, as the ICMA Code of Ethics reminds us, our obligation is to do what is best for the community we serve.

## **LEARN MORE**

Visit the [Leadership](#) topic area on the ICMA website to access resources.



# Opioid Epidemic

*Quote By: Geoff Beckwith  
Executive Director & CEO,  
Massachusetts Municipal Association*



Geoff Beckwith

Geoff Beckwith has held his position with the Massachusetts Municipal Association (MMA) for 27 years. MMA is an advocacy organization that secures billions of dollars in aid for cities and towns, passes reforms to streamline local government and give local officials effective management tools, and delivers education and service programs to localities. Geoff was a member of the joint opioid task force convened by the National League of Cities and the National Association of Counties in 2016, and he co-authored *An Obligation to Lead*, a report issued by the MMA's Municipal Opioid Task Force in January 2016. Beckwith has an M.B.A. degree from MIT and a B.A. degree from Boston College.

*No community has been untouched by the opioid epidemic, and municipal officials are constantly confronted by the devastating losses experienced by those dealing with substance use disorder. Herculean efforts by first responders have led to widespread use of naloxone, and during the past year overdose deaths have leveled off. However, the rise of fentanyl as a heroin replacement is twisting this crisis in a deadlier direction. In 2019, naloxone will be better understood for what it is and what it is not: a drug that can bring people back from the brink of death, but not a cure and not a solution. Given fentanyl's rise and naloxone's limitations, the death rate will rise again without greater investment in recovery programs. We can avoid this by embracing the victims and demanding that state and federal agencies, insurers, and providers collaborate with communities to deliver the multi-disciplinary treatment and support that is necessary.*



## 2019 TIP

The top job for 2019 is to destigmatize this disease. Unless residents embrace this cause, we will not be able to take the controversial steps needed to end the epidemic.

Substance use disorders are difficult to treat. We have a fragmented system that provides short bursts of assistance but fails to provide the long-term support needed for successful recovery as victims re-program their brains to end the cycle of addiction. Local governments must increase housing for individuals in recovery, ensuring a safe environment to escape the grip of opioids. Communities should welcome methadone clinics—a proven medical intervention that works. Cities and towns need to provide needle exchange programs and safe usage facilities, so that fragile addicts are not shattered by devastating disease and dangerous exposures.

This will be possible only if we humanize this crisis and help our neighbors see victims as worthy people who need our support.

### LEARN MORE

For a better way to measure your community's health and well-being on topics such as the opioid epidemic, visit the City Health Dashboard ([cityhealthdashboard.com](http://cityhealthdashboard.com)).



# Opportunity Zones

*Quote By: Brett Theodos  
Principal Research Associate, Urban Institute*



Brett Theodos

Brett Theodos is a principal research associate in the Metropolitan Housing and Communities Policy Center at the Urban Institute, where he directs the Community Economic Development Hub.

*With 12 percent of census tracts now designated Opportunity Zones, the federal incentive has the potential to spur substantial new capital flows into communities across the country. Investors are provided with targeted capital gains tax breaks in return for investment in selected low-income and undercapitalized communities. Restrictions on what projects qualify are minimal. Only a few “sin” businesses are excluded outright. Any properties acquired must be ‘substantially improved’ — “with improvements totaling at least the value of the underlying land.*

*Given the lengthy investment horizon for excluding taxes on new gains (at least 10 years), the Opportunity Zone incentive is set up to reward patient investors. Likely this means that investments centered on physical assets will best fit into this model to achieve maximum return on investment while minimizing risk. Consequently, we would expect the incentive to spur a sizable degree of real estate investment, especially in areas with existing market demand.*

## 2019 TIP

To harness the power of Opportunity Zones, local government leaders should first understand the types of neighborhoods in their jurisdictions that are Zones, then explore what strategies can best serve these different groupings, and finally activate available policy levers to compel private action in line with community interests.

Communities would be wise to undertake a thorough market analysis. There is a clear distinction between Zones that have seen very little capital and those that have experienced a significant infusion of new investment post-recession. For the former, strategies should be developed to jumpstart and accelerate growth. Whether through locally provide subsidy, public land disposition, or risk mitigation approaches, local leaders will need to incentivize Opportunity Zone investment. In the case of the latter, guardrails must be put up to ensure that newly attracted investment does not simply benefit land speculation and fuel gentrification that upends low- and moderate-income residents.

### LEARN MORE

Visit the [Metropolitan Housing and Communities Policy Center](#) section of the Urban Institute website.





# Organizational Culture

*Quote By: Dan Singer, ICMA-CM  
Retired City Manager; Special Advisor,  
Management Partners*





Dan Singer

Dan Singer has devoted his 27-year career to local government, serving as City Manager in three communities in California. Now a special advisor with the national consulting firm Management Partners, Dan has focused on helping organizations to be more efficient and resilient. He has written a number of articles on organizational effectiveness and talent development, pushing organizations to think outside the box and take more risks. Over the past two years he has served on the Cal-ICMA Talent Initiative Committee and is a member of the Cal-ICMA Ethics Committee. He is also a board member for the League of Women in Government.

*We've all read the statistics. Younger people aren't turning to the public sector for a career at the levels needed to support our organizations. When I began my public-sector career in 1991, for example, 35 percent of the workforce was said to be under the age of 30; today, only 12 percent of our organizations' workforces are below that age. Increasingly, local governments are struggling to fill open positions and are finding it difficult to compete for talent. This is in part because our organizations are seen as sterile and lacking the innovation, creativity, and flexibility often found in the private sector. And attracting young talent is but one of the challenges local governments are facing. Of equal importance is retaining, growing, and developing our workforce and promoting the opportunities and values that exist at the municipal level. That is why workforce development and a retooling of our organizational priorities and cultures will become a necessity in the years ahead, lest we lose our ability to provide essential services to our communities and customers.*

## 2019 TIP

Engage employees of all ages and disciplines in a meaningful discussion about how to make our organizations more dynamic, attractive, and flexible in an effort to demonstrate the purpose-driven work we do each and every day in the public arena. Be sure to check out the [Cal-ICMA Talent 2.0 report](#) for tips, tools, and strategies for enhancing, retaining, and attracting our talent pool.

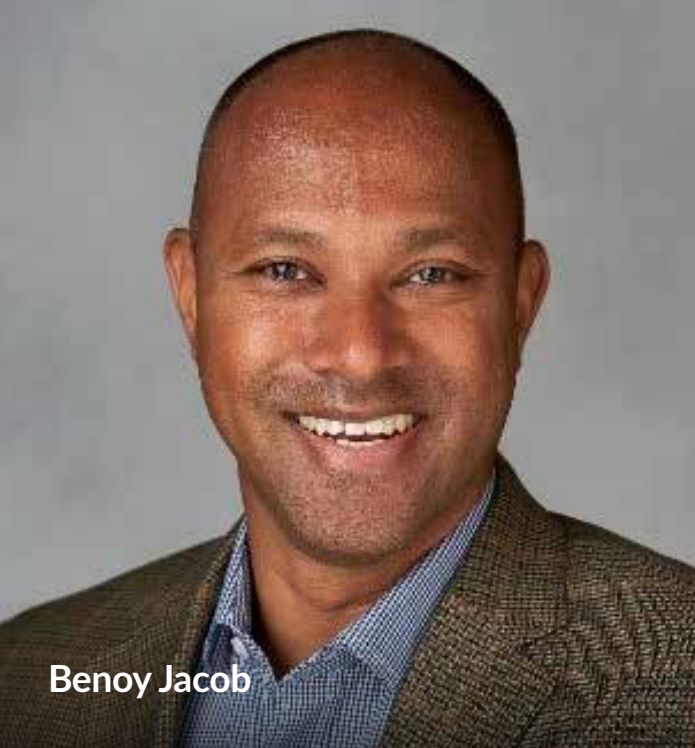
### LEARN MORE

For further reading on creating more innovative local governments through culture change, read [Retooling our Organizational Culture](#).



# Performance Management

*Quote By: Benoy Jacob  
Associate Professor and Interim Director,  
University of Nevada, Las Vegas,  
School of Public Policy and Leadership*



**Benoy Jacob**

Benoy Jacob, an ICMA 2018–19 Research Fellow, serves on the executive committee of the American Society for Public Administration's Section on Intergovernmental Administration and Management and sits on the editorial boards for the *Urban Affairs Review* and the *State and Local Government Review*. Before joining UNLV in the fall 2016, Benoy served as an assistant professor at the School of Public Affairs at the University of Colorado, Denver, where he was also the director of the Local Government Center and its Certified Public Management Program. Prior to that, Benoy was an assistant professor at the School of Politics and Economics at Claremont Graduate University.

*In 2019 the issue of social equity will continue to shape the programmatic and policy efforts of local governments. As a result, city and county administrators will need to continue to find innovative ways to measure and assess their progress toward improving social equity—in particular, in terms of access, programmatic quality, due process, and individual and group outcomes.*

## 2019 TIP

The key to the successful development and implementation of social equity performance measures is communication. Local leaders must first define equity and paint a clear picture of the related programmatic goals and objectives. Second, they should clearly connect the goals and objectives to equity metrics and explain how these metrics will be employed in decision processes. Finally, local leaders should empower departmental staff to consider innovative approaches to assess social equity, including mixed methodologies that “tell a story” beyond the quantitative measures.

### LEARN MORE

Visit the [Performance Management](#) topic area on the ICMA website to access resources.





# Small Communities

*Quote By: Tom Carroll  
Village Manager, Silvertown, Ohio*





Tom Carroll

Tom Carroll, an ICMA 2018–19 Research Fellow, has 22 years of municipal management experience, serving in various positions in local government in Loveland, Ohio; Savannah, Georgia; Laramie, Wyoming; and Longmont, Colorado. He is most comfortable operating at the intersections of complex legal, financial, political, intergovernmental, and interpersonal challenges. He uses an interdisciplinary approach to tackle organizational and community issues. Tom and the organizations he has managed have won numerous awards for innovation, citizen engagement, intergovernmental collaboration, and benchmarking.

*Small communities are very diverse in nature, so it is difficult to describe one overarching trend that will impact all small communities in 2019. That said, it seems that residents' expectations of small local governments' problem-solving capabilities will only increase.*

- *Small local governments are expected to create quality jobs in an increasingly global, automated economy.*
- *Small local governments must deal with the immediate effects of increasingly severe weather. We are on the front lines dealing with flooding, severe wind, drought-induced water shortages, and blizzards.*
- *Small community leaders are increasingly asked to step into the governance void left by more distant state and federal government agencies, organizations where gridlock seems a common occurrence.*

*Because we are approachable—and literally right there—small community managers will be asked to address these increasingly complex challenges. Like it or not, the time for timidity in small community governance is over.*

## 2019 TIP

Like so many people, I usually start each New Year by making a “to do” list.

But as a manager in a small community, I plan to try a new approach in 2019.

This year, I am going to create a “stop-doing” list.

In many respects, this is harder because it involves saying “no” to a past practice. Doing the same thing again is easier, even if it is not working. David Halberstam noted in *The Best and the Brightest* that “. . . in government it is always easier to go forward with a program that does not work than to stop it altogether and admit failure.”

So my tip for 2019 is to urge all local government officials to ask the following question: “What aspect or approach to governance do I need to stop doing because it is not working?”

Then stop doing it. We have to shed outdated approaches to take on the increasing responsibilities our residents expect.

### LEARN MORE

Read the *PM* article [‘Saying No’](#) for tips on how to effectively say no in the workplace.



# Smart Communities

*Quote By: Kevin C. Desouza,  
Professor of Business, Technology and Strategy,  
Queensland University of Technology*



Kevin C. Desouza

Kevin, an ICMA 2018-19 Research Fellow, is a Nonresident Senior Fellow in the Governance Studies Program at the Brookings Institution and a Distinguished Research Fellow at the China Institute for Urban Governance at Shanghai Jiao Tong University. He has held tenured faculty appointments at the University of Washington, Virginia Tech, and Arizona State University. In addition, he holds or has held visiting appointments at the London School of Economics and Political Science, Università Bocconi, University of the Witwatersrand, and the University of Ljubljana.

*The emergence of autonomous systems will enable smart communities to leverage data from a wide assortment of sensors embedded in physical artifacts and connected to humans through the application of predictive analytics and machine learning systems. Smart communities will truly become more intelligent through increased situational awareness of their environments, which will enable them to assess the impact of actions by organizations and individuals within their environments. They will exploit their real-time situational awareness to devise evidence-driven policy and processes; to experiment with novel innovations; and to advance the objectives of building livable, resilient, sustainable, and just communities. A smart community will build inclusive platforms to tap into the creative energies of its stakeholders to co-create, experiment, and implement creative technology-enabled solutions in a responsible manner that preserves public values while advancing the economic, cultural, and social vitality of its ethos.*

## 2019 TIP

Embrace the digitization journey that we are on. Pay close attention to how emerging technologies are being designed and developed. Contribute to the conversations that are shaping the future of emerging technologies. Contribute to ongoing experiments and forums that allow you access to technology expertise and solutions to address wicked problems facing our communities. Open avenues for external expertise and perspectives on emerging technologies and urban innovation to seamlessly integrate with programs underway in your community. Do not fear ideas that are not designed in-house. Embrace the fact that the future of emerging technologies requires your perspective and input. Do not simply allow the technologist to design for you and make simplistic assumptions. And finally, as John Christopher Jones reminds us, "design everything on the assumption that people are not heartless or stupid but marvelously capable, given the chance."

### LEARN MORE

Download these reports from ICMA: [A Guide for Smart Communities](#), [Smart Communities: Rethinking Infrastructure](#), and [Smart Communities and Data Analytics](#). For more information about the contributor, visit Kevin's website (<http://www.kevindsouza.net>).





# Solid Waste

*Quote By: Carrie Thompson  
Deputy Assistant Administrator, Bureau for Economic  
Growth, Education and Environment, U.S. Agency for  
International Development (USAID)*



Carrie Thompson

Carrie Thompson oversees the work of the Global Climate Change, Forestry and Biodiversity, Land and Urban, and Energy and Infrastructure Offices, as well as the Multilateral Development Bank Team for Social/Environment Safeguards. In this capacity, she provides direction to USAID's work on improving municipal waste management to combat ocean plastic pollution, including through USAID's flagship Municipal Waste Recycling Program.

*2018 was a pivotal year for raising awareness of the enormity of the interconnected challenges of rapid urbanization, poor waste management, and rising levels of pollution—particularly plastic pollution. From Earth Day, which had plastic pollution as its main theme, to the cover of National Geographic, plastic pollution was a significant topic in 2018. Moving into 2019, I am hopeful that the increased attention around plastic pollution will translate into increased action to improve local waste management systems, infrastructure, and recycling practices.*

*As the recent bipartisan passage of the Save Our Seas Act demonstrates, the U.S. government is poised to increase its engagement with nations—and, more specifically, rapidly urbanizing coastal cities in the developing world—that are responsible for the majority of plastic pollution flowing into our oceans. For USAID, the focus of our work on this issue will continue to be a local systems approach. From Washington, D.C., to Jakarta and almost everywhere in between, waste management is fundamentally a local governance issue.*

## 2019 TIP

Local government leaders should focus on holistic, local systems approaches that engage all stakeholders. Effective recycling and waste management programs depend on coordination and collaboration among a wide range of diverse stakeholders: national and local governments, businesses up and down the recycling value chain, and community-level advocacy and public education efforts. Local government leaders should focus on local systems approaches that create the right policies, incentives, and opportunities for meaningful collaboration among these groups. That means utilizing private-sector expertise and management experience to help local governments find cost-effective solutions to solid waste collection and treatment. It also means engaging with schools, community organizations, and local businesses such as restaurants, hotels, and stores in efforts to reduce waste and prevent littering and dumping. For these efforts to be effective and sustainable, they must be transparent to ensure accountability of all service providers and stakeholders.

### LEARN MORE

Read the article [‘Stopping Plastic Pollution in our Oceans’](#) to discover how USAID is tackling this global challenge with local solutions.



# Sustainability

*Quote By: Jane S. Brautigam  
City Manager, Boulder, Colorado*





**Jane S. Brautigam**

Jane S. Brautigam was appointed City Manager of Boulder, Colorado, in October 2008 and is the city's first woman manager. Before joining the city, Jane was City Manager for Dublin, Ohio. Previously she worked as the City Manager and City Attorney for Loveland, Colorado, and as Assistant County Attorney for Boulder County from 1983 to 1985. From 2013–2016, she served as a member of the ICMA Executive Board, one of three regional vice presidents representing the Mountain Plains region. She is currently the ICMA President-elect.

*In October 2018, the Intergovernmental Panel on Climate Change issued a dramatic report stating that the world is completely off track to limit global temperature rise. Declaring that we have only 12 years to stabilize the climate, this report was a dire warning from scientists to act urgently and at a much broader scale and scope.*

*In addition to replacing fossil fuels with clean renewables, we must make dramatic changes to food consumption and production and find ways to pull carbon out of the atmosphere, a process called carbon sequestration. Local governments must plan and prepare for the inevitable impacts of climate change, such as increased frequency and severity of extreme weather and wildfires. This preparation must focus on marginalized populations who often experience the worst effects of climate change, despite having the smallest carbon footprints. Governments must find a way to hear these underrepresented voices and ensure that policies and programs address this inequity.*



## 2019 TIP

Partnerships and networking! One of the most powerful, and sometimes unrecognized, public goods a local government can provide is environmental sustainability. A stable environment greatly affects the quality of life in our communities, but our actions to preserve the environment have global benefits. Local governments have significant power to create sustainable or unsustainable conditions, so local governments should prioritize protecting public health in response to a changing climate.

As we accelerate our efforts at the local level, local government cannot, nor should it try to “go it alone.” Strategic partnerships with the private sector, universities, and other jurisdictions allow each entity to lend its expertise to solve complex community challenges. By shifting to a facilitator role, local governments can unlock the transformative power of cross-sector partnerships to create communities that are more prosperous, inclusive, sustainable, and resilient.

### LEARN MORE

Visit the [Sustainable Communities topic area](#) on the ICMA website for information and resources.



# Transportation

*Quote By: Shane Farthing  
Director of Economic and Community Development,  
Martinsburg, West Virginia*



Shane Farthing

Shane Farthing is an urbanist working to create great cities and towns while protecting rural and natural places. He has previously led the Research-into-Practice Team at Rails-to-Trails Conservancy, where he also served as Senior Director of Transportation Programs; taught in the graduate program in public policy at The George Washington University; led and advised community organizations focus on community advocacy, safety, and programs; and served in economic development and sustainability roles in local government in the District of Columbia, Maryland, and West Virginia.

*The coming year is likely to bring the beginning of corporate-backed multi-modalism. We can see a broad movement of companies interested in mobility—from the car manufacturing giants like Ford and GM to the TCOs like Uber and Lyft to the technology firms like Apple and Google—starting to vertically integrate a variety of modes. Uber started with its black cars. Now it's using your neighbor's car. And it has added ebikes. Lyft has electric scooters. Ford has bikeshare fleets. Several of these companies are exploring flexible-route van or bus systems. And they are all looking to make whatever mode maximally automated and, perhaps, shared. Ultimately, each company wants to provide consumers with a suite of options to meet their needs within a single platform. Just like Apple wants you to use the iPhone on the go, the iPad for light computing tasks, and the Mac for heavier computing: each of these corporations wants you to have an in-brand option for short, medium, and long trips in areas of high, medium, and low density. (And they hope you'll delete all the apps of their competitors.)*

## 2019 TIP

To be successful in this changing environment, local government leaders need to protect public health and public space. First and foremost, protect human safety. Remember that while all this multi-modalism is good in that it will almost certainly increase spatial efficiency over a system dominated by single occupancy vehicles, people should have a fundamental right to walk or bike safely without paying fare to a corporation. Cities must be designed to allow for human-scale mobility, and corporations must be regulated to respect that. Additionally, cities must understand that their space is a coveted and valuable commodity to these corporations—especially the curbside space, where every trip begins and ends. As deep-pocketed corporations compete for access to customers on your roads and sidewalks, public space takes on an economic value that was difficult to monetize in the past. As the economics change, local leaders should be good stewards of this space and its value. A space that holds one car that moves one person could hold twelve scooters that move twenty people, or half a bus that moves dozens. As opportunities unfold, we can improve mobility and increase spatial efficiency on our streets. But we need to ensure it's done safely and responsibly, and that people's fundamental safety and autonomy of movement is respected and not sold.

### LEARN MORE

Visit the [Transportation topic area](#) on the ICMA website for information and resources.





# **WE WANT TO HEAR YOUR LOCAL GOVERNMENT PREDICTIONS FOR 2019!**

What do you think the new year entails  
for the local government leader?

**SHARE HERE!**







## ABOUT ICMA

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**ICMA, the International City/County Management Association**, advances professional local government worldwide. The organization's mission is to create excellence in local governance by developing and fostering professional management to build better communities.

ICMA identifies leading practices to address the needs of local governments and professionals serving communities globally. We provide services, research, publications, data and information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of people living in thousands of communities, ranging in size from small towns to large metropolitan areas.



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