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The Future of City Management

Political, Social and
Technological Trends that
Will Change How You Lead

PM magazine asked administrators around the world what they thought the local government management profession would be like in the year 2020. Their thoughtful individual predictions, published in the January/February 2012 issue's cover story, "Picturing It: The Year 2020," show several trends. Here is a brief summary of what they see for the future:"

- * IT developments will allow for greater productivity
- * Service delivery will be streamlined
- * Resident engagement will become the norm
- * Performance measurement, quality control, and benchmarking will be emphasized
- * A commitment to sustainability will be standard
- * Quality of life and a sense of place will be important to residents
- * Teamwork and consensus building will be essential skills
- * Working effectively with diverse and aging populations also will be a major skill.



Political Trends

“politics” – from the Greek

“Poli” meaning many; and
“tics” meaning blood
sucking insects

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Delegate vs Representative Philosophical Battle

- A Representative owes the people not only his industry, but his judgment, and he betrays them if he sacrifices it for their opinion.
 - Edmund Burke

Disconnect with Reality

- Campaigning vs Governing
- Death Panels
- ISO 1 Rating/3 New Fire Stations/45 New Firemen/\$18.5 million shortfall
- Bumper Sticker Complexity Limitation
- Lower costs of government without cutting services
- Fees on Property vs Taxes

Fractionalized Vision

- More single issue candidates
 - Social issue Mayor
- More special interest candidates
- Impact of Citizens United on business interests beginning to secretly fund candidates and campaigns

Mainstreaming Stupid

- Articulate Incompetents
 - The most dangerous person in the public realm
 - Make doing the wrong thing sound SO right
 - Progress is a nice word, but change is its' motivator and change has it's enemies
- CAVE men (citizens against virtually everything) tempt you to:
 - Place a greater emphasis on problems than solutions
 - Agree on decisions as a group that individually all agree are dumb
 - Abandon all beliefs, principles, values and policies in search of something no one believes in, but to which no one objects; avoiding the very issues that have to be solved, merely because you cannot get agreement on the path ahead.

Mean spirited and uncivil discourse

- More partisan even in non partisan city council's
- Viciousness
 - Not just disagreeing but evil
- Race Baiting
- Name Calling
 - Socialists
 - Nazi's



**JOAN AND MELISSA:
SMOTHERHOOD**
Their reality series returns
to WE TV on Jan. 24.



MOST WANTED

Joan and Melissa Rivers's Chanukah Gift Guide

HILARIOUS HOLIDAY PICKS FROM THE MOTHER-DAUGHTER DUO.

➤ **MELISSA: Michael Kors iPhone 4 Clutch**

"It's your essentials and your phone. It's the greatest thing ever. I fell in love with Michael Kors on the original *Fashion Police*. And I covet his clothes. He's right up there for me with Calvin Klein and Donna Karan."

\$80; store.apple.com

MOST WANTED



➤ **JOAN: Stuffed Tiger**

"I was once given a giant life-size stuffed tiger in a hotel lobby in Philadelphia—it had an open mouth and they said to me, 'It's to hold magazines!' And I said, 'Are you fucking crazy?' But it's a good gift to give someone to get their attention—they'll talk about you for years."

\$818; wayfair.com



➤ **MELISSA: Same Sky Bracelets**

"That layering-of-bracelets thing is a trend that's not going away. And every year I always try to find a gift that gives back. A lot of times people make a donation in your name, but you still like to have a present to open."

\$50-\$225 each; samesky.com



➤ **JOAN: Brookstone Eye Mask**

"I can take a nap in a plane or a car even before the wheels turn. Winston Churchill won WWII on power naps, so I'm all in favor of them. The eye mask is good because if you've had your eyes done they never close fully—so now you don't look like the walking dead."

\$15; brookstone.com

➤ **JOAN: Fashion Origami**

"It's 4 p.m. on Christmas. What do you do? Laugh, have drinks, and make shoes and hats and dresses: it's like grown-up Barbie. But you need a glass of wine. Nobody's going to do this sober."

\$12; fredflare.com



➤ **MELISSA: Da Vinci's Catapult**

"Remember when you were a kid and you had the whole rubber-chicken catapult thing? This reminds me of a more intellectual version. There's an artsy snob appeal about it, like when Lego started doing all the architectural houses. I was a big spitballer in school, and it brings me back."

\$25; marblesthebrainstore.com



By Melissa Goldstein

PHOTOS: MICHAEL KORS; MICHAEL KORS; COURTESY OF WAYFAIR; COURTESY OF MICHAEL KORS; COURTESY OF SAME SKY; COURTESY OF BROOKSTONE; COURTESY OF AMERICAN SCIENTIFIC; COURTESY OF FRED FLARE

My Facts are as Good as Your Facts

- Google
- Wikipedia
- Council meeting – dynamic fact checking
- Political Operatives creating internet urban legends that gullible people believe
 - Sharia Law – Oklahoma state bill – Texas city that no longer exists
- Less trusting of professional opinions
- Facts become something to be shaped to accommodate my ideology

"Government is the Enemy"

- Anti Government Sentiment seems to have peaked, but will linger for 3-4 more years until more "anti's" get into office and get to implement their ideas
 - "Stupid to spend money on Parks and Libraries"
 - "\$10k license that business gets back when they prove they don't have any illegal aliens"
 - "require all sr citizens to get firearm training"



Demographic Trends

Demographic Shifts

- Growing Senior populations
 - Higher expectation of service
 - Lower expectation of duty to help pay for services
- Growing Minority populations
- Less minority “distinctions” with the coming generations
 - Different assumptions about differences in the next generation
- More diversity in our communities
 - Racial
 - Ethnic
 - National Origin
 - Primary Language
 - Religious
 - Sexual Orientation

More Diverse Profession

- Less middle aged white male City Managers
- More Females
- More Hispanics
- More African Americans
- More Asians
- More Gays

Baby Boomer Bust

- Typical organization has 70% of senior executives eligible to retire now.
- Many baby boomer public executives are leaving the profession early.
- Very few of the best and brightest are willing to pay the price to be a sr executive in local government. The leadership pipeline is weak.
- Institutional values and organizational DNA is at risk with such rapid change to the next generation of leaders
- Training and Development Strategies are designed for the last generation – but nothing is more important to retaining the next generation

Increasing Conflict Over Religion

- “Spring Holidays” instead of “Good Friday”
- “Season’s Greetings” instead of Merry Christmas
- In God We Trust signage in Council Chambers
- Public Prayer conflicts
 - “in Jesus name I pray”
 - Wiccans at City Council

Changing Values and Priorities with the Next Generation

- Punctuality
- Expectation of Training and Technology
- Contractual Work Ethic
 - Lack of Institutional Loyalty
- Racial and Gender Equality
- Sexual Values
 - Sexually suggestive logos, symbols, photos, t shirts, etc
 - Immodest clothing choices
 - Transmitting nude self photos
- Respect for superiors



Technology Trends

The Death of Privacy

- Facebook
- Twitter
- Four Square
- Google Maps
- Red Light Cameras
- Cell Phone Cameras
- Big Brother Tracking by Corporations

Cell Phones

- Personal use of city phone on city time
- Personal use of personal phone on city time
- Intimate texts on personal phone on city time
- Texting to circumvent open meetings
- Recording/Photographing and transmitting
 - Inappropriate images or jokes
 - People unaware they are being recorded
 - Cops being recorded
 - Cops doing recording

Internet Abuse

- All studies show more than 2.2 hours per day is spent by workers visiting websites during working hours.
- A study published by *Snapshot Spy* reflects employee admissions that the Internet is used for personal purposes up to three hours per day.
- *Snapshot Spy* also reports that 64 percent of workers acknowledge use of the Internet for personal purposes during work hours and that a significant number state that Internet use can be “addictive.”
- An Internet Data Corp. survey published by *Snapshot Spy* reports that up to 40 percent of workplace Internet use is not business related.
- The same Internet Data Corp. survey reveals that up to 60 percent of all online purchases are made during regular work hours.
- Workers spend twice as much time online at work as at home as reported by *Snapshot Spy*.

Email

- Racial jokes
- Sexual jokes
- Inappropriate images
- Gossip
- Rumors
- Unclear privacy standards
- Derogatory comments about citizens or elected officials

Rapid Response Expectations

- More and more specialized niche marketing
- Meet my needs my way
- 7 second rule
- Life event service expectations

Transparency Expectations

- Technology makes it easier and easier to make information available
- Citizens are increasingly expecting that “that which is possible to put on line should be put online”



**Fiscal
Management
Trends**

Fiscal Federalism

- More unfunded mandates but with a shift towards social issues (religion, abortion, etc)
- Less funding from the federal government – less funding from the state government
- States will play slight of hand to push responsibilities downward but not provide funding to pay for them
- States will begin looking for ways to steal local funding

Cut Government

- Unwilling to raise taxes (but unwilling to cut services)
- No more tax increases and often tax reductions
- Emphasis upon cutting the size of government
- Declining support for employee pensions and healthcare
- Now focused instead of future focused
- More concerned with ideology – less concerned with cause and effect
- Doing more with less
- Question everything
- “run government like a business”

Moving from Competing Goals into Conflicting Goals

- Competing Goals are Resource Driven
 - Resources may be money, time, volunteers, etc.
 - Not mutually exclusive if resources were available
 - Limited resources are the core source of conflict
- Conflicting Goals are Generally Philosophical in Nature
 - Often mutually exclusive regardless of resource availability
 - Resource conflicts are symptoms not causes

Huge Emphasis on Continuous Improvement

- Prioritization of Services
- Making hard choices
- Haves vs have not's
- Who is subsidizing who
- Six Sigma
- Lean Government

Long Term Fiscal Health Choices

- Current vs future residents
- Pension plan stability
- Employee compensation and benefits compared to the private sector
- Infrastructure investment vs low taxes
- Employee health care costs

Bill Payment Trends

- Online Bill Payment Expectations
- Decline of Post Office
- Decline of check usage
- Privacy Protection Issues – Red Flag

Advertising on Facilities

- Appropriate vs Inappropriate Battle
 - Sports Facilities
 - Parks
 - Overpasses
- How Far is Too Far?
 - Branded T Shirts on City Employees
 - Police Cars

Alternative Revenue Sources

- Advertising on City Facilities
 - Sports and convention facilities
 - Rooftops
 - School buses
 - Police Cars
 - Electronic Bill Boards
 - Signage above traffic light bars
 - Signage on water towers
- Downtown Electricity Aggregation Project
- Radio Maintenance Project
- Combined Purchasing Initiative



**Changes in
Citizen
Communication
and Engagement
Strategies**

Increased Expectation of Citizen Input

- More conflict over “who speaks for the people”
- More fractionalized decision making on community wide decisions
- More expectation to “let me have input the way I want to give it”

Search for “community”

- More focus on “community of interest” – less focus on political subdivision lines
- More collaborative decision making with the affected communities of interest
- Communal desires for “interconnectedness”

Crowd Sourcing

- Austin, Texas Budget Balancing Exercise
- Manor, Texas Online Citizen Suggestion System
- Oakland County, Michigan Budget Balancing input

Citizen Complaint Dynamics

- Traffic light timing driving path posted on You Tube followed by email notification
- Egyptian Coup led via Facebook
- Twitter revolution in Iran
- Customer Response Systems – Basic
- See Click Fix
- 24/7 Access Expectations

Instant mobilization of uninformed citizens

- Twitter calls to arms on a moment's notice
 - citizens who have not heard the whole debate suddenly showing up to weigh in

Open Record and Open Meeting Confusion

- Texting between Council members during a meeting
- Political interest groups texting Council members during a meeting
- Vendors texting a supportive Council member during a debate

Landline/Email/Cell/Text/ Twitter Rapid Evolution

- Decline of land line phones
- Email becoming obsolete

Changes in the Media

- Decline of network television as a primary entertainment source
- Decline of newspapers as primary source
- Decline of local television news
- Increase in national cable news coverage of local events due to 24/7 news cycle
- Move to “bumper sticker” analysis in traditional media outlets
 - Newsweek
 - USA Today
- Increased depth of analysis online
 - I-Pad subscriptions
 - MSNBC
 - Huffington Post
- Blurred lines between “media” and “bloggers”
- Decreasing expectation of journalistic standards



Operational Impacts

Operational Expectations

- More collaboration across lines
- More efficient
- More evidence based decision making
- More justification
- More “why and why not” questions

Operational Rationing

- More reliance on fees
 - Toll Roads one example
- More limited array of services
- More limited availability of services that are offered
- More political battles over who is subsidizing who
 - Commercial/Retail Garbage example

More Reliance on Interim Managers and Consultants

- Interim Managers are booming
- Consultants are being used to avoid filling vacant positions
- More “second careers” as interims or part timers by early retiree managers
- May see the “Quorum” model begin to develop

Decline of the ACM

- More Asst to the CM being deleted
- More vacant ACM positions being left vacant
- More “functional ACM’s” without the title
- More dual “dept head/ACM’s”
- Flattens the organization
- Raises performance expectation of department heads

Senior Services

- More services will shift from young families to seniors
- Service Recipients will be more resistant to pay for the services but will have the clout to demand them anyway
 - Texas – Sr Tax Freeze exemption

Libraries of the Future

- Decline of the written book
- Decline of physical music
- Online book “rentals” now available
- Online movie “rentals” now available
- Will Apple, etc make libraries obsolete?

Planning and Development

- More pressure from developers to deregulate at the same time that --
- More expectation by citizens of
 - a “sense of place”
 - Walkability
 - Protection of natural beauty
 - High quality of life amenities
 - Arts and culture



**Environmental
Issues**

Water will be the Next Oil

- Private companies moving in... prices 6-8 times that of city water utilities
- Shortages
- Short term political mindset will prevent doing adequate preparation for two generations away

Sustainability

- Absolutely essential for long term viability and economic health
- Increasingly controversial
 - Agenda 21



**City
Management
Skills Required in
the New Normal**

Facilitation and Conflict Resolution

- The Manager will play a larger role in brokering facilitated agreements between competing interests as more inexperienced elected officials take the helm.

Collaboration

- The Manager will be expected to stimulate, motivate and orchestrate collaborative efforts internally as well as across organizational lines.
- Civic Ego will be at cross purposes with cost efficiency and the manager will be expected to lead a “come let us all reason together” perspective.

Strategic Thinking

- Looking at new ways of doing business
- Learning from the private sector
- Understanding impact of external forces
- Anticipating long term shifts in
 - Economy
 - Technology
 - Demographics
 - Value systems
 - Political movements

Technologically Literacy

- Social Media
- E Gov
- E Commerce

Teacher and Trainer

- Connect with the next generation
- Help the organization manage rapid change
- Become a learning organization to avoid being left behind
- Demand that your organization begin thinking strategically and training and equipping them to do so

Four Principles to Create an Organization that Thrives in the New Normal

- **Principle One:**

 - Do Things Right and Do the Right Things**

 - Question Everything
 - Use Business Analytics for Decision Making
 - Embrace Lean/Six Sigma Process Improvement
 - Train AND Develop Your People
 - Develop a Results Orientation

Four Principles to Create an Organization that Thrives in the New Normal.

- Principle Two:

 - Do Right. Risk Consequences.**

 - Lead your organization to grow from legal compliance to ethical behavior to integrity commitment to character driven.
 - Teach your team to be passionate about doing what is right no matter the cost.
 - Abandon your fear of getting fired.

Four Principles to Create an Organization that Thrives in the New Normal

- **Principal Three:**

Do Unto Others As You Would Have Them Do Unto You

- Develop Relationships
- Be Authentic
- Care about your people and show it
- Protect your people more than yourself

Four Principles to Create an Organization that Thrives in the New Normal

- **Principal Four:**

Some men look at the world as it is and ask why. I look at the world as it could be and ask why not?

- Think strategically.
- Think about the next generation and the generation after that and the generation after that
- Rekindle the reformational spirit of the founding of our profession.



From "The City Manager: A New Profession" by Harry Aubrey Tomlin, 1915:

City government is experiencing a civic revolution. We have run suddenly upon a novel age where tried formulas are nil, where old landmarks are transformed into strange beacon lights and the new anchorage is yet afar off. Revolution in municipal government is but one of our ventures into the virgin land of untried things. The seeking of the truer, cleaner and the finer, of the less wasteful and more efficient is the advertisement of our national restlessness.

The failure of the old has stung our pride into a pilgrimage to find something newer, nobler, and more satisfying than that which the old government could give, with its' incompetence, its' sloth, its' extravagance. From this genesis, the new order sprang. The City Manager plan is part of this more modern trend of thought.



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