PBAF 565 Topics in Urban Affairs - Municipal Management
Mondays and Wednesdays, 4:30-5:50pm
Class Location: Parrington Hall—Room 106

Dick Zais: Instructor/Interim City Manager Woodinville WA. 08/17/15—Present
Retired Yakima City Manager (1979-2011)
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Office hours: Monday & Wednesday: 4 pm-4:25 pm/6 pm-6:30 pm

Description and Objectives:

Most Americans live in a local government that is run by a professional chief administrative officer. This course is designed to introduce students to the art and science of administering local city and county governments, and the principals and practices of professional municipal management. The course is also designed to encourage and inform students interested in pursuing a career in local government professional management. It emphasizes the institutional structures and systems that define the scope and authority of professional local government manager’s. It also examines the analytical frameworks and methodology that municipal managers use to define a local government’s mission; evaluate problems; build partnerships; help design policy choices for elected leaders; and apply sound management practices and solutions to insure the effective, efficient, and ethical operation of local government.

Throughout the course students will learn firsthand from professional municipal managers in the field about the job, career experience and public service that they provide and deliver to local government. Included in the course are topics covering the structure and forms of local municipal government and management, leadership and ethics for municipal managers, and political relationships between managers and the elected officials they serve. Throughout the course students will also see the application of skills developed in the core curriculum to the unique challenges and opportunities that municipal managers encounter on the job in areas such as: policy formation and systems leadership; budgeting and priority setting for municipal services; economic development; human resource management and collective bargaining; intergovernmental relations; municipal management careers and job opportunities; communications and media relations; citizen engagement in local planning and land use policy decisions by governing bodies; emergency management; and contracting public services.

Students who successfully complete the course will improve their understanding of the principals and practice of professional municipal administration as defined by:
1. What it means to work as a professional manager in municipal government and what it means to contribute to the municipal management profession and to pursue a public service career.
2. How the council-manager form of government differs from the mayor-council form of government and the role professional managers and administrators serve in each form.
3. How municipal managers reconcile the unique features that shape local governance, such as the need for economies of scale vs. the desire for localized control, the propensity for NIMBY-ism, and the diversity of local interests and politics that shape local policy priorities and decision making.
4. How mission, vision, and values are defined in local government public service compared to non-profits and other private corporations.
5. The overarching priority and responsibility of municipal managers to practice and demonstrate strong ethical and principled leadership in their administrative duties.
6. Key clinical knowledge of essential service areas such as governance, public safety, infrastructure, human services, intergovernmental partnerships, communications, and citizen engagement.

The course has four main components. The first is an overview of the municipal management profession (hereafter, “The Profession”). In this part we will cover what city managers do, how professional management is different from management in other institutional contexts, and how one builds a career in The Profession. The second part is about governance. How do municipal managers interact with elected officials? What role do professional managers play in developing and implementing policy? What role to professional managers play in intergovernmental relations? How involved are managers, or how involved should they be, in policymaking? The third section is about tactical concerns. Here we will cover the key conceptual and clinical information needed to understand human resources, communications, budgeting and economic development, and other day-to-day management processes. Finally, the course will address the critical and essential skill sets needed to secure a job and succeed in a career as a professional municipal manager.

Course Policies:

The following academic policies are in effect for this course:

- All course materials are available on the course Catalyst page.
- I encourage you to bring a notebook computer to class, but please do not spend time in class using social media, working on other assignments, etc. If for some reason you aren’t able to fully engage in a class session please let me know.
- Please let me know if you can’t deliver an assignment on time. We may be able to negotiate a different due date or a substitute assignment.
- Guest presenters are an essential component of this course. Please come prepared to fully engage our guest presenters. Know their background and ask questions that will help you understand how and why they made the decisions they made.
- All assignments will be graded in one percent intervals from 0-100%. Final grades will be the weighted average (described below) of all your assignments. Final weighted averages will determine course grades as follows: 100% = 4.0; 99-98% = 3.9; 97-96% =
- Please submit all assignments to the electronic drop-box at the Catalyst site. For group or team work on the course case study each member shall submit their own individual report. All group members should be identified on the document.

**Assignments:**

1. **Journals/Readings – 40%** - Journals are bi-weekly reflections on interviews with practitioners, class readings, guest presentations, and other material. The Instructor will provide questions in advance, and students will submit a 2-3 page paper bi-weekly in response. Journal entries are a chance for you to reflect on what you’re learning and to comment on your professional development throughout the course.

2. **Case Study – 40%** - a ten page case that describes a management scenario or policy dilemma faced by a municipal manager. You will work in teams of two or three. Cases will follow the Electronic Hallway format and will include a teaching note that outlines the key lessons to take away from the case. The Instructor will connect you with ideas and suggestions for cases, and with the municipal managers who can provide the information needed to analyze and write the case. During the last 2 class meetings you will give brief presentations of each case.

3. **Participation – 20%** - please come to class having completed the readings and prepared to fully participate in class discussions. This is especially true when we have guest presenters. Students are expected to fully engage our presenters and to make the most of your chance to learn from them.

**Academic Accommodations:**

At the Evans School, we are committed to ensuring access to classes, course material, and learning opportunities for students with disabilities. If you would like to request academic accommodations due to a disability, please contact Disability Resources for Students at: http://www.washington.edu/admin/dso/. If you have a letter from the office of Disability Resources for Students indicating you have a disability that requires academic accommodations, please present the letter to me so we can discuss the accommodations you might need for this class.
Class Schedule for Winter Quarter 2016 (subject to change):

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Presenter</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>Monday, Jan. 4</td>
<td>Overview of the Course &amp; Introduction to the Profession</td>
<td>Dick Zais, Instructor</td>
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<tr>
<td>Wednesday, Jan. 6</td>
<td>Ethics for Municipal Managers</td>
<td>Dick Zais, Instructor</td>
<td><strong>Journal Entry 1:</strong> Draft personal tenets of leadership; provide analysis and response to ethical challenge</td>
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<td>Monday, Jan. 11</td>
<td>Comparative Forms of Local Government: Council-Manager/Strong Mayor/Commissioner Forms</td>
<td>Guest Presenter: Peter King, CEO, Association of Washington Cities</td>
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<td>Wednesday, Jan. 13</td>
<td>Politics and Practice of Council-Manager Government</td>
<td>Dick Zais</td>
<td><strong>Journal Entry 2:</strong> What distinguishes professional managers from elected political leaders? Compare and contrast the pros and cons of each form of government and unique roles of an elected strong mayor vs. an appointed city manager</td>
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<td>Monday, Jan. 18</td>
<td>No Class – MLK Day</td>
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<td>Wednesday, Jan. 20</td>
<td>The City Manager as Leader/Policy Advisor Introduce Case Studies</td>
<td>Guest Presenter: Bob Jean, Retired University Place City Manager/ICMA Senior Advisor</td>
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<td>Monday, Jan. 25</td>
<td>Policy Formation &amp; Systems Leadership/ “City of Wallingford” Example</td>
<td>Guest Presenter: Bob Jean, Retired University Place City Manager/ICMA Senior Advisor</td>
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<td>Wednesday, Jan. 27</td>
<td>Policy Leadership &amp; System Leadership</td>
<td>Anne Pflug, ICMA Senior Advisor, Instructor of Public Policy at Central Washington University, retired city manager</td>
<td><strong>Journal Entry 3:</strong> What are the essential leadership qualities needed to be an effective and successful municipal manager?</td>
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<td>Monday, Feb. 1</td>
<td>Intergovernmental Relations</td>
<td>Guest Presenters: Andrew E. Neiditz, Executive Director, South Sound 911, Former Lakewood City Manager, Past ICMA Vice President</td>
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<td>Wednesday, Feb. 3</td>
<td>“A Day in the Life of an Assistant City Manager”</td>
<td>Guest Presenter: Nancy Ousley, Assistant City Manager, Kenmore WA</td>
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<td>Monday, Feb. 8</td>
<td>Municipal Budgeting and Governance</td>
<td>Dick Zais, Guest Presenter: Justin Marlowe, Endowed Prof. of Public Finance &amp; Civic Engagement, &amp; Faculty Advisor to ICMA Student Chapter, Evans School Of Public Policy &amp; Governance</td>
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<td>Wednesday, Feb. 10</td>
<td>Priority Based Budgeting/Managing Municipal Fiscal Challenges</td>
<td>Guest Presenters: Jay Covington, CAO, City of Renton and Dave O’Leary, City Administrator of Shelton</td>
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<td>Monday, Feb. 15</td>
<td>No Class – Presidents Day</td>
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<td>Wednesday, Feb. 17</td>
<td>Contracting &amp; Privatization</td>
<td>Guest Presenter: Rich Conrad, Retired City Manager, City of Mercer Island</td>
<td><strong>Journal Entry 5:</strong> Describe and contrast the economic &amp; political advantages and disadvantageous of contracting out police, fire, solid waste &amp; parks/recreation programs to the private sector, a non-profit agency or another gov’t entity.</td>
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<td>Monday, Feb. 22</td>
<td>Human Resources, Collective Bargaining and Labor Relations</td>
<td>Guest Presenter: Dave Zabell, City Manager, Pasco, WA</td>
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<td>Wednesday, Feb. 24</td>
<td>Communications &amp; Media Relations/ Citizen Engagement</td>
<td>Dick Zais and Guest Presenter: Marilynne Beard, Assistant City Manager, Kirkland, WA</td>
<td><strong>Journal Entry 6:</strong> Describe how citizen activism and media coverage can change public policy and</td>
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<td>Monday, Feb. 29</td>
<td>“Where the jobs are and what it takes to be a successful candidate”</td>
<td>Dick Zais and Guest Presenter: Greg Prothman, President and CEO, Prothman Executive Search</td>
<td>service delivery.</td>
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<td>Wednesday, March 2</td>
<td>Emergency Management – City of Yakima response to the 1980 eruption of Mt. St. Helens</td>
<td>Dick Zais</td>
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<td>Monday, March 7</td>
<td>Case Study Presentations</td>
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<td>Wednesday, March 9</td>
<td>Case Study Presentations</td>
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Readings

Jan 4: Overview of the Profession
- Introduction to the Class and History of Professional Local Government Management
- Dick Zais Presentation
- International City Management Association, Life, Well Run Initiative [www.lifewellrun.org](http://www.lifewellrun.org)
  - “Local Government 101”
  - Professional Managers
  - How to Become a Professional Local Government Manager
  - Key Facts
  - Council-Manager FAQ Brochure
- Suggested reading: Collins, Jim. Good to Great.

Jan 6: Ethics for Municipal Managers
- International City/County Management Code of Ethics

Jan 11 and 13: Politics & Practice of Council-Manager Government/ Comparative Forms of Local Government
- A Load of Local Governments
- Local Legislative Bodies
- AWC – Pros and Cons of Council-Manager Form
- MRSC – Trends in Forms of Government in WA Cities
Jan 20: The City Manager as Leader/Policy Advisor

- Municipal Research Services Center: Local Government Policy Making Process
- International City Management Association, Perego, Martha.“Ethics Matter! Ethical Leaders – The Conduct We Love and Loathe in Our Leaders” September 2010.
- Branscombe, G. Curtis, Ethical Leadership ICMA Professional Management Article 2008
- Zais, Richard A. Tenets of Great Leadership
- Suggested reading: Covey, Stephen, Principle-Centered Leadership, 1989; “11 Rings” by Phil Jackson; “Jack” by Jack Welch, Former CEO of General Electric Corporation and Author on Successful Leadership

Jan 25 and Jan 27: Policy Formation and Systems Leadership

- Municipal Research Services Center: Local Government Policy Making Process
- SV Justice Services Part 1 without recommendations
- Making Decisions about Court Services in Spokane Valley, Washington

Feb 1: Intergovernmental Relations

- Other articles on Intergovernmental Relations and managing multiple projects to be identified
- Suggested Reading: “Reinventing Government” Ted Gaebler & David Osborne--1992

Feb 8 and 10: Municipal Budgeting and Governance/ Priority Based Budgeting

- ICMA Budgeting Guide for Local Government, second edition (Chapters 1 & 2;
- ICMA Revenue Guide for Local Government, second edition (Chapters 1 & 2;
- Lifewellrun.org: Finance and Budget
- Lifewellrun.org: Fiscal Crisis: Taking Stock and Looking Forward
- City of Renton Budgeting Priority Model (To be Distributed in Class)
- City of Shelton Budget Reform Model (To Be Distributed in Class)

Feb17: Contracting and Privatization

- MRSC Publication– Contracting for Services, November 2013
- Selected News Articles re 99 Tunnel & 520 Bridge Projects—Contractual Relationships & Oversight


- AWC Small City Resource Manual – Chapter 7 (saved in February 12/19 folder).
- International City/County Management Association-Life Well Run Initiative - -www.lifewellrun.org) Careers in Local Government Management

February 24: Communications, Media Relations and Citizen Engagement

- Selected articles on Municipal Media Relations/Social Media communications
Feb 29: “Where the Jobs are and What it Takes to be a Successful Candidate”
- Other selected Articles on professional municipal job opportunities—to be identified…
- Job Recruitment Announcements for City Manager & Assistant City Manager Positions

March 2: Emergency Management
- City of Yakima, Municipal Emergency Powers Ordinance

March 7 and 9: Present Case Studies