

Contemporary Challenges in Local Government

Robert Fagen - City Manager, Spencer

Chelsea Huisman - City Administrator, Center Point

Amanda Kaufman - Assistant to the City Manager, Marion

Tom Markus - City Manager, Iowa City

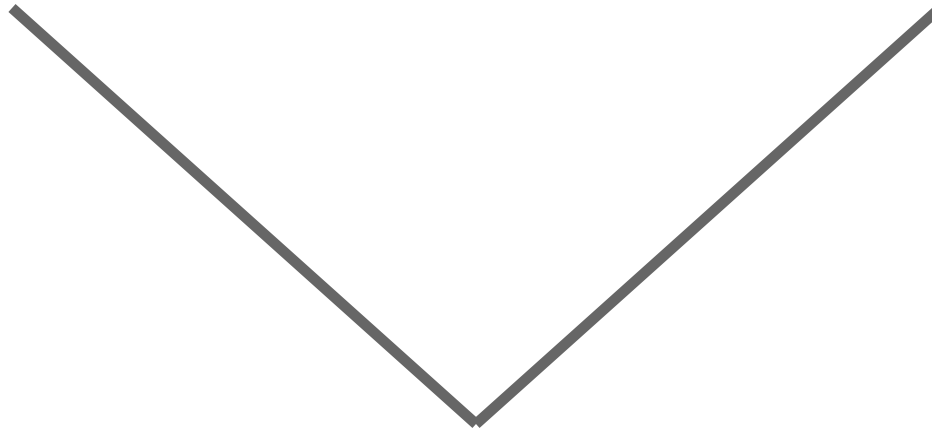
Tim Moerman - City Administrator, Waukee

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): 567-74.

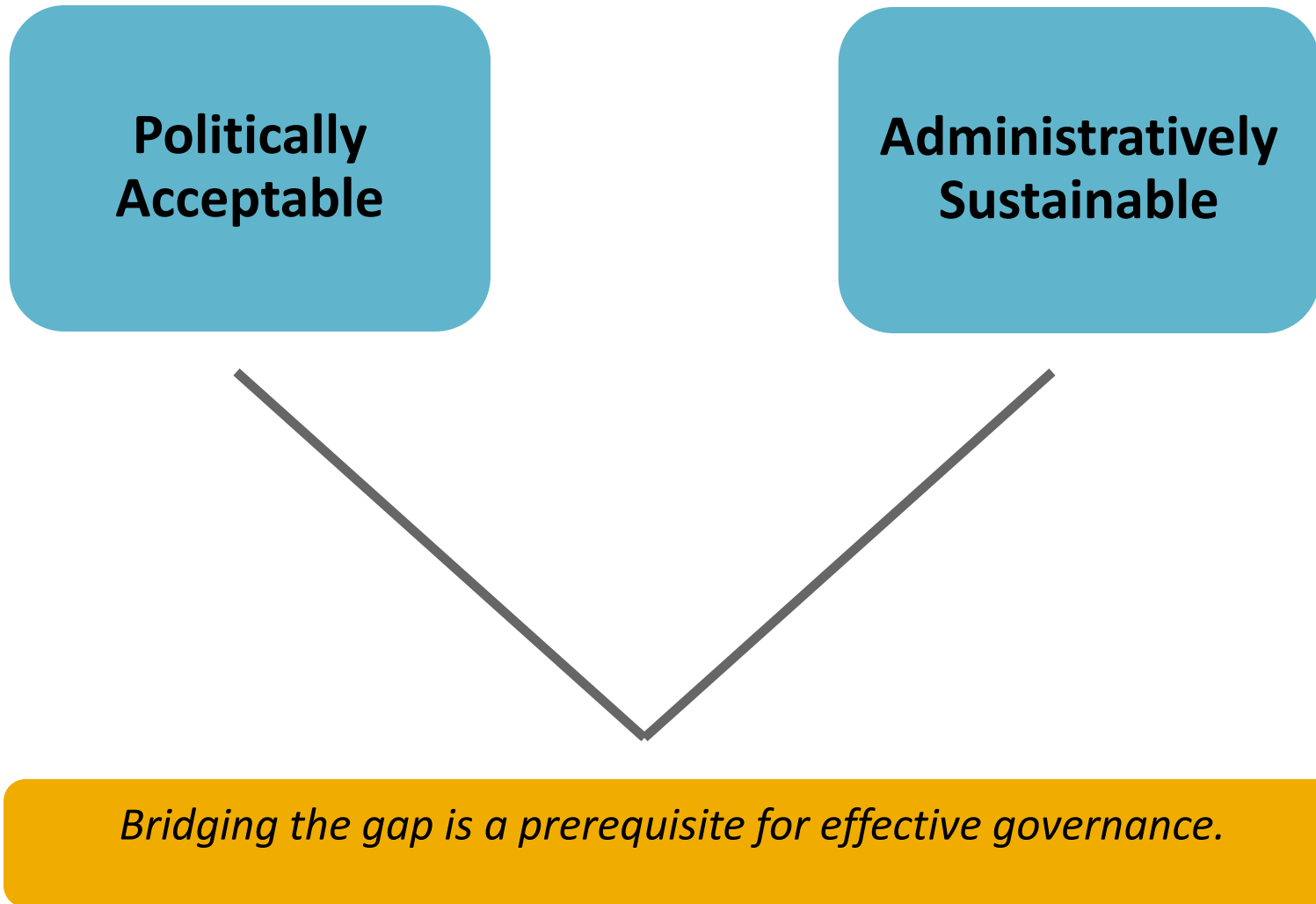
The Gap

**Politically
Acceptable**

**Administratively
Sustainable**



The Gap

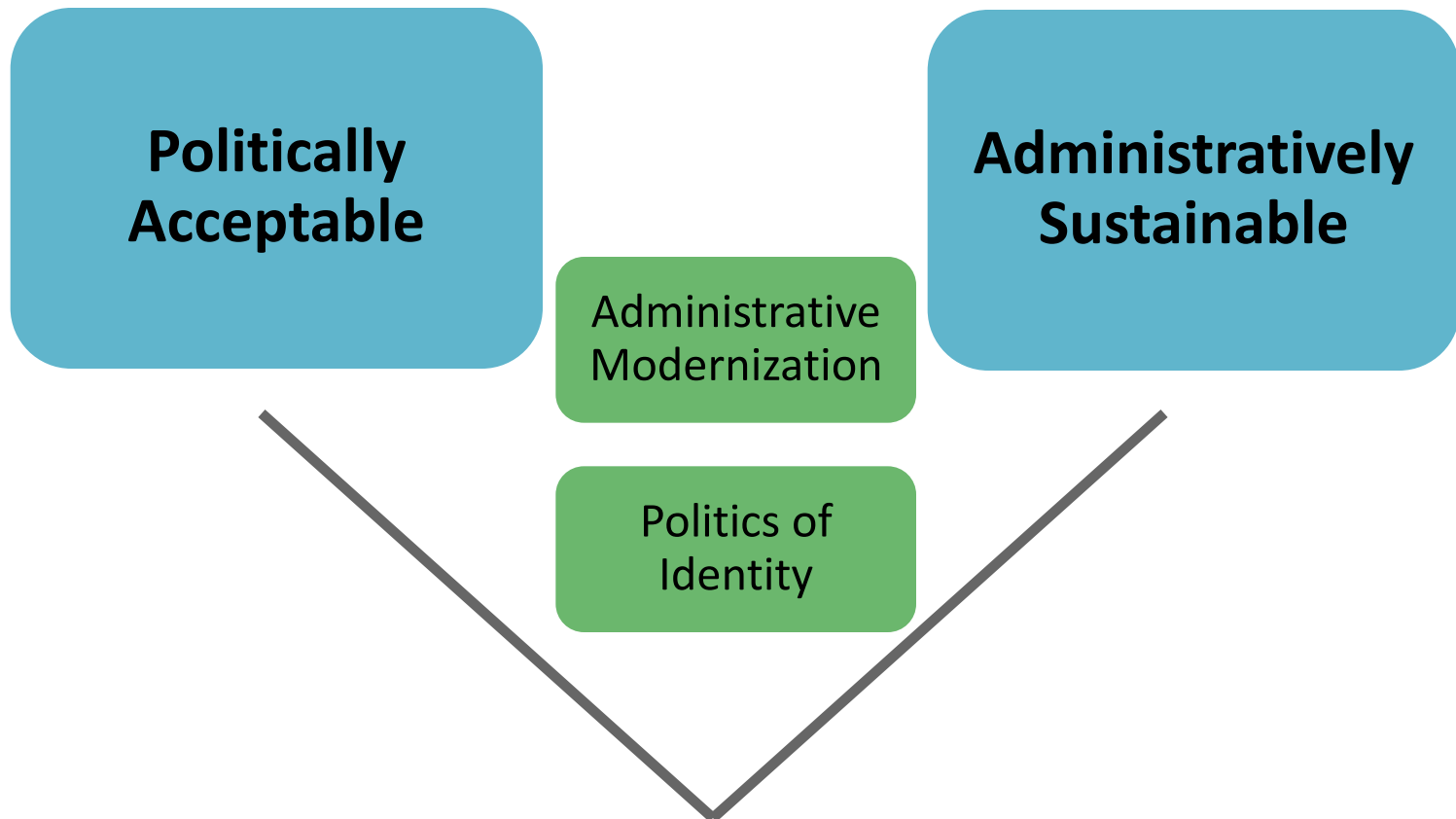


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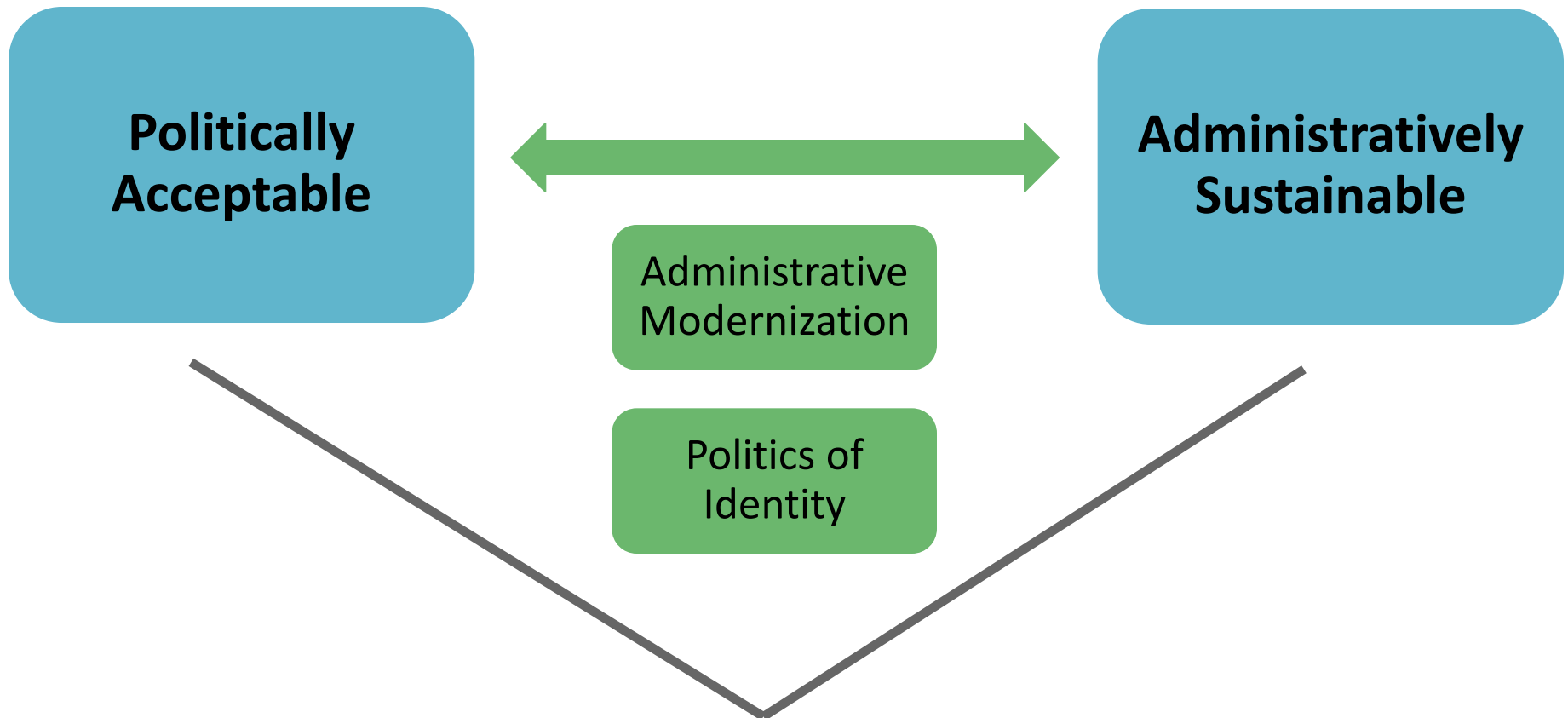
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Methodology

- Existing research was used to develop framework
- Qualitative research to identify contemporary leadership challenges:
 - Olathe, Kansas Leadership Team
 - Network of professional managers through ICMA
 - Experiences of team of authors

Leadership Challenge 1:

Roles and Responsibilities

Create and reinforce roles and responsibilities below the position of city/county manager or chief administrative officer that bridge the gap while avoiding political alignment or administrative compromise.

Leadership Challenge 1:

Roles and Responsibilities

Greater responsibility on department heads

High trust of department heads by manager

Perception of department head by line staff

Create and reinforce roles and responsibilities below the position of city/county manager or chief administrative officer that bridge the gap while avoiding political alignment or administrative compromise.

Leadership Challenge 2:

Structures and Values

Synchronize government jurisdictions and other structures of authority with problems to be solved, valuing networks, collaborative relationships, and skills.

Leadership Challenge 2:

Structures and Values

Proliferation of
third party
organizations

Problem-
oriented, not
legitimacy-
oriented

Accountability
to public values

Synchronize government jurisdictions and other structures of authority with problems to be solved, valuing networks, collaborative relationships, and skills.

Leadership Challenge 3:

Processes

Integrate citizen and other forms of engagement (planned and spontaneous, including social media) with traditional local government structures and processes.

Leadership Challenge 3:

Processes

Obtaining the
best information
for decision-
making

Importance of
planned
engagement

Integrate citizen and other forms of engagement (planned and spontaneous, including social media) with traditional local government structures and processes.

Prerequisite for effective governance:

“bridge the gap” between political acceptability and administrative sustainability

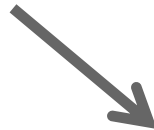


Leadership Challenges:

Administrative roles facilitate bridge building

Match structures of authority with problems to be solved

Engagement for decision making



Adaptive Work