

**Final Course Syllabus—January 4, 2017  
(Updated 1/3/2017)**

**PUBPOL 565 Topics in Urban Affairs - Municipal Management  
Mondays and Wednesdays, 4:30-5:50pm  
Class Location: Parrington Hall—Room 308**

Dick Zais: Instructor  
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Interim City Manager Woodinville WA. 08/17/15—03/01/16  
Retired Yakima City Manager (1979-2011)  
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**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 do 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% = 3.8; 94-95% = 3.7; 92-93% = 3.6; 90-91% = 3.5; 88-89% = 3.4; 86-87% = 3.3; 84-85% = 3.2; 82-83% = 3.1; 80-81% = 3.0; 78-79% = 2.9; 76-77% = 2.8; 74-75% = 2.7; < 73% = 2

- Please submit all assignments to the electronic drop-box at the Catalyst site. 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 10 to 12 page case study 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 your team 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 important 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 2017 (subject to change):**

<b>Date</b>	<b>Topic</b>	<b>Presenter</b>	<b>Assignment</b>
Wednesday, Jan. 4	Overview of the Course & Introduction to the Profession	Dick Zais, Instructor	
Monday, Jan. 9	Comparative Forms of Local Government: Council-Manager/Strong Mayor/Commissioner Forms	Guest Presenter: Peter King, CEO, Association of Washington Cities	<b>Journal Entry 1:</b> What distinguishes professional managers from elected political leaders? Compare and contrast the pros and cons of each form of government and the unique roles of an elected strong mayor vs. an appointed city manager. <b>Due: Jan. 18, 2017</b>
Wednesday, Jan. 11	Ethics for Municipal Managers	Dick Zais, Instructor	
Monday, Jan. 16	No Class-ML King Holiday		
Wednesday, Jan. 18	Politics and Practice of Council-Manager Government	Dick Zais Guest Presenter Debbie Tarry, City Manager, Shoreline, WA	<b>Journal Entry 2:</b> Draft personal tenets of leadership; provide analysis and response to ethical challenge. <b>Due: Jan. 27, 2017</b>
Monday, Jan. 23	The City Manager as Leader/Policy Advisor Introduce Case Studies	Guest Presenter: Bob Jean, Retired University Place City Manager/ICMA Senior Advisor	
Wednesday, Jan. 25	Policy Formation & Systems Leadership/ "City of Wallingford" Example	Guest Presenter: Bob Jean, Retired University Place City Manager/ICMA Senior Advisor	<b>Journal Entry 3:</b> What are the essential leadership qualities needed to be an effective and successful municipal manager? <b>Due: Feb. 4, 2017</b>
Monday, Jan. 30	Policy Execution and Strategic Leadership – City of Spokane Valley Case Study on Criminal Justice/Court Services	Anne Pflug, ICMA Senior Advisor, Instructor of Public Policy at Central Washington University, retired city manager	

Date	Topic	Presenter	Assignment
Wednesday, Feb. 1	Human Resources, Collective Bargaining and Labor Relations	Guest Presenter: Dave Zabell, City Manager, Pasco, WA	
Monday, Feb. 6	Municipal Budgeting and Governance	Dick Zais Guest Presenter: Justin Marlowe, Endowed Prof. of Public Finance & Civic Engagement, & Faculty Advisor to ICMA Student Chapter, Evans School Of Public Policy & Governance	<b>Journal Entry 4:</b> Prepare a preliminary budget message to the Wallingford City Council which describes a fiscal deficit and recommends solutions to maintain essential services and balance the budget. <b>Due: Feb. 13, 2017</b>
Wednesday, Feb. 8	Priority Based Budgeting/Managing Municipal Fiscal Challenges; Managing Bad News Budgets	Guest Presenter: Jay Covington, CAO City of Renton, WA; Lynn Nordby; Retired City Manager, Public Policy & Mgm't Consultant, MRSC	
Monday, Feb. 13	"A Day in the Life of an Assistant City Manager"	Guest Presenter: Nancy Ousley, Assistant City Manager, Kenmore, WA	
Wednesday, Feb. 15	Contracting & Privatization	Guest Presenter: Rich Conrad, Retired City Manager, City of Mercer Island	<b>Journal Entry 5:</b> Describe and contrast the economic & political advantages and disadvantageous of contracting out police, fire, solid waste & parks/recreation programs to the private sector, a non-profit agency or another gov't entity. <b>Due: Feb. 22, 2017</b>
Monday, Feb 20	Presidents Day Holiday		
Wednesday, Feb. 22	Intergovernmental Relations	Guest Presenter: Andrew E. Neiditz,	

Date	Topic	Presenter	Assignment
		Exec Director South Sound 911; Former Lakewood City Manager, Past ICMA Vice President	
Monday, Feb. 27	Communications & Citizen Engagement/Legislative Relations and Managerial challenges.	Dick Zais and Guest Presenters: Bob Harrison, CAO Issaquah WA/Tracey Burrows, Executive Director Municipal Research and Services Center.	<b>Journal Entry 6:</b> Describe how Managers can best respond to citizen activism, social media and mainstream news coverage of major municipal issues that may influence legislative policy decisions, and ballot measures that affect public services. <b>Due: Mar 2, 2017</b>
Wednesday, Mar 1	“Where the jobs are and what it takes to be a successful candidate”	Dick Zais and Guest Presenter: Greg Prothman, President and CEO, Prothman Executive Search	
Monday, March 6	Emergency Management – City of Yakima response to the 1980 eruption of Mt. St. Helens	Dick Zais	
Wednesday, March 8	Case Study Presentations		Case Studies <b>Due: Mar 14, 2017</b>
Monday, March 13	Case Study Presentations		Case Studies <b>Due: Mar 14, 2017</b>

### Case Study Format

The following is information regarding the case studies for the Municipal Management Class (PUBPOL 565 A) for 2017.

Students are expected to work in groups of 3-4 members for this assignment. Each group is to submit the case study report and limited to a length of 10 to 12 pages. The course Syllabus states that student reports are to follow the "Electronic Hallway" format. It also states that the instructor will provide a "teaching note" that outlines the key lessons students should take away from the class. Accordingly, I have prepared this for all of you in the section below.

In addition, following the "teaching note" are the Case Studies, and individual contact information for this assignment which have been offered to the class from the members of the Washington City/County Management Association.

The presentations of the studies to the class are scheduled for the class sessions on Wednesday March 8th, and Monday March 13th, 2017.

The deadline for submitting all case studies to me is Tuesday, March 14, 2017.

### **"Teaching Note" for Case Study Reports:**

The Case Studies for this class offer a unique opportunity for students to engage directly with professional managers and administrators on significant and diverse policy issues and challenges that they have directly experienced or managed in their governmental agency.

The key facts, lessons and outcomes that students should include in their case study reports are as follows:

1. Name the principal participants and stakeholders involved, including governmental agencies, the elected officials, managers and staff members assigned and their respective roles, citizens and community special interest groups if applicable.
2. Identify the major policy issues or decisions which are under consideration or have been made which have been assigned to city administration to undertake or implement.
3. What are the possible implications of policy choices or decisions that have been made, and what are the advantages and disadvantages of each choice or decision?
4. What were the estimated costs, if any, for these decisions, and what was the designated funding source to pay for them, such as new taxes or fees, loans or grants, bonds, or growth in existing revenue sources?
5. Were risks or legal considerations for these policy decisions evaluated and examined to determine if there were any potential adverse impacts on the community or organization?
6. What were the anticipated rewards and benefits that were anticipated to occur such as: improved or enhanced public services, updated public infrastructure, new community services, lower crime rates, increased economic development with more jobs and business growth in the community and other returns on investment over the long term?
7. Was the policy issue decision and plan for implementation thoroughly vetted and supported by key interest groups and stakeholders? If not, should the Manager or Administrator provided other policy options or choices to policy makers and other parties to gain broader support?
8. Was the final outcome of the policy decision process and its implementation successful in meeting its original stated goals and objectives?
9. What are your principal findings and conclusions from the case study and what lessons did you learn most about municipal management leadership from this case?

Following are the Case Studies which have been offered to our municipal management class from the members of the Washington City/County Management Association:

1. City of Renton Town Center Development—Renton Landing, Jay Covington, CAO [jcovington@rentonwa.gov](mailto:jcovington@rentonwa.gov)
2. City of Seattle Housing Affordability and Livability Agenda – Attaining the, “Grand Bargain” for Housing Policy, Leslie Price, Senior Policy Advisor, Office of the Mayor, City of Seattle, [leslie.price@seattle.gov](mailto:leslie.price@seattle.gov) and David Moseley, Interim CM, Monroe, WA and Retired Director, WA State Ferry System, [dmoseleyseattle@gmail.com](mailto:dmoseleyseattle@gmail.com)
3. City of Tukwila Blight/Nuisance Removal (seizure of criminal property and eminent domain)—David Cline, CA Tukwila [david.cline@tukwilaWA.gov](mailto:david.cline@tukwilaWA.gov)
4. Intergovernmental Partnerships for Wastewater Treatment (LOTT)—Lacey, Olympia, Tumwater and Thurston County, Steve Hall, CM Olympia [shall@ci.olympia.wa.us](mailto:shall@ci.olympia.wa.us)
5. Intergovernmental Communications Service Agency, starting and consolidating a new agency serving 38 agencies—South Sound 9-1-1, Andrew Neiditz [Andrew.Neiditz@southsound911.org](mailto:Andrew.Neiditz@southsound911.org)
6. Community and Public Information/Involvement and Social Media, traditional vs. new media and its influence on major public policy issues and decisions —Bob Harrison, CM Issaquah [bobh@ci.issaquah.wa.gov](mailto:bobh@ci.issaquah.wa.gov)
7. Suburban Transformations and Placemaking for University Place —Steve Sugg, CM University Place [SSugg@cityofUP.com](mailto:SSugg@cityofUP.com); Mariza Craig, DCM University Place [MCraig@cityofUP.com](mailto:MCraig@cityofUP.com)
8. *(Tentative)* City of Lakewood--Emergency Response to Citizen Shooting, John Caufield, CM Lakewood, [jcaufield@cityoflakewood.us](mailto:jcaufield@cityoflakewood.us)
9. City of Woodinville Tent City Experience--Pete Rose, City Administrator, Lake Forest Park [prose@ci.lake-forest-park.wa.us](mailto:prose@ci.lake-forest-park.wa.us)



## 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
- Bosworth, Karl A. (1958). “The Manager is a Politician.” *Public Administration Review* 18(3): 216-222.
- Nalbandian, John, Robert O’Neill, Jr., J. Michael Wilkes, and Amanda Kaufman (2013). “Contemporary Challenges in Local Government: Evolving Roles and Responsibilities, Structures, and Processes.” *Public Administration Review* 73(4): 567-574.
- Suggested reading: Collins, Jim. Good to Great.
- “Flying Lessons”: Lynn K. Nordby, Retired City Manager, Public Policy & Management Consultant, Municipal Research & Services Center.

### Jan 9: Comparative Forms of Local Government – Governance and Management

- Stillman, Richard J. (1977). “The City Manager: Professional Helping Hand or Political Hired Hand?” *Public Administration Review* 37(6): 659-670
- A Load of Local Governments
- Local Legislative Bodies
- AWC – Pros and Cons of Council-Manager Form
- AWC – Councilmember Handbook 11 – Chapter 2 only, “Code and Charter Cities”
- MRSC – Trends in Forms of Government in WA Cities

### Jan 11: Ethics for Municipal Managers International City/County Management Code of Ethics

- Dobel, J. Patrick (1998). “Political Prudence and the Ethics of Leadership.” *Public Administration Review* 58(1): 74-81.
- International City Management Association, Perego, Martha, “Ethics Matter! Challenges in the New Era” April 2012.
- International City Management Association, Perego, Martha. “Ethics Matter! Crisis Mode” September 2011.
- International City Management Association, Perego, Martha. 2012 Ethics Program Report.

### Jan 23: The City Manager as Leader/Policy Advisor

- Svara, James H. (1998). “The Politics-Administration Dichotomy Model as Aberration.” *Public Administration Review* 58(1): 51-58.
- 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.
- Branscome, G. Curtis, Ethical Leadership ICMA Professional Management Article 2008
- Zais, Richard A., Tenets of Great Leadership
- “Management Insights—An Anthology of Perspectives on Navigating Management and Leadership”: Robert J. O’Neill Jr. Retired Executive Director, International City/County Management Association, September, 2016.
- 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: Policy Formation and Systems Leadership*

- Municipal Research Services Center: Local Government Policy Making Process
- Wikstrom, Nelson (1979). "The Mayor as a Policy Leader in the Council-Manager Form of Government: A View from the Field." *Public Administration Review* 39(3): 270-276.
- Banovetz, James M. (1994). "City Managers: Will they Reject Policy Leadership?" *Public Productivity and Management Review* 17(4): 313-324.
- City of Wallingford case example

*Jan 30: Policy Execution and Strategic Leadership – City of Spokane Valley Case Study on Criminal Justice/Court Services*

- Spokane Valley Justice Services Part 1
- Making Decisions about Court Services in Spokane Valley, Washington

*Feb 1: Human Resources, Collective Bargaining and Labor Relations*

- Schroeder, Bruce. AWC Basics of Collective Bargaining in Washington (2012).
- 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](http://www.lifewellrun.org)) Careers in Local Government Management

*Feb 6 and 8: 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)
- [www.lifewellrun.org](http://www.lifewellrun.org): Finance and Budget
- [www.lifewellrun.org](http://www.lifewellrun.org): Fiscal Crisis: Taking Stock and Looking Forward
- AWC Small City Resource Manual – Chapter 6.
- City of Renton Budgeting Priority Model (To be Distributed in Class)
- "Flying Lessons": Lynn K. Nordby, Retired City Manager, Public Policy & Management Consultant, Municipal Research & Services Center.

*Feb 13: A Day in the Life of an Assistant City Manager*

- "A Local Government Nerd Continues a Family Tradition," by Allison Prang
- <http://fortheloveofcities.com/>

*Feb15: Contracting and Privatization*

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

*Feb 22: Intergovernmental Relations*

- Howell-Maroney, Michael (2008). "The Tiebout Hypothesis 50 Years Later: Lessons and Lingering Challenges for Metropolitan Governance in the 21<sup>st</sup> Century." *Public Administration Review* 58(3): 97-109.
- Other articles on Intergovernmental Relations and managing multiple projects to be identified
- Suggested Reading: "Reinventing Government" Ted Gaebler & David Osborne--1992

*February 27: Communications and Citizen Engagement/Legislative Relations & Managerial Challenges*

- Berman, Evan M. (1997). "Dealing with Cynical Citizens." *Public Administration Review* 57(2): 105-112.
- Woolum, Janet (2011). "Citizen Involvement in Performance Measurement and Reporting: A Comparative Case Study from Local Government." *Public Performance & Management Review* 35(1): 79-102
- Selected articles on Municipal Media Relations/Social Media communications

*March 1: “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 6: Emergency Management*

- Federal Emergency Management Administration (FEMA): Developing and Maintaining Emergency Operations Plans, (2010) [http://www.fema.gov/pdf/about/divisions/npd/CPG\\_101\\_V2.pdf](http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf). Chapters 1 & 2.
- City of Yakima, Municipal Emergency Powers Ordinance

*March 8 and 13: Present Case Studies*