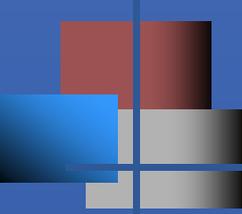


FROM FINANCE PROFESSIONAL TO CITY/COUNTY MANAGER

Presentation by
Punta Gorda City Manager Howard Kunik
October 27, 2017

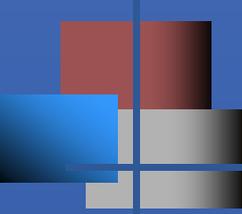


From Finance Professional To City/County Manager

- ✓ Setting the Stage
- ✓ The Finance Professional
- ✓ The Role of the Manager
- ✓ Strategic Planning & Budget Development
- ✓ Do You Have What It Takes
- ✓ Completing the Loop

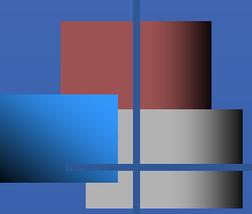
A stage with red curtains and a wooden floor. The curtains are pulled back, revealing a wooden floor. The text "Setting the Stage" is written in white on the red background.

Setting the Stage



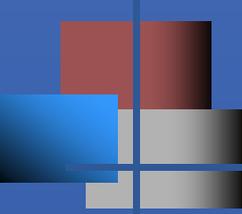
Have you ever heard these comments?

- We need to do more with less
- I don't want to pay more in property taxes so find a different way to deliver our services – just cut the fat
- You need to think outside the box
- Why are the other employees just standing around while only one is doing the work
- I don't need to be involved – that's the job of my local government

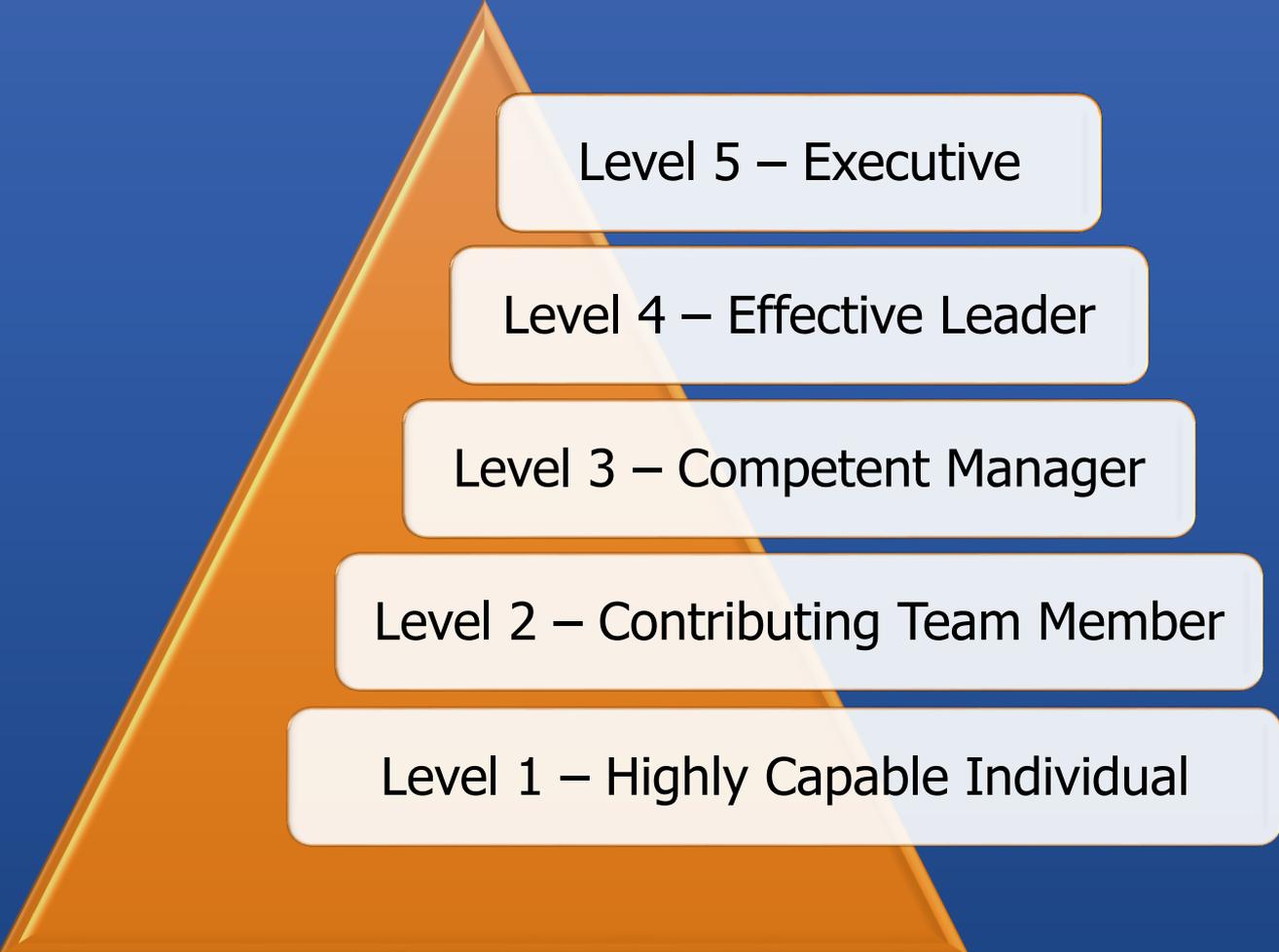


Have you ever heard these comments?

- Government needs to be more like the private sector
- No one ever called me back
- I didn't know that was going on – no one ever told me
- We can do anything but we can't do everything
- We really can't approve that – it might start a precedence
- Oh we can't do that – it's policy



Hierarchy



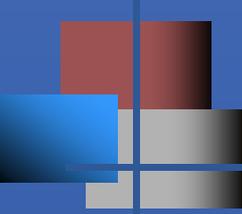
Level 5 – Executive

Level 4 – Effective Leader

Level 3 – Competent Manager

Level 2 – Contributing Team Member

Level 1 – Highly Capable Individual



Level 1

Highly Capable Individual

- Makes productive contributions through
 - talent
 - knowledge
 - skills
 - good work habits
- You know your numbers and can produce and/or assist with developing a budget document, financial statement, cash reconciliation, bid specification, RFP evaluation, investment, debt financing, etc.

Level 2

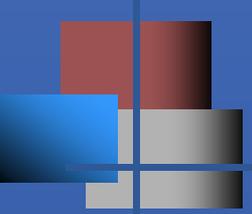
Contributing Team Member

- Contributes to the achievement of group objectives
- Works effectively with others in a group setting
- Interaction with people is not intimidating

Level 3

Competent Manager

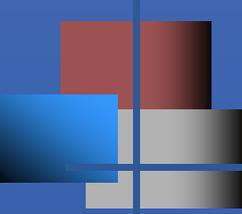
- Organizes people and resources toward the effective and efficient pursuit of predetermined objectives
- You noticed I didn't mention numbers



Level 4

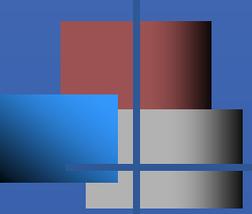
Effective Leader

- Catalyzes commitment to and vigorous pursuit of a clear and compelling vision
- Stimulates the group to high performance standards



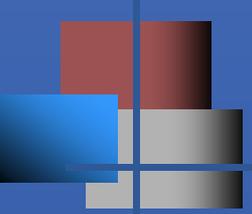
Level 5 Executive

- Builds success through a paradoxical combination of personal humility plus professional will



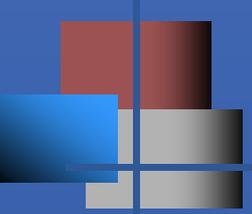
Personal Humility

- Demonstrates a compelling modesty, shunning public adulation; never boastful
- Acts with calm determination; relies principally on inspired standards, not inspiring charisma, to motivate
- Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation
- Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck



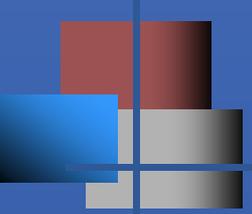
Professional Will

- Creates superb results, a clear catalyst in the transition from good to great
- Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult
- Sets the standard of building an enduring great organization; will settle for nothing less
- Looks out the window, not in the mirror, to apportion credit for the success of the company – to other people, external factors, and good luck



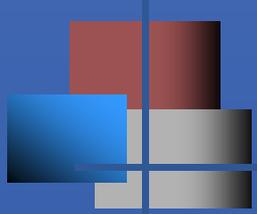
Not by Level 5 Alone

- Leaders get the right people on the bus, move the wrong people off, usher the right people to the right seats – and then figure out where to drive it
- Leaders confront the facts of their current reality and simultaneously maintain absolute faith that they will prevail in the end
- Great transformations do not happen overnight or in one big leap. Rather, the process resembles relentlessly pushing in one direction

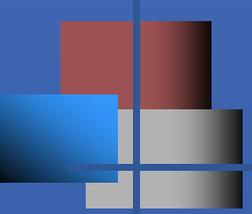


Not by Level 5 Alone

- Breakthroughs require an understanding of three intersecting circles; what an organization can be the best at, how its economics work best, and what best ignites the passions of its people
- Paradoxical relationship with technology – avoided jumping on the new technology bandwagon while on the other hand, pioneers in the application of carefully selected technologies
- Consistently display three forms of discipline: disciplined people, disciplined thought and disciplined action. Don't need bureaucracy and excessive controls to achieve great performance

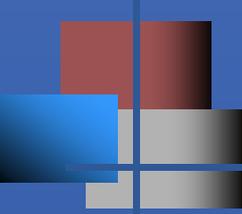


The Finance Professional



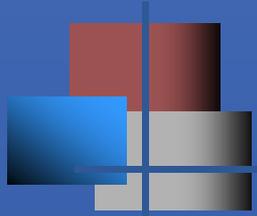
The Finance Professional

- May be a Certified Public Accountant
- May have an Accounting, Public Administration, Purchasing or Business Administration background or some combination thereof
- Knowledge of Comprehensive Annual Financial Report
- Knowledge of Annual Budget and Capital Improvements Program

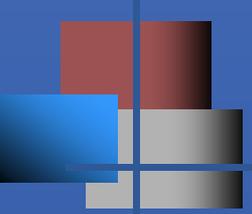


The Finance Professional (Cont.)

- Knowledge of Debt Financing & Credit Rating Agency Criteria
- Knowledge of GFOA Best Practices
- Knowledge of Cash Management
- Knowledge of Fiscal Forecasting & Trends Analysis
- Knowledge of Procurement
- Knowledge of Service Delivery within your Organization

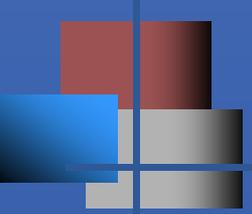


The Role of the Manager



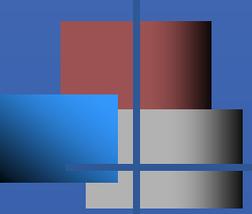
Role of the Manager

- Reports to Elected Governing Body
- Chief Administrative Officer
- Responsible for providing executive leadership to carry out mission, goals, objectives and/or policies established by elected governing body
- Oversee preparation of elected body agenda
- Advises and coordinates implementation of policies adopted by elected body



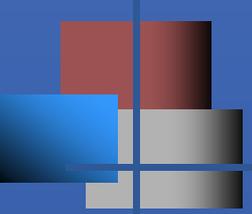
Role of the Manager (Cont.)

- Provides leadership and management of operations
- Provides guidance, coordination & planning of service delivery
- Responsible for long-range and strategic planning
- Develops recommendations for programs indicating scope, cost justification and impact statements for consideration by elected body
- Presents Annual Budget



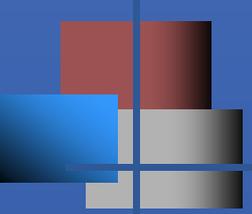
Role of Manager (Cont.)

- Maintains working relationships with other governmental agencies, customers, state and federal agencies
- Reviews legislative activity at federal and state level to determine applicability and potential impact on organization and advises elected body of such impact
- May oversee Community Redevelopment Area, if one exists
- Oversees labor negotiations with bargaining units, if existing



Role of Manager (Cont.)

- May serve as appeals officer in employee disputes
- Presents State of the Organization and project status reports before community groups
- Key Attributes in Today's Environment:
 - Strategic Planning and Linkage to Budget Development
 - Communication
 - Conflict Resolution

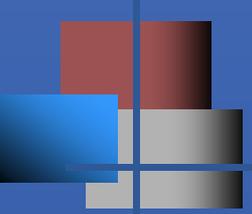


Staffing Challenges in Today's Environment

- Significant number of managers, assistant managers, directors to retire over the next few years.
 - Will there be sufficient applicants to take their place?
 - Do organizations have in place succession planning?
 - If not, where will future talent come from?
- Is the local government profession still attractive for such future talent?

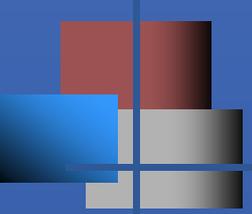


Strategic Planning & Budget Development



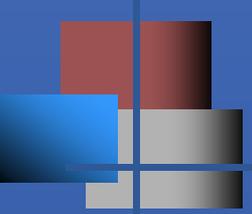
Why a Strategic Plan

- Preparation of a strategic plan is not the end-result of the planning process, rather the realization that the plan should be the ultimate goal
- Having a strategic plan provides a tool for more effective and economical operations, demonstrates to the public that careful consideration has been given to future development and direction of the organization, and that management has done their homework



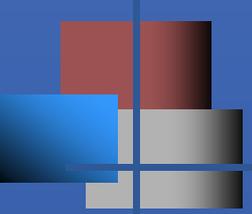
Why a Strategic Plan (cont.)

- The strategic plan should be a realistic view of the expectations and long-term objectives for the organization and the community
- The strategic plan provides the framework within which the organization operates and ultimately succeeds or fails



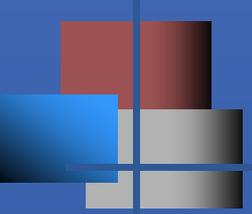
Critical Functions of the Plan

- Helps management focus on future opportunities
- Provides a framework within which the organization can develop and pursue strategies over the next one, five and ten years
- Identifies opportunities to communicate with other entities (financial institutions, regulatory agencies, customers, other local governments)



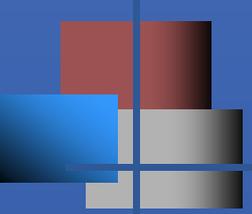
Critical Functions (cont.)

- Identifies opportunities to communicate with other entities (financial institutions, regulatory agencies, customers, other local governments)
- Offers a benchmark against which performance can be measured and reviewed
- Action items identified in the plan should be integrated within the organization's annual budget



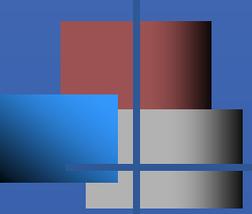
General Contents of the Plan

- No two strategic plans are alike, although certain elements, delineated below, usually are included:
 - Vision
 - Mission
 - Values
 - Organizational/Community Goals
 - Objectives
 - Strategies
 - Action Items
 - Benchmarks



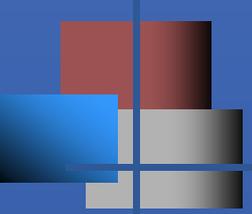
Community Input

- Strategic planning should include input from community groups, civic and business associations as to their priorities for future direction of the organization and community
- Community surveys, social media and community conversations are used as tools in obtaining input



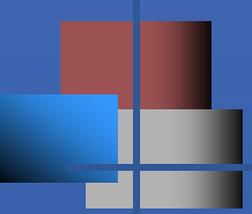
Communication

- Today's manager needs to be able to disseminate information to diverse groups
- Use a variety of methods:
 - Weekly Reports
 - Action Registers
 - Newsletters
 - Information Sharing
 - Social Media
 - Public Speaking
 - Community Conversations



Conflict Resolution

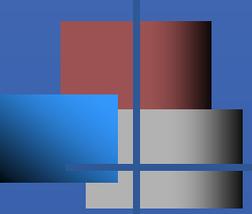
- Managers need to resolve conflict rationally and effectively
- Conflict in the workplace is just a fact of life
- Different people have different goals and needs
- If resolved effectively, it can lead to personal and professional growth and can make the difference between positive and negative outcomes



Two Theories

Conflict Styles

Conflict Resolution Process



Conflict Styles

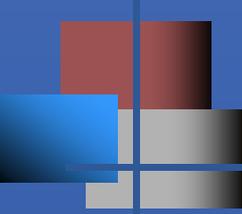
Competitive

Collaborative

Compromising

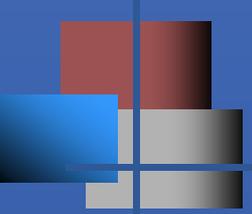
Accommodating

Avoiding



Interest Based Relational Approach

- Respect individual differences while helping people avoid becoming too entrenched in a fixed position
- Rules of this approach:
 - Make sure that good relationships are the first priority
 - Keep people and problems separate
 - Pay attention to the interests that are being presented
 - Listen first; talk second
 - Set out the facts
 - Explore options together

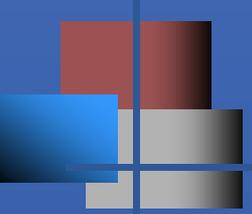


The Process

- Think about the style that would be appropriate
- Set the Scene
- Gather Information
- Agree the Problem
- Brainstorm Possible Solutions
- Negotiate a Solution
- Focus on issues; not individuals

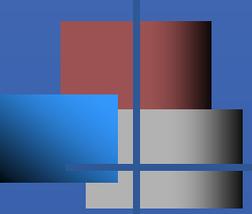
Do You Have
What It Takes





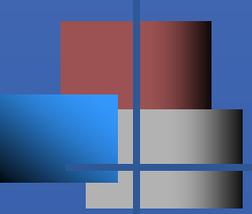
Scenario #1

There is a citizen driven initiative on the ballot that if approved would change the city charter to accommodate changes to the pension plan. The measure was placed on the ballot after a citizen's group got enough signatures to petition that it be added to the ballot. Pension costs in terms of both "legacy" benefits and publicity around the annual pension of the former city manager both played a role in driving the ballot measure. The majority of council is opposed to the ballot measure but some council members support it. The city manager has already advised council that if the ballot measure gets approved, it could harm the ability of the city to attract and retain talent. The city manager is a participant in the pension plan so he has a vested interest in the outcome of the ballot measure.



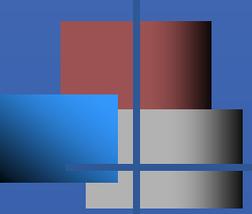
Scenario #2

The assistant city manager was asked by a developer to be listed as a reference on a development proposal being submitted in response to an request for proposals from another local government. The developer in question has completed a very successful redevelopment project in the city. The assistant city manager thought that he and his team were very creative, responsive and responsible in all of his dealings with the city. The assistant city manager would like to say yes and talk with anyone who contacts her about her experience with this developer.



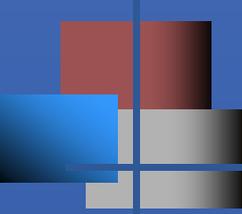
Scenario #3

In order to encourage residents to recycle and to preserve the life of the landfill, the current city council adopted a 2 bag limit on residential garbage collection. As the city sanitation crew works its route, it arrives at a house where there are three bags of trash out front at the curb. The extra bag has a \$20 bill pinned to it.



Scenario #4

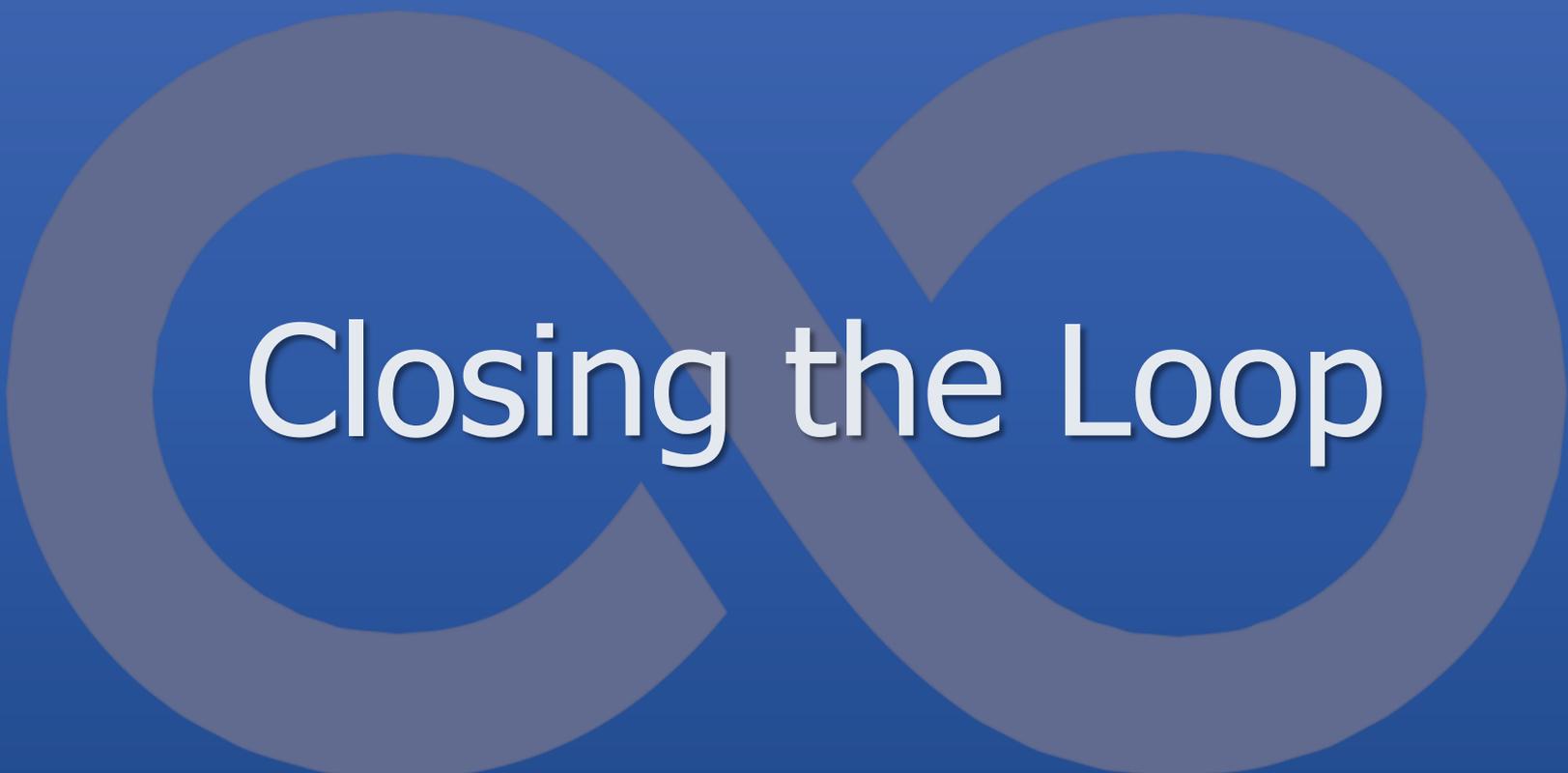
A group of community and elected officials plan to raise \$100,000 to fund a scholarship program at the local college in honor of the retiring mayor. They ask the city manager to send a fundraising letter to city vendors and businesses to raise money for this worthy cause.



Scenario #5

A City Manager speaks at an annual board meeting of local grower's association. During the presentation, the City Manager shares with the crowd about his dislike for water. He only did so when absolutely necessary. He receives at his office a gift wrapped in brown paper containing a crate of fruit as a gesture of thanks for his time.





Closing the Loop

**Becoming a City/County Manager or
Assistant is not for everyone;**

**You need to know your own personality,
have the ability to adapt to change, and
can not shy away from any form of communication;**

**Just because one may be an expert in number
crunching, it does not necessarily mean they will
succeed in the transition to manager;**

**There is a definite need for young professionals to
be ready to fulfill the city/county manager role.**