

LOCAL GOVERNMENT ADMINISTRATION

PS 613 Spring 2010
UNC-Greensboro

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PURPOSE OF THE COURSE:

This course is designed to provide graduate students with an overview of local government administration by looking at the issues, skills, and problems faced by local government managers.

The course will review the profession of local government management, ethics, community leadership, essential management practices, implementation of policy, service delivery, external relations and effective local government management. The course will emphasize these issues largely in terms of small to medium-sized council-manager cities, but will also include readings on and comparisons to mayor forms, county governments, and larger communities.

The course assignments, fieldwork, and guest speakers are intended to directly involve students with current local government issues in North Carolina. The theme of the course will be how local government service and professional management can lead to a meaningful and rewarding career that involves balancing the challenges and competing interests of citizens, elected officials, special interests, staff and other governments with professional values and expertise.

REQUIRED TEXTBOOKS:

Charldean Newell, ed., *The Effective Local Government Manager, 3rd Edition*, ICMA, 2004

Carl W. Stenburg and Susan Lipman Austin, ed. *Managing Local Government Services: A Practical Guide*, ICMA and Institute of Government, The University of North Carolina at Chapel Hill, 2007

SUPPLEMENTAL READINGS WILL BE TAKEN FROM:

David M. Lawrence, *County and Municipal Government in North Carolina*, CD-ROM, Institute of Government, 2007.

Douglas J. Watson and Wendy I. Hassett, ed., *Local Government Management*, ASPA, 2003

Gordon P. Whitaker, *Local Government in North Carolina*, NCCCMA, 2003.

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COURSE REQUIREMENTS:

Students are expected to attend and participate in each class. Class discussions will be based on the readings, supplemental materials and personal experience. Please let the instructor know in advance if an absence is unavoidable. Incompletes and late assignments will not be accepted without the instructor's prior knowledge and permission.

Final grades will be based on a group project (written report and oral presentation), written executive reports, class presentations, class participation and a possible mid-term exam.

Team Fieldwork Project: The class will work on a field research project for a local government department, likely from the City of High Point, in teams of three to five individuals. The team will work with an agency liaison on the assignment, produce a written report, and make an oral presentation on the project. The same grade will be assigned to all team members. An evaluation from the liaison will form part of the grade, and additional points will be distributed based on the evaluations of other team members.

This project will encourage students to connect their academic learning about administration with an applied research assignment that requires them to interact with city administrators.

Individual Class Presentations and Executive Reports:

A one to two page written report will be due February 18, providing an executive summary of a session that you attended at the North Carolina City & County Managers Conference in Raleigh on February 4th and 5th. This paper should give a summary of the key points addressed in the session and an evaluation of the importance of this issue to local government managers. Each student should be prepared to present a brief oral synopsis of their chosen session in class.

A second report (up to 2 pages) will be prepared on an assigned service or program selected by the student. This paper will look at the defining a typical mission statement for the program or service along with appropriate objectives and performance measures. The intent of this paper is to be able to identify the critical elements that will determine the success of a particular program or service. This paper will be shared with all class members and the student should be prepared to give a brief oral synopsis of the report in the assigned class.

A third report required during the semester (April 1st), will be an analysis from an instructor approved public meeting of the interactions between various local government officials participating in the meeting. This intent of this assignment is to focus on the roles played by various local government officials as they interact in a public meeting. The written report should be no more than a two page executive summary.

These assignments encourage students to learn from each other, to integrate learning from various sources, and to improve one's oral presentation and professional writing skills.

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| <u>Assignment:</u> | <u>Weight:</u> | <u>Deadline:</u> |
|---|----------------|------------------|
| Report on service or program/presentation | 15% | As Assigned |
| Executive report from NCCCMA meeting | 15% | February 18 |
| Mid-Term Exam | 10% | March 4 |
| Report on Local Public Meeting | 15% | April 1 |
| Group project (oral and written presentation) | 30% | April 22 |
| Evaluation of group project (members and contact) | 5% | April 29 |
| Class participation | 10% | |

CLASS SCHEDULE AND READING ASSIGNMENTS:

NOTE: Students are expected to have read the assigned material by the designated class. Material in *italics* are considered optional reading.

Week 1: INTRODUCTION TO THE COURSE AND TOPIC JAN. 21

Discussion of Syllabus and field projects; overview of key questions
ICMA Code of Ethics
The Profession of Local Government Manager, ICMA Chapter 1
Lawrence, "An Overview of Local Government" (art. 1, Lawrence)

Week 2: TYPES and FORMS OF LOCAL GOVERNMENT (LEGAL) JAN. 28

Guest Speaker: Mayor Becky Smothers, High Point
Achieving Effective Community Leadership, ICMA Chapter 2
Stenburg, "Meeting the Challenge of Change" (ch, 1, Stenburg & Austin)
Berman, "The Legal Foundation of Local Government" (ch, 2, Stenburg & Austin)
Lawrence, "City and County Governing Boards" (art. 3, Lawrence)

Week 3: OFFSITE: NC CITY AND COUNTY MANAGERS ASSOC. FEB. 4

- Sheraton Imperial Hotel, Research Triangle Park
Rashad Young, Greensboro City Manager will be speaking

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Week 4: ROLES OF LOCAL GOVERNMENT OFFICIALS

FEB. 11

Field Project Assignments

Enhancing the Governing Body's Effectiveness, ICMA Chapter 3

Dolan, "The Clerk" (ch. 3, Stenburg & Austin)

Bosworth, "The Manager is a Politician" (ch. 1, Watson & Hassett)

Stillman, "The City Manager" (ch. 2, Watson & Hassett)

Svara, "Dichotomy and Duality" (ch. 4, Watson & Hassett)

Week 5: EFFECTIVE COMMUNITY LEADERSHIP

FEB. 18

Guest Speaker, Randy McCaslin, Past-President of the NCCCMA, Asst. City Manager, High Point, Former Town Manager of Kernersville

Written Reports on NCCCMA meeting

Promoting the Community's Future, ICMA Chapter 4

Wikstrom, "The Mayor as a Policy Leader in the Council-Manager Form of Government" (ch. 3, Watson & Hassett)

Banovetz, "City Managers: Will They Reject Policy Leadership?" (ch. 5, Watson & Hassett)

Svara, "The Shifting Boundary Between Elected Officials and City Managers in Large Council-Manager Cities" (ch. 7, Watson & Hassett)

Week 6: EFFECTIVE ORGANIZATIONAL LEADERSHIP

FEB. 25

Guest Speaker, Ed Kitchen, Retired Greensboro City Manager

Oral Discussions on NCCCMA meeting reports

Essential Management Practices, ICMA Chapter 5

Montjoy & Watson, "A Case for Reinterpreted Dichotomy of Politics and Administration as a Professional Standard in Council-Manager Government" (ch. 6, Watson & Hassett)

Svara, "Analyzing How Local Governments Establish Service Priorities" (ch. 11, Watson & Hassett)

Fox & Schuhmann, "Gender and Local Government: A Comparison of Women and Men City Managers" (ch. 27, Watson & Hassett)

Week 7: STRATEGIC PLANNING

MAR. 4

Policy Implementation, Productivity, and Program Evaluation, ICMA Chapter 6

Rivenbark, "A Manager's Toolbox" (ch. 16, Stenburg & Austin)

White, "Improving the Goal-Setting Process in Local Gov't" (ch. 22, Watson & Hassett)

Higgins, "Strategies for Management of Decline and Productivity Improvement in Local Government" (ch. 23, Watson & Hassett)

Streib, "Applying Strategic Decision Making in Local Government" (ch. 24, W & H)

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OFF: SPRING BREAK **MAR. 11**

Week 8: SUSTANIABLE COMMUNITIES (GROWTH MANAGEMENT) **MAR. 18**

Meck, "Planning" (ch, 6, Stenburg & Austin)

Iannone, "Economic Development" (ch, 7, Stenburg & Austin)

Graham & Morgan, "Community Development and Affordable Housing" (ch, 8, Stenburg & Austin)

Week 9: ORGANIZATIONAL MANAGEMENT (HUMAN RESOURCES) **MAR. 25**

Streib, "Human Resource Management" (ch, 5, Stenburg & Austin)

Benavides, "Health and Human Services" (ch, 11, Stenburg & Austin)

Freyss, "Municipal Government Personnel Systems: A Test of Two Archetypical Models" (ch. 14, Watson & Hassett)

West & Berman, "Managerial Responses to an Aging Municipal Workforce" (ch. 18, Watson & Hassett)

Ammons & Rodriguez, "Performance Appraisal Practices for Upper Management in City Government" (ch. 19, Watson & Hassett)

Week 10: STEWARDSHIP (FISCAL ISSUES) **APR. 1**

**Guest Speaker, Ben Rowe, Deputy Budget Director, Winston-Salem
Report on Local Public Meeting**

Swain, "Budgeting and Financial Management" (ch, 4, Stenburg & Austin)

Hildreth, "Financial Management" (ch. 8, Watson & Hassett)

Lewis, "Budgetary Balance" (ch. 10, Watson & Hassett)

Hildreth, "State and Local Governments as Borrowers" (ch. 12, Watson & Hassett)

Week 11: GOVERNMENT SERVICES: (OPERATIONS) **APR. 8**

Guest Panel:

Lazarus, "Public Works" (ch, 9, Stenburg & Austin)

Vick, "Public Parks and Recreations" (ch, 10, Stenburg & Austin)

Hatry, "Issues in Productivity Measurement for Local Government" (ch.21, W & H)

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Week 12: GOVERNMENT SERVICES: (PUBLIC SAFETY)

APR. 15

Guest Speaker:

Discussion on Class Team Projects

Hart, "Emergency Management" (ch, 12, Stenburg & Austin)

Cordner, "Police Services" (ch, 13, Stenburg & Austin)

Swain, "Fire and Other Emergency Services" (ch, 14, Stenburg & Austin)

Berman, "Dealing with Cynical Citizens" (ch. 29, Watson & Hassett)

Miller & Miller, "Standards of Excellence" (ch. 30, Watson & Hassett)

Week 13: LOCAL GOVERNMENT PROJECTS

APR. 22

Team project presentations

Week 14: INTERLOCAL RELATIONS and REGIONALISM

APR. 29

Guest Speaker, Randy Billings, Director, Piedmont Triad COG

Relating to Other Organizations, ICMA Chapter 7

Whitaker, "Service Delivery Alternatives" (ch, 15, Stenburg & Austin)

Week 14: CONCLUSION: FUTURE ISSUES IN LOCAL GOVERNMENT

Why chose local government administration as a career?

Leading a Manager's Life, ICMA Chapter 8

Jurkiewicz & Massey, "What Municipal Employees want from their Jobs versus What they are Getting" (ch. 17, Watson & Hassett)

Berman & West, "Values Management in Local Gov't" (ch. 20, Watson & Hassett)

Teske & Schneider, "The Bureaucratic Entrepreneur" (ch. 28, Watson & Hassett)

West, Berman & Milakovich, "Implementing TQM in Local Government" (ch. 25, Watson & Hassett)

Marlowe, Nyhan, Arrington & Panner, "The Re-ing of Local Government" (ch. 26, Watson & Hassett)