
18 *on* 2018

Predictions on Local Government from 18 Experts



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INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

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INTRODUCTION

18 on 2018: Predictions on Local Government from 18 Experts

Each year brings a new set of possibilities and predictions. In keeping with the spirit of acknowledging anticipated changes while surmising the unexpected, ICMA reached out to 18 leaders on topics important to local governments.

From autonomous vehicles to the road ahead for the local government management profession, the words and tips from these experts may inspire and surprise or even confirm your own thinking about the year ahead.

Treat yourself to 18 unique perspectives that could jumpstart your planning. Makes us wonder, where do you see new or renewed potential in 2018?



Autonomous Vehicles

*Quote By: Nico Larco, AIA
Co-Director, Sustainable Cities Initiative
Lead, Urbanism Next Research Initiative
University of Oregon*



Nico Larco, AIA

Nico Larco is a nationally recognized expert in sustainable urban design and on how technological advances such as autonomous vehicles, e-commerce and the sharing economy are changing city form and development. He assists cities and projects with future-proofing, has run workshops and charrettes nationally on this topic, and is currently coordinating work in this area with various municipal and state agencies around the country.

In 2018 we will continue to see technological advancement (for instance in late 2017, Waymo introduced Level 4 autonomous vehicles, or AVs—nobody in the front seat—in Phoenix) and we will continue to see the expansion of transportation network companies (TNCs) such as Lyft and Uber—a precursor of the way we will use AVs.

But arguably the largest impact on local communities surrounding the topic of AVs will be happening, with much less fanfare, in Washington, D.C., and in statehouses around the country. Legislation that preempts many local interests relating to AVs is quickly making its way through federal and state governments. While there is a good argument in favor of national consistency concerning AV legislation, to be effective in management and to understand wider impacts, local governments will need to have access to data and be able to license and monitor AVs on their streets. If preempting legislation restricts this, local governments will have their hands tied well before they have even started to address important AV-related issues in their communities.

2018 TIP:

First and foremost, local governments need to realize that autonomous vehicles are not a transportation issue—or more precisely, not only a transportation issue. AVs will affect land use, housing, land valuation, street design, and neighborhood design. They will impact equity as they eliminate driving jobs and also put pressure on the viability of transit—potentially without adding a more affordable option in its place. They may encourage sprawl as they reduce the friction and cost of transportation. They could strain municipal budgets as they reduce the need for parking and hence its associated fees, reduce traffic citation income, and—if we see fleets increase, potentially put a severe dent in automotive sales taxes as Lyft and Uber purchase their fleets in low/no tax areas or quite possibly not in the communities in which they operate.

If we consider AVs to be a transportation issue, we severely—and to our detriment—overlook the wide range of impacts and opportunities our communities will face. This undercuts local government leaders' ability to build larger coalitions and networks of support needed to address the coming changes. Cities need to be talking and thinking about these issues broadly across the community.

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The [Urbanism Next Conference](#) in Portland, Oregon, on March 5-7, 2018, in collaboration with the American Planning Association, American Institute of Architects, American Society of Landscape Architects, and Urban Land Institute, will specifically address these wide-ranging issues.



Budgeting

*Quote By: Elizabeth Kellar
Senior Fellow, Center for State and
Local Government Excellence
Director of Public Policy, International City/County
Management Association*



Elizabeth Kellar

Elizabeth Kellar served two terms on the Montgomery County, Maryland, Ethics Commission, which she chaired for three years. She is a Fellow of the National Academy of Public Administration and has served as chair of NAPA's Standing Panel on the Federal System. She has served on the American University School of Public Affairs Advisory Council and on the editorial board of *Public Administration Review*. Her publications include *Managing with Less*; *Ethical Insight*, *Ethical Action*; and *Ethos*.

Fiscal pressures are growing. Changes in tax policy will affect local governments differently, depending on a variety of factors: (1) whether they are located in a high or low cost-of-living area; (2) the fiscal health of their state government; and (3) their dependence on federal grants.

The tax bill that Congress passed puts a \$10,000 cap on the deduction that taxpayers can take for state and local taxes. It also comes with a hefty price tag, adding more than \$1 trillion to the nation's deficit. Knowing that it increases the debt, House Speaker Paul Ryan has announced that the top priority for Congress in 2018 is to cut spending, especially for entitlement programs. Health care and housing programs are also on the chopping block, which is likely to shift costs to local and state governments. Funding for other popular domestic programs, such as the Community Development Block Grant, is likely to be reduced, if not eliminated.

There is encouraging news about two important economic development tools: the tax-exempt status of municipal bonds remains in force for 2018, and private activity bonds will be retained.

2018 TIP:

Local government leaders will be wise to have good financial reserves to weather the fiscal stresses ahead.

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Budgeting and spending considerations present a continuing challenge for local governments. Read more in the *GOVERNING* article [3 Issues That Worry State and Local Leaders](#).



Civic Engagement

*Quote By: Doug Linkhart
President, National Civic League*



Doug Linkhart

At the National Civic League, Doug Linkhart's life-long values of inclusiveness and equity are in close alignment with the organization's mission, and are used to guide his leadership as President. He is an expert in civic engagement and works to connect residents, government, nonprofits, and business. His vision and strategic planning efforts include a focus on collaboration with other key organizations concerned with advancement and nurturing of inclusive communities.

The greatest challenge facing local governments in the area of civic engagement is shifting demographics. Many urban centers are dealing with gentrification and the lack of affordable housing for their historic populations, while many suburbs and small towns are seeing increased numbers of immigrants and people relocating to find more affordable housing. The National Civic League regularly hears from communities that wake up one day to find that their population has changed.

2018 TIP:

There has never been a greater need to help the individuals and groups within diverse communities get along. Shifting demographics necessitate efforts by local governments to help communities learn about and embrace their differences. Social and cultural activities are a great icebreaker. This does not mean simply hosting a Cinco de Mayo festival, but rather sponsoring activities that facilitate interaction on an equal and respectful basis.

LEARN MORE

Visit the National Civic League website at nationalcivicleague.org.



Civil Media

*Quote By: Dennis Harward
Chief Executive Officer, 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.

I had the privilege of serving on the city/county council in Broomfield, Colorado. In our city, we had a way of doing business called "The Broomfield Way." This meant always treating everyone with respect, and it meant doing the right thing for our community.

Over the past decade, our culture has become so divided and our rhetoric so toxic that the "The Broomfield Way" is now the name of a partisan activist group.

Social media tools such as Facebook, Twitter, and NextDoor offer many opportunities to communicate, but they have become dominated by negativity.

2018 TIP:

We make civility and optimism in media a top priority. We need to strongly encourage the use of modern communications for positive thoughts and ideas. Let's make 2018 the year we turned social media into civil media.

LEARN MORE

Visit the TownCloud website at towncloud.com.



Cybersecurity

*Quote By: Hong Sae (Sae)
Chief Information Officer
Roseville, California*



Hong Sae

Hong Sae is a Lean Six Sigma Green Belt, Certified Government Chief Information Officer (CIO) from Rutgers University. He has an extensive background as the CIO of Irving/Farmers Branch, Texas, and private-sector organizations. He has 30-plus years of experience in high-performing information technology and business leadership. His keys to success include exceptional customer service, creating innovative business solutions, leading strategic planning sessions, improving organizational maturity, managing risk and compliance, and most importantly working with wonderful supportive team members.

Cybersecurity has become one of the most important challenges we face as a nation, state, and local government. Within the past year, significant progress has been made, yet more sophisticated threats and attacks continue to rise each day. To continue and increase our defense mechanisms against highly sophisticated attacks, the government and private corporations will need to continue funding strategies to improve and raise the level of cybersecurity preparedness. It is key that local government, private businesses, and individuals continue to receive support to better protect themselves, the communities they serve, and the United States as a whole.

2018 TIP:

Local government can best navigate the ever-changing cybersecurity environment with a regional and statewide collaborative approach. This can be done by prioritizing investment in the following:

- **People:** Embrace “Security Is Everyone’s Business.” Smart Cities initiatives (Cloud, the Internet of Things, Mobile, Blockchain,

Transportation, Social Intelligence), which connect every aspect of our lives, involve all security practices, demand us to raise the level of awareness and training, respond to cybersecurity situations as quickly as possible, and share the recovery efforts and lessons learned with others.

- **Process:** Build and align your security practices to match standards such as those of the National Institute of Standards and Technology (NIST) and the International Organization for Standardization (ISO). Address your security gaps by continuously assessing benchmark maturity levels and your peers annually. Immature capabilities may prohibit your agencies to protect and recover the most valuable assets—your infrastructure and data.
- **Technology:** Many organizations struggle with too much data and not enough tools to protect it. Focus on security analytics and next generation firewall and artificial intelligence programs to help detect and control cybersecurity incidents more effectively. Keep in mind: “No one is completely secured, but we can reduce the threat and minimize the impact.”

LEARN MORE

To expand your understanding of the challenges and importance of cybersecurity, download the free report [Cybersecurity: Protecting Local Government Digital Resources](#).

management data



Data Governance

*Quote By: Cory Fleming
Senior Technical Specialist
International City/County Management Association*



Cory Fleming

Cory Fleming has written extensively about the use of data and technology for improved local government service delivery and performance measurement in various capacities. She currently directs the #LocalGov Technology Alliance, an initiative started with Esri, the premier geographic information system (GIS) software solution, to explore the world of big data, open data, apps, and dashboards, and what it all means for local governments.

From traffic sensors to drones to body-worn cameras, the volume of data local governments must manage now is exponentially larger than it was even two or three years ago. But that data has limited value if it is not cataloged and stored for quick and easy retrieval when needed. Likewise, technology systems need to be integrated so data can be shared and analyzed between systems. The more local government departments can share their data and work with other departments internally and with community or nonprofit organizations externally, the more improved efficiencies and cost savings can be realized. Such efforts will also reduce employee frustration and resistance to change.

2018 TIP:

As local governments work to implement new technology, it is critical that the people and process systems keep pace. A sound practice for local government managers is to bring together cross-departmental teams to develop policies for the use, storage, and retention of data.

LEARN MORE

To start implementing smart community practices and data analytics in your organization, download the free report [Smart Communities & Data Analytics](#).



Economic Development

*Quote By: Jeffrey L. Soule, FAICP
Director of Outreach and International Programs
American Planning Association*



Jeffrey L. Soule, FAICP

Jeff Soule joined the American Planning Association (APA) as Policy Director in 1996, managing Government Affairs, Public Information, and Outreach for the Association's 40,000 members. He led efforts to implement APA's Growing Smart initiative, resulting in numerous state planning initiatives. In 2007 he became Director of Outreach and International Programs. He advises international organizations, including UNESCO and the World Urban Campaign. He is a Senior Fellow of the Energy and Climate Partnership of the Americas.

2018 will see local government continue to lead—on innovation, creativity, and placemaking. In my international work, I explain to our visitors that our system of government provides a wide range of options and models across the country. Local governments have the ability to manage their own affairs to a large extent so they can chart their own course. From a planner's point of view, more housing downtown will be part of the picture, as will the sharing economy. Cities that mix uses to encourage creative, 24-hour downtowns will attract investment. Issues downtowns need to address are climate change, reaching out to other governments in the region to collaborate, water management, and green infrastructure. Creating incentives for private-sector development to invest in stormwater management technology along with increased greenspace can help manage costs and improve livability.

2018 TIP:

Tap into the creativity in your city—artists, designers, entrepreneurs, and residents. Collaboration and open decision making are what will help cities attract the people who will energize your economy and inspire others. If you form a collaborative team at the leadership level, your city can be nimble and effective in responding to trends, meeting needs, and creating opportunity.

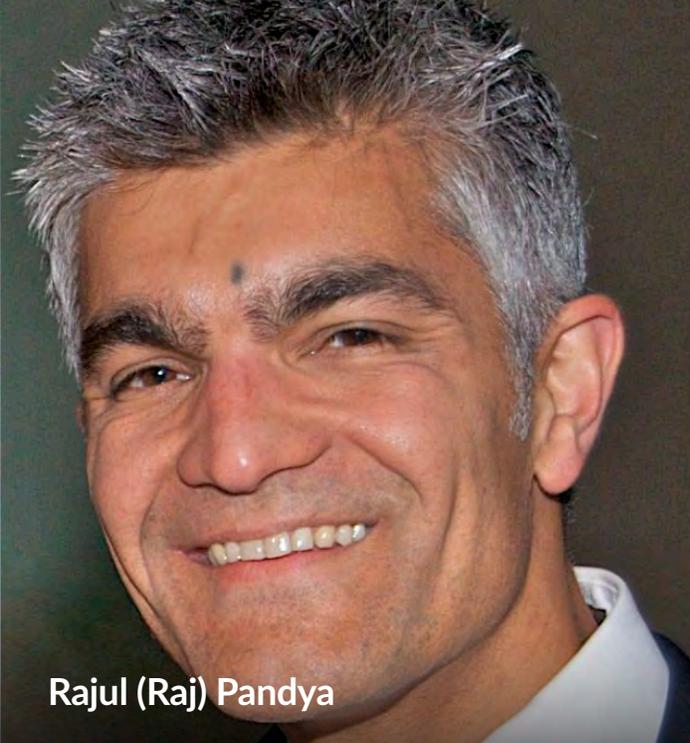
LEARN MORE

Visit the American Planning Association website at planning.org.



Environmental Sustainability

*Quote By: Rajul (Raj) Pandya
Director, Thriving Earth Exchange
American Geophysical Union*



Rajul (Raj) Pandya

Raj Pandya is the founding director of the American Geophysical Union's Thriving Earth Exchange (TEX). TEX helps volunteer scientists and community leaders work together to use science, especially earth and space science, to tackle community issues and advance local priorities related to sustainability and resilience. While at TEX, he helped launch and lead the Resilience Dialogues—a public-private partnership that uses facilitated online dialogues to help subject matter experts and community leaders work together to take steps toward community resilience.

In the last year, I've had the chance to work with local government leaders from almost every part of the United States. More than anything, I admire their commitment to getting things done in their community—a commitment that leaves little room for the kind of noisy debate that seems all too common in our political and civic life.

One place this is especially clear is in the field of environmental sustainability. Local governments are already dealing with unprecedented changes in weather—including flooding, hurricanes, wildfires, drought, and extreme heat. More importantly, they aren't debating these changes, they are rolling up their sleeves to deal with them. Often, they are working hand-in-hand with community groups, citizens, businesses, and people from all parts of the political spectrum. This is inspiring; it shows what collaboration toward action looks like. Local leaders, with their willingness to work with a diverse set of partners and with their range of innovative, locally focused actions, are paving our nation's path to national sustainability. And they are doing it with permeable paving.

2018 TIP:

More and more cities have a person, and sometimes a team, devoted to sustainability and resilience. This is an important step toward sustainability, but it is a daunting job. These teams must make sustainability actionable for people in other areas of local government, and they need to include people who aren't typically focused on this issue. The most successful, I think, aren't trying to turn everyone into believers. Instead, they seem to focus on three things.

First, they look for ways to offer usable information to people who are making planning and operational decisions. For instance, they don't hold seminars on climate change; instead, they help the stormwater management team design storm systems that work better—now and for the next 100 years. Second, they understand and support existing priorities and avoid adding sustainability as an additional burden. They don't talk about reducing carbon or reducing pollution; instead, they talk about how new energy sources can accelerate economic growth and how cleaner air can improve health and productivity. Finally, they reach beyond the usual suspects and engage the full fabric of the community, including business leaders, community-based organizations, and especially people who aren't typically included in decision making.

LEARN MORE

Visit the Thriving Earth Exchange website at thrivingearthexchange.org.



Equity and Inclusivity

*Quote By: Dr. Patricia A. Efiom
Equity & Empowerment Coordinator
Evanston, Illinois*



Dr. Patricia A. Efiom

Patricia Efiom provides coordination and leadership regarding issues of access, equity, and empowerment to services, programs, and offerings to residents. She has spent more than 20 years working to overturn systems of oppression.

I believe that in 2018 local government will become an even stronger leader in the fight against the inequality that has for far too long plagued our government. These injustices have left behind countless people who have been marginalized and excluded from the very decision-making processes that most deeply affect them. Until the voices of the marginalized are heard, our systems will continue to fail, our cities will remain divided, and decision making will be flawed and continue to provide our most valuable resources only to a privileged few. In 2018, I expect to see elected officials setting an agenda that prioritizes equity, committing resources such as equity offices with dedicated, trained staff to focus on systemic change that will alter the way we do business.

2018 TIP:

My #1 tip for local government leaders to be successful when building a more diverse and inclusive community and organization is to start with your elected officials, educate them about issues of inequality, diversity, and inclusion and secure a strong commitment to champion this work. Without their leadership, this work will not move forward.

LEARN MORE

To learn how the city of Evanston has embarked on a new mission to more intentionally address issues of access, equity, and empowerment in the community, read the article: [Q&A: Evanston, Illinois, Turns to Town Hall Meetings to Build Equity and Equality.](#)



Homelessness

*Quote By: Cynthia Nagendra
Director, Center for Capacity Building
National Alliance to End Homelessness*



Cynthia Nagendra

Cynthia Nagendra's experience includes providing assistance to communities around the country in implementing Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH), building system capacity to provide effective rapid re-housing, facilitating Continuum of Care processes, developing 10-year plans to end homelessness, facilitating system-level strategic planning and design, planning and implementing coordinated assessment systems, and improving data systems to measure system performance.

Homelessness is a complex issue with a proven solution: housing.

The good news is that in 2018, homelessness will likely continue a downward trend in many communities, as a result of the "Housing First" approach embraced in cities and counties across the country. This approach houses people who are experiencing homelessness without putting conditions or prerequisites on that assistance.

The bad news is that the affordable housing crisis will continue this year, bringing more competition for fewer housing units in urban and rural areas alike. Without progress on affordable housing, communities will struggle in countless ways, particularly with regard to homelessness and housing instability.

Recent history has proven that local leadership is crucial for communities that have made the most progress against homelessness. This includes supporting innovative local housing solutions. It includes creating policies that build and preserve affordable housing for people who need the most help. And it includes engaging, incentivizing, and reducing risk for landlords, to encourage them to

rent to people at all income levels. For example, through collaboration among government, landlords, and service providers, people experiencing homelessness are more quickly connected to rapid re-housing and permanent supportive housing programs.

2018 TIP:

Prioritize ending homelessness. Communities that show the best performance in housing the most vulnerable people will likely be rewarded in the annual competition for homeless assistance funding from the Department of Housing and Urban Development.

Use a systemic approach that aligns various funding streams, mainstream agencies, and evidence-based interventions with the shared goal of housing people as quickly as possible. Leverage evidence of proven solutions, and hold all parties accountable to outcomes that prevent and reduce homelessness. At a minimum, an effective system must be focused on the following outcomes:

- Reducing the total number of homeless individuals and families
- Reducing the length of time that someone experiences homelessness
- Reducing returns to homelessness.

If your system isn't addressing these three benchmarks, it's time to reorient your approach. That includes looking at the outcomes of existing programs and using performance data to decide how to reallocate resources to support the most effective interventions.

LEARN MORE

To learn how local government leaders can help residents quickly exit homelessness and stay housed, read the blog post [How Local Governments Can Build an Effective Homelessness System](#).



Infrastructure

*Quote By: William (Bo) Mills, Jr., PWLF
2017-2018 President
American Public Works Association*



William (Bo) Mills, Jr., P.W.L.F.

Bo Mills is the Director of Public Works with the city of Germantown, Tennessee, and has been in that position for 13 years. His duties include the direct supervision of the programs and personnel associated with the following areas: animal control, parks/right-of-way grounds maintenance, state street aid, stormwater maintenance, street maintenance, water production and distribution, sewer collection, and many utility-related capital improvement projects. Prior to becoming the Director of Public Works, Mills served the city of Germantown as Assistant Director of Public Services for seven years and Solid Waste Coordinator for six years. He has spent his entire working career with the Germantown Public Works Department.

With a highly anticipated infrastructure package being discussed at the federal level, infrastructure improvements, investments, and funding will likely take a leading role in local government priorities as well.

- *State and local governments must overcome an unwillingness on the part of taxpayers to fund necessary infrastructure improvements, maintenance, and rehabilitation.*
- *Local entities will also need to focus on infrastructure investments that are responsive to Smart Cities requirements, which will likely prove challenging to public works professionals across the country.*
- *We will need to find a solution to the diminishing workforce caused by erosion of public-sector employee benefits and the distancing of our society from labor-intensive activities for the maturation of our youth (to combat the disappearance of an agrarian society) as public works construction and maintenance will always require physical labor.*

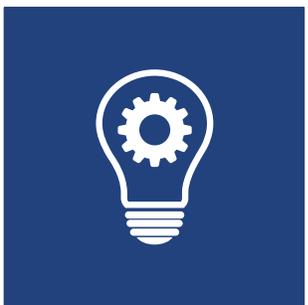
- *Finally, depending on their geographic location, many local governments will be focusing on ensuring resilient infrastructure after the many natural disasters that caused havoc in the second half of 2017.*

2018 TIP:

To be successful in managing infrastructure in 2018 and beyond, local governments must create and sustain a performance improvement culture. Accreditation programs, such as APWA's, can create an impetus for organizational self-improvement and stimulate a general raising of standards. By recognizing good performance, and providing the motivation to maintain and improve employee performance, we can instill pride in agency staff, elected officials, and the local community. All of this will lead to improved public works performance and the provision of services. The more we invest in public works professionals, the more we can improve our infrastructure makers—those making both major and minor operating decisions at the departmental and program levels—and nurture their use of this information. This may require many local governments to totally reorient the thrust of their performance management efforts.

LEARN MORE

Visit the American Public Works Association website at apwa.net.



Innovation

*Quote By: Steven Bosacker
Principal, Public Sector & Partnerships
Living Cities, Inc.*



Steven Bosacker

Steven Bosacker advises on finding and furthering promising practices in large city governments to get better results for low-income people. The public-sector portfolio includes projects such as the City Accelerator, Civic Tech & Data Collaborative, network development for innovation directors across the country, and Racial Equity Here, an initiative devoted to operationalizing racial equity in city operations.

Striving to achieve all seven outcomes in the [Equipt to Innovate framework](#) is key to developing innovations that will solve our country's toughest social problems, in 2018 and beyond. Central to the framework is the quest for local governments to be "[race-informed](#)." We believe that applying a racial equity lens to the government's work can help close the substantial opportunity gaps that exist between white residents and people of color, across all opportunity indicators, including education, jobs, criminal justice, housing, public infrastructure, and health.

The first [Equipt to Innovate national survey results](#) confirmed that public practitioners have a fierce commitment to continuous improvement. One can easily imagine that a self-assessment survey would result in places giving themselves high marks across the board. Not so. Cities were brutally honest about their own performance, reflecting both a remarkable willingness to be vulnerable and a commitment to getting better. Nowhere was this clearer than around the element of being "race-informed." In fact, 77 percent of respondents indicated a need for more equitable provision of services—in educational achievement, transit options, and policing practice—across their cities.

Like so much in the innovation space, local governments have the ability to lead the way in undoing the debilitating institutional racism that's keeping us from the equity everyone deserves. The sooner we move beyond rhetoric and make the real changes needed to impact lives, the sooner we also realize our deeply held democratic values of liberty, justice—and equality—for all.

2018 TIP:

To truly achieve breakthrough innovations in local government, public servants have a special responsibility to interrogate our own biases as well as our city's history of institutional racism, and undo what stands in the way of unlocking the full potential of all residents.

LEARN MORE

Visit the Living Cities website at livingcities.org.



Opioid Crisis

*Quote By: Dr. Marie Peoples
Chief Health Officer
Coconino County Public Health Services District
Coconino County, Arizona*



Dr. Marie Peoples

Marie Peoples is the Chief Health Officer for Coconino County Public Health Services District in Coconino County, Arizona, a geographically and diverse county that is home to many Native American reservations and the beautiful Grand Canyon. Public health, particularly eliminating health disparities between populations, has been a focus of her career.

Opioid addiction affects people of all ages, races, and ethnicities. The human and economic costs of opioid abuse to individuals, families, communities, and society make addiction a serious public health problem.

As more data on opioid use and abuse becomes available, local government leaders have the opportunity to weave opioid and other drug interventions into key priorities and strategic plans. Everyone has a role in combating opioid abuse: public health professionals, doctors, nurses and other healthcare professionals, prescribers, first responders (police, EMS, and firefighters), and community members.

In 2017, Arizona Governor Doug Ducey signed an emergency declaration to address the growing number of opioid deaths in the state. The declaration gives Arizona the ability to coordinate public health efforts among state, local, and private-sector partners and allows the state to utilize all of its public health resources. The declaration and enhanced surveillance advisory provide enhanced reporting of overdose deaths from doctors and hospitals, which helps us better understand and address the issues.

The Coconino County Public Health Services District received funding from the Arizona Department of Health Services to help prevent opioid dependence in the county. This funding will be used to provide training to health care providers and to increase awareness and referrals to substance abuse treatment in Flagstaff, Page, and Williams.

2018 TIP:

To be successful, local government leaders must engage all facets of the community. Engaging community members helps assure that the community understands the issue and supports interventions, and it helps destigmatize the topic. Many opioid addictions begin as normal use prescribed by a physician, and then spiral out of control, leading to addiction. This pathway to addiction results in many individuals and families living in shame and unsure of where to seek help. Community discussion can help alleviate the shame and lead to effective community solutions.

The public health approach to prevention requires that the community work together to address system, community, family, and personal factors that can lead to addiction. Efforts to bring together many different perspectives can strengthen prevention efforts.

LEARN MORE

Communities can successfully mobilize and take action. Learn how in this article: [9 Ways to Fight the Opioid Crisis in Your Community.](#)



Performance Management

*Quote By: Kathleen Weisenberger
Chief Performance Officer
Missouri City, Texas*



Kathleen Weisenberger

Kathleen Weisenberger has spent the better part of the past decade in various capacities at local, state, and federal levels of government. Her primary mission as Missouri City's Chief Performance Officer is to engage the workforce in creating a culture of performance and leadership at all levels, continuous improvement, accountability, and transparency.

In 2018, and in the years to come, more cities and organizations will broaden their view of what is included in "performance management." Organizations will begin to focus on more than the traditional benchmarking and progress toward goals as indicators of performance. This widening of the gaze will bring us to a more holistic view of organizational performance.

As this shift occurs, we will continue to benchmark and to track progress toward goals and key performance indicators (KPIs). However, we will look equally to such measures as citizen satisfaction, employee satisfaction, and financial solvency.

Over the past decade, data-driven decision making and use of performance metrics has steadily spread. Many government agencies are now developing accurate and reliable performance metrics and making data available and transparent to citizens. Many also have citizen surveys, employee surveys, and regular financial reporting. So, what will change? These data points will be viewed as pieces of a puzzle, rather than as tangential or unrelated information affecting one department or another. We often speak of "breaking down silos"

between teams and departments. This next step in performance management will be to break down the silos of reporting to involve looking to the "soft side" of our data—such as engagement and satisfaction—equally, alongside the hard numbers of our KPIs and budget.

2018 TIP:

Forward-looking organizations will be focusing on the nexus of culture and performance. Culture and engagement continue to be priorities and topics of discussion for governmental and private-sector leaders around the world. As organizations begin to shift from hierarchical structures to networks of teams, culture will drive performance. Networked teams will thrive in cultures where team members are expected to support one another to achieve common goals, rather than to operate in silos and compete for resources. The ability to measure and affect culture will be of great value toward the performance of an organization.

LEARN MORE

See the [Performance Management](#) topic and the information about [Open Access Benchmarking](#) on the ICMA website.



Public Safety

*Quote By: Leonard A. Matarese, ICMA-CM, IPMA-CP
Director of Research & Project Development
Center for Public Safety Management, LLC*



Leonard A. Matarese
ICMA-CM, IPMA-CP

A veteran with more than 48 years' public service as well as a nationally prominent author and speaker, Leonard Matarese is a Managing Partner for the Center for Public Safety Management (CPSM) the exclusive provider of public safety technical services for ICMA. After a distinguished career as a city manager, public safety director, police and fire chief, and human resources commissioner, He now directs a team of quantitative analysts and subject matter experts who have conducted more than 300 public safety studies creating innovative, cost-effective public safety solutions. He has held a statewide position in a police chief's association, was elected president of one of the largest regional police chief's associations, and served as chair of a major anti-narcotics and counter-terrorism strike force. He routinely conducts training for ICMA members through webinars, ICMA University workshops, and state association presentations.

Certainly, the most challenging issue facing public safety agencies will be dealing with the continuing issue of the opioid epidemic. To put the deadly seriousness of this problem into perspective, according to the Police Executive Research Forum (PERF), consider that in just one year, 2016, the number of people who died from opioid overdoses almost equaled the number of U.S. fatalities during the entire course of the Vietnam War. As the epidemic continues, we learn from many jurisdictions of individuals overdosing multiple times, sometimes within the same day, who are reversed only to finally die from yet another overdose.

The epidemic is changing the way local law enforcement agencies and local government managers must think about drugs—to go beyond just enforcement and understand that their role is not only to help save an overdosed person but also to help get drug users into treatment before they kill themselves. This will require agencies to become proactive, using data to identify individuals who have experienced non-fatal overdoses and working with health authorities and social services agencies to get treatment to these persons before their next overdose.

This will also require information sharing between police agencies to identify overdose patterns to help focus these efforts. Public safety agencies, including not just the police but also fire/EMS, must become a point of access to treatment. This means actively publicizing that anyone with the disease of addiction could come into the police or fire station to seek help and they would not be arrested, they would not be judged. They would be helped into treatment. The Gloucester, Massachusetts, Police Department initiated such an approach in June 2015. Since then 545 people have taken advantage of this program, and all have been placed into treatment on the same day.

2018 TIP:

Public safety officials and local government managers will need to understand that the challenge of the opioid epidemic will require additional resources in both personnel and training and new thinking about appropriate staff required—such as social workers within the police agency. It will also demand that these officials continually evaluate their programs and actively monitor national trends to identify successful efforts by other organizations, such as the Police Assisted Addiction and Recovery Initiative (PAARI), which is a nonprofit organization that helps police agencies adopt the “Gloucester Model” of encouraging addicted persons to come to the police for help in getting treatment services.

LEARN MORE

To see what agencies are doing around the country, view the Police Executive Research Forum’s publication *The Unprecedented Opioid Epidemic*, <http://www.policeforum.org/assets/opioids2017.pdf>



Resilient Leadership

*Quote By: Frieda K. Edgette, MSc, ACC, CPCC
Professor at The George Washington University
Graduate School of Political Management;
Novos Consulting*



Frieda K. Edgette, MSc, ACC, CPCC

Frieda Edgette is a certified executive coach, civic-minded organizational strategist, and former government affairs specialist. She has facilitated 150 civic change initiatives in five continents, and guided more than 1,000 civic leaders through change, including local civil servants and elected officials, a U.S. Secretary, and multiple parliamentarians. She teaches a course on stereotypes and politics at The George Washington University Graduate School of Political Management and instructs resilient leadership at Stanford University Continuing Studies. She is also published in *Harvard Business Review*, *GOVERNING*, *The Hill*, *Mindful*, *Campaigns & Elections*, and the *European Heart Journal* and has appeared on C-SPAN Washington Journal.

It's no secret our communities are experiencing a confluence of changes at an accelerating pace. With technological to environmental, geopolitical to vocational, and generational to socioeconomic unknowns challenging stability, constituents are looking to their local governments to lead with open hearts, clear heads, and steady hands into the future. Now is your time.

2018 TIP:

Resiliency is the ability to bounce back from adversity. The resilient are mentally hardy. They have clear vision, are perseverant, creative, and deeply motivated. They are also emotionally agile, able to manage emotions and connect empathetically, and trustworthy. If this does not describe you today, there is good news. Resiliency can be built and strengthened over time. When you find yourself “stuck” by a challenge, go through these five easy steps to quickly pivot from debilitation to resilient action:

1. Name it: Get clear about what the challenge is and why solving it is so important. What challenge you are facing? What is at stake?

2. Tame it: Pause and assess its impacts. What are the impacts—on you as a leader, on your team, on your government, and on your community?
3. Reframe it: Shift your perspective from “stuck” to problem-solving. What is the complete 180 from where you are? What is this challenge teaching you? What strengths can you leverage?
4. Claim it: Note where you are now and brainstorm solutions. Generate five ideas of possible actions.
5. Sustain it: Commit to one specific, meaningful, and achievable action that supports your government’s mission and values. What specifically will you do and by when? What will be different as a result?

Whether the unpredictable is internal within your team or in response to an external circumstance, these steps can be applied anywhere and at any time.

LEARN MORE

Resiliency can be cultivated and strengthened. Learn how in this article: [5 Steps to Resiliency in Today's Civic World.](#)



Succession Planning

*Quote By: Joshua Franzel,
President/CEO*

Center for State & Local Government Excellence



Joshua Franzel

Joshua Franzel is the President/CEO of the Center for State and Local Government Excellence (SLGE). He has been with 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 the International City/County Management Association (ICMA), where he advises the organization on public finance, infrastructure, public health, and other related research projects.

Succession planning has historically been overlooked by local governments. In 2016, 9 percent of local government human resource directors who responded to a survey conducted by SLGE and IPMA-HR answered that their government had a formal succession planning process. Another 23 percent of these respondents were currently developing a process, and 36 percent answered that they would likely develop a process in the next five years. Given the age profile of the overall local government workforce and related increases in retirements and other separations, we can expect that succession planning and knowledge management will continue to receive increased attention in 2018 and beyond.

2018 TIP:

One of the central takeaways from recent SLGE research on succession planning is that both appointed and elected leaders need to ensure that adequate financial and staff resources are dedicated to this process and to acknowledge that it is a long-term, ongoing effort. Also, local leaders must

recognize that a core component needed for succession planning is in-depth analyses of public labor force demographics, current workforce roles and responsibilities, and future skillset needs.

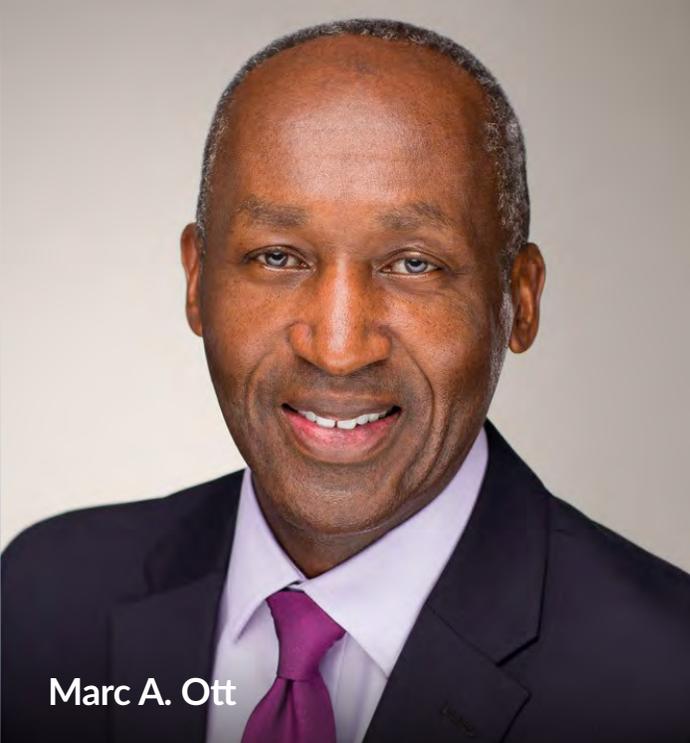
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Take a look at key local government findings from SLGE's 2017 survey in the ICMA *PM* magazine article: [Sizing Up the Government Workforce](#).



The Road Ahead

*Quote By: Marc A. Ott
Executive Director,
International City/County Management Association*



Marc A. Ott

Marc Ott's career in public service spans more than three decades and includes serving as city manager and assistant city manager of Austin and Fort Worth, Texas, respectively. Prior to moving to Texas, Marc served in leadership and staff positions with the cities of Rochester Hills, Kalamazoo, Grand Rapids, and Jackson, Michigan; as well as with the Michigan Municipal League. Marc has received recognition as a Fellow of the National Academy of Public Administration and as a recipient of the prestigious National Public Service Award conferred by the American Society for Public Administration.

As he embarks on his second year as executive director of ICMA, Marc considers the road ahead and what local government leaders must do to prepare.

Having emerged from the Great Recession, it is clear that the divide between the haves and the have-nots continues to widen. The same can be said about countries around the world. At the same time, we are seeing a lack of civility in public discourse and behavior, which contributes to an inability to find compromise on nearly any issue. This is particularly true of politics at the federal level.

We are also challenged by an intensifying lack of trust in government. Those of us on the ground every day at the local government level must work harder than ever to build and maintain the trust and good will of the people that we serve. Given this new reality, we must reassess what leadership means at the local level.

That does not mean that we should close the door on intergovernmental cooperation. We will always be receptive to engaging with our state and federal counterparts. But we must recognize that quality of life on a day-to-day basis is largely in the hands of local governments throughout the world.

2018 TIP:

In the coming years, local governments must continue to set the example in the face of a volatile political environment at the state and federal levels. The core competencies associated with professional management at the local level are something we've always been good at. In these times, however, more will be required of us.

As leaders, we must demonstrate the qualities that provide a pathway to rebuilding community trust. In this way, not only can we change the narrative, but we can also change the tone of public discourse to focus on what is important when serving our constituents. It takes courage. Ultimately, this means having the capacity to seek and encourage compromise rather than attempting to make others wrong so that we can be right

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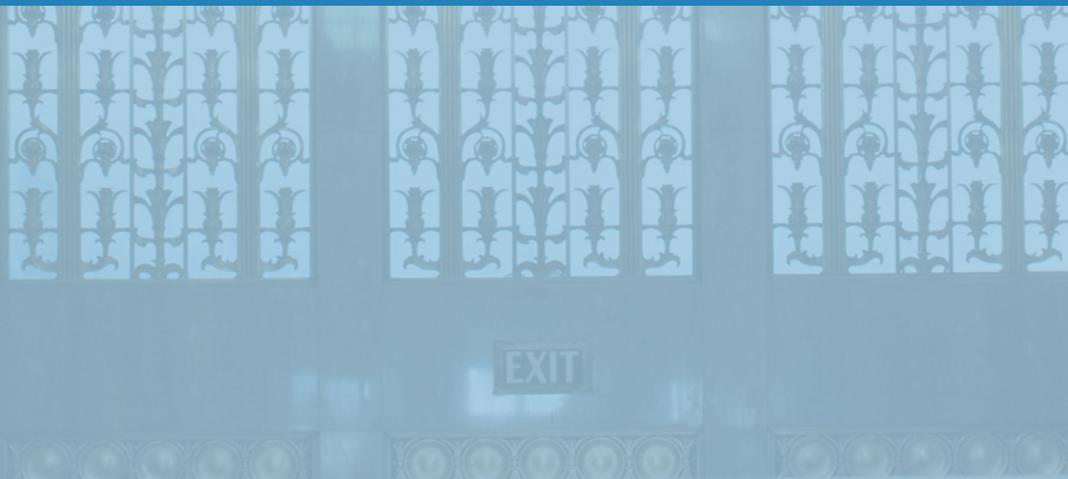
To read about ICMA's vision for the future, visit [About ICMA](#).



WE WANT TO HEAR YOUR LOCAL GOVERNMENT PREDICTIONS FOR 2018!

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

SHARE HERE!



ABOUT ICMA

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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