



PADP 7500: Local Government Management

Spring 2022

*University of Georgia
School of Public and International Affairs
Department of Public Administration and Policy*

Instructor: Eric Zeemering, Ph.D.
Office: Baldwin Hall 202A
Office Phone: 706.542.2962
Home Phone: 706.310.4403
Email: eric.zeemering@uga.edu

Class Schedule: Wednesdays, 7:10 PM to 9:55 PM
Class Location: Baldwin Hall, Room 102
Office Hours: Select a meeting time at <https://calendly.com/zeemering>

Course Description

This class will introduce students to local government operations and service delivery. The semester is designed to bring theory and practice together in the classroom. We will begin the class with an overview of structure and operations of local government in the United States, and we will think about three major themes relevant to our discussions this semester. This semester, our themes include budget stress, public engagement, and alternative service delivery. We begin each class with guest speakers with direct supervisory responsibility for the public services under discussion. Topics covered include city management, governing boards, clerk, public works, public safety, water and wastewater, planning, economic development, parks, recreation, and public health. This is a graduate seminar. Beyond the reading, students will have responsibility for facilitating class discussions with guest speakers. Through this approach, students will leave the class with perspectives on local government administration informed by the academic literature and the real world challenges of public administration.

Student Learning Objectives

- ✓ Review three major themes for contemporary local government management, and use public administration theory as a lens to better understand local government services
- ✓ Review the role of professional management in local government with an emphasis on council-manager government and the work of chief administrative officers
- ✓ Introduce students to the primary departments and service delivery responsibilities of local governments
- ✓ Develop professional writing and oral presentation skills through two major class assignments

Integration with MPA Competencies

This elective contributes to student development within at least two MPA program competencies. Students should consider how at least one class assignment illustrates personal development of program competencies for the portfolio process at the end of the MPA program.

First, students will learn to lead and manage in public governance, specifically in the context of local government. This includes an understanding of the legal and institutional context in which

local government managers operate and the norms and professional standards of council-manager government in the United States. Management insights also come from the many local government professionals who will share their expertise with students in class.

Second, students will learn to engage with a diverse workforce and society. Our readings challenge students to think about serving diverse constituencies, offer strategies for effective public engagement, and highlight approaches for more equitable service delivery.

Required Books

Students are required to have access to the following book, which is available from the campus bookstore and numerous online retailers.

Nelson, Kimberly L. and Carl W. Stenberg. 2018. *Managing Local Government: An Essential Guide for Municipal and County Managers*. Thousand Oaks, CA: CQ Press. ISBN: 978-1-5063-2337-4

Additionally, students should obtain access to the ICMA's *Managing Local Government Services*, when the new edition of the book becomes available. Until then, the authors and ICMA have made a pre-publication copy available to us. The .pdf file is available in ELC. By accessing this content, you pledge not to share or distribute the content, which is for individual use for the next sixteen weeks only. I encourage you to obtain a hard copy or electronic copy of the book when it becomes available, as this is a valuable long-term guide for those working in local government.

Nelson, Kimberly L. and Carl W. Stenberg, eds. 2021. *Managing Local Government Services: The Challenge of Change*, 4th edition. Washington, DC: ICMA Press.

E-Learning Commons and Online Resources

In addition to the required textbooks, additional reading is posted in a folder in the E-Learning Commons. Students can access online information about our class at <http://elc.uga.edu>. Graduate students should become familiar with searching for journal articles and books using the library's holdings and electronic databases. Many journals are free to you through your status as a student at the University of Georgia, and you should make use of these resources.

Assignments and Grading

Assignments will be evaluated using a point system, with 100 points possible for the class. The following scale will be used to assign letter grades in this class:

100 – 94 points	A	86.9 – 83 points	B	75.9 – 70 points	C
93.9 – 90 points	A-	82.9 – 80 points	B-	69.9 – 60 points	D
89.9 – 87 points	B+	79.9 – 76 points	C+	59.9 – 0 points	F

The syllabus provides a short summary of the assignment requirements for PADP 7500. Students should consult detailed instructions for each assignment in ELC, including evaluation rubrics and submission instructions.

1. *Class Discussion Contributor:* Each student must sign up for two weeks in which they will be responsible for having a question prepared for the question and answer period of our panel with local government professionals. This helps contribute to our class by ensuring that several select students have reflected on the reading and are prepared to ask questions that link our reading to our guest panel discussion. This is a credit/no-credit participation exercise worth twenty points (ten points for each week of responsibility).
2. *GovLove Podcast Reflection:* Identify an episode of the GovLove Podcast from ELGL that expands your understanding of one of the topics addressed in our syllabus this semester. After listening to the podcast, post a detailed reflection in the online forum to share what you learned with your colleagues. This is a credit/no-credit exercise worth ten points.
3. *Local Government Engagement:* Students should extend their learning outside the classroom by participating in **one** of the following events outside of class. (Note, students are more than welcome to participate in multiple professional development opportunities during the semester, but I ask that you attend at least one for class credit.) Participation is worth ten points, and this will be a credit/no-credit requirement.
 - *Wastewater Treatment Field Trip:* Attend the optional wastewater treatment field trip on Friday, March 25, 2022. Sign-up is required in advance. Be prepared to participate in discussion during the field trip.
 - *GCCMA Spring Conference in Athens:* The Georgia City-County Managers Association will be meeting in Athens this March. The student registration rate is \$50, and the Department often provides some registration assistance.
 - *ICMA Student Chapter Event:* The ICMA Student Chapter holds events throughout the year. Attending an event during the spring semester will fulfill this participation credit.
4. *Public Meeting Reflection Essay:* Virtually attend or watch two governing board meetings for municipal governments online or through local cable access. Compare and contrast the roles and interactions of a) professional public managers, b) elected officials, and c) members of the general public during the meeting. Reflect upon these dynamics in the context of our readings on governing boards. **This assignment is due February 9, 2022 at 7:10 PM** and is worth twenty points.
5. *Service Delivery Innovation Video Poster Presentation:* Investigate an innovation in local government service delivery from the United States or abroad. Develop a poster presentation to share details about this innovation with colleagues in class. Use Zoom to record a video discussion of your poster, no longer than four minutes in length. Submit both the poster and video for credit. **This assignment is due on March 30, 2022 at 7:10 PM.** Select poster videos will be viewed in class for additional discussion. This assignment is worth twenty points.
6. *Final Exam:* A take-home final exam provides an opportunity to synthesize learning from the semester. Students will receive four exam questions at the final class meeting. Select two out of four questions to answer, with an estimated exam writing time of four hours. **The take-home exam must be submitted on ELC by 11:59 PM on Wednesday, May 11.**

Expectations and Guidelines

All of the University's expectations for your conduct as a student apply in this class.

Academic Honesty: As a University of Georgia student, you have agreed to abide by the University's academic honesty policy, "A Culture of Honesty," and the Student Honor Code. All academic work must meet the standards described in "A Culture of Honesty" found at: <https://honesty.uga.edu/Academic-Honesty-Policy/>. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Questions related to course assignments and the academic honesty policy should be directed to the instructor.

Plagiarism: Our capacity to learn and synthesize knowledge within the public administration profession depends upon our ability to build on the foundation of existing knowledge and research. Recognizing and documenting the work of others is critical for all students, but especially for graduate students. When writing, students must take great care in how they reference ideas and information sources. Never use someone else's words or ideas in your writing without proper attribution. Serious penalties exist for academic misconduct and plagiarism. Students should read and be familiar with the following resources:

- UGA Academic Honesty Policy: Plagiarism
https://honesty.uga.edu/Academic-Honesty-Policy/Prohibited_Conduct/
- UGA Libraries Research Guide: Writing and Citing
<http://www.libs.uga.edu/researchguide/writing/index.html>

Mental Health and Wellness Resources: If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.

- UGA has several resources for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>).
- If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.
- Additional resources can be accessed through the UGA App.

Electronic Devices: Silence all phones and other electronic noise-making devices while you are in the classroom. Save text messages and emails for the break or after class. Please limit browsing of material unrelated to class to minimize distractions for your colleagues.

Attendance and Accommodations: Active engagement in the classroom is critical for the success of graduate students; however, this semester brings unique constraints due to health precautions, family and childcare demands, and the potential for illness. You are responsible for staying up to date on class content. If you fall ill, please communicate with the instructor so that we can make appropriate accommodations. If health concerns develop and you require an accommodation, please reach out to the instructor and/or the Disability Resource Center (DRC) on campus, as appropriate. The DRC can be reached at drc@uga.edu or 706.542.8719.

Class Discussion: Complete the reading assigned for each class meeting and be prepared for discussion. Make sure everyone has an opportunity for input. We are interested in each person's contribution, so please understand if I ask for brevity or a conclusion to a chain of discussion.

Late Assignments: Timely submission of work is important for the student's success and for the instructor's ability to provide feedback. For assignments with deadlines, late assignments will be accepted up to 14 days after the deadline for a twenty percent point penalty. No late final exams may be submitted, and no work will be accepted after the final exam deadline. Students encountering unexpected problems during the semester may talk with the instructor about an alternate submission deadline if events outside of class temporarily limit their ability to complete course work.

Communication with the Instructor: If you have questions or if there are topics you would like to discuss in greater detail, schedule an appointment with me through my calendar: www.calendly.com/zeemering. While I have not scheduled regular office hours this semester, each week I have many time slots available for student meetings. When you schedule with me, you will receive a Zoom meeting link for our conversation, or you may opt to meet in-person in Baldwin Hall. If the available meeting times do not align with your schedule, contact me by email so that we can identify a good meeting time.

Disabilities and Accommodations: If you plan to request accommodations for a disability, please register with the Disability Resource Center. They can be reached by visiting Clark Howell Hall, calling 706-542-8719 (voice) or 706-542-8778 (TTY), or by visiting <http://drc.uga.edu>

Syllabus and Schedule Changes: The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary. The instructor will communicate changes in writing through your UGA email account.

PADP 7500: Local Government Management Schedule – Spring 2022

Week 1: Welcome and Overview (January 12, 2022)

A pre-recorded video in ELC will welcome you to the semester because the instructor will be attending the Southern Political Science Association meeting. Do not attend class in-person until January 19. This video will review the semester and direct your attention to three major themes for our discussions this semester—budget stress, public engagement, and alternative service delivery.

Readings:

- *Managing Local Government Services*, Chapter 1 (Stenberg): Meeting the Challenge of Change
- *Managing Local Government*, Chapter 1, 8 and 9

Week 2: Scope and Structure of U.S. Local Government (January 19, 2022)

Readings:

- *Managing Local Government*, Chapter 2 – 3
- Carr, Jered B. 2015. What have we learned about the performance of council-manager government? A review and synthesis of the research. *Public Administration Review* 75 (5): 673-689.
- Cooper, Christopher A., H. Gibbs Knotts, and H. James Bourne. 2018. When the personal vote is not enough: The failure of charter reform in Columbia, South Carolina. *Journal of Public and Nonprofit Affairs* 4 (3): 251-264. DOI: <https://doi.org/10.20899/jpna.4.3.251-264>

Week 3: Preparing for a Career in Local Government (January 26, 2022)

Readings:

- *Managing Local Government Services*, Chapter 2 (Nelson): The Local Government Manager
- *Managing Local Government*, Chapter 5: The Career of the Local Government Manager
- Webb Farley, Kathryn, Beth Rauhaus, and Robert Eskridge. 2020. Gender representation, professional experiences, and socialization: The case of city managers. *Public Personnel Management* 50 (1): 56-83.

Week 4: Councils and Local Governance (February 2, 2022)

Readings

- *Managing Local Government*, Chapter 6 and 7
- Nalbandian, John and Sarah Negrón. 2009. Defining facilitative leadership: A view from inside the Mayor's office in Lawrence, Kansas. In *The facilitative leader in city hall: Reexamining the scope and contributions*, edited by J. H. Svava. Boca Raton: CRC Press.

Week 5: Intergovernmental Context (February 9, 2022)

Assignment Due: Public Meeting Reflection Essay

Readings:

- *Managing Local Government*, Chapter 4
- *Managing Local Government Services*, Chapter 3 (Stenberg): Collaborating Across Boundaries
- Zeemering, Eric S. 2021. Local politicians' advice networks and the prospect of metropolitan civil society. *Journal of Urban Affairs*. <https://doi.org/10.1080/07352166.2019.1599293>

Week 6: Clerks and Records Management (February 16, 2022)

Readings:

- Chapter 3 (Dolan): The Clerk – This chapter is on ELC from a prior edition of *Managing Local Government Services*
- Piotrowski, Suzanne J., and Gregg G. van Ryzin. 2007. Citizen attitudes toward transparency in local government. *American Review of Public Administration* 37 (3): 306-323.

Week 7: Budget and Local Government Performance (February 23, 2022)

Readings:

- *Managing Local Government Services*, Chapter 5 (Afonso): Local Government Budgeting Basics
- Guo, Hai (David), and Can Chen. 2021. Forecasting revenue impacts from COVID-19: The case of Florida municipalities. *State and Local Government Review* 53 (1): 78-88.
- Afonso, Whitney. 2021. Planning for the unknown: Local government strategies from the fiscal year 2021 budget season in response to the COVID-19 pandemic. *State and Local Government Review* 53 (2): 159-171.

Week 8: Information Technology Management (March 2, 2022)

Readings:

- *Managing Local Government Services*, Chapter 7 (Tufts): Strategic Information Technology Investments in Local Governments.
- Norris, Donald F., Laura Mateczun, Anupam Joshi, and Tim Finin. 2019. Cyberattacks at the grass roots: American local governments and the need for high levels of cybersecurity. *Public Administration Review* 79 (6): 895-904.
- Zeemering, Eric S. 2021. Functional fragmentation in city hall and Twitter communication during the COVID-19 pandemic: Evidence from Atlanta, San Francisco, and Washington, DC. *Government Information Quarterly* 38 (1): DOI: <https://doi.org/10.1016/j.giq.2020.101539>

Spring Break (March 7-11, 2022)

NOTE: *The Georgia City-County Managers Association (GCCMA) spring meeting takes place in Athens, Georgia March 9 – 11, 2022. Students can register at a reduced rate. Notify the instructor if you are attending so we can notify you of special networking opportunities for UGA MPA students.*

Week 9: Planning (March 16, 2022)

Readings:

- *Managing Local Government Services*, Chapter 8 (Just): The Role of Planning in Local Governemnt
- Quick, Kathryn S. 2021. The narrative production of stakeholder engagement processes. *Journal of Planning Education and Research* 41 (3): 326-341.

Week 10: Economic & Community Development (March 23, 2022)

Readings:

- *Managing Local Government Services*, Chapter 14 (Morgan): Community and Economic Development
- Morgan, Jonathan Q., Michele M. Hoyman, and Jamie R. Call. 2019. Everything but the kitchen sink? Factors associated with local economic development strategy use. *Economic Development Quarterly* 33 (4): 267-278.

Optional Field Trip – Friday, March 25, 2021, 1:00 PM or 2:30 PM

North Oconee Water Reclamation Facility, Unified Government of Athens-Clarke County

150 N. Oconee Access Road, Athens, Georgia

If you choose to attend, please sign-up in class and review personal safety instructions.

Week 11: Public Works (March 30, 2022)

Assignment Due: Service Delivery Innovation Video Poster Presentation

Readings:

- *Managing Local Government Services*, Chapter 12 (Hart): Public Works
- Kim, Jiseul and Carol Ebdon. 2020. Asset maintenance practices and challenges in U.S. counties. *Public Works Management and Policy*. <https://doi.org/10.1177%2F1087724X20937715>

Week 12: Police (April 6, 2022)

Readings:

- *Managing Local Government Services*, Chapter 9 (Brunet): Police Services
- U.S. Department of Justice Civil Rights Division. 2015. Investigation of the Ferguson Police Department. Washington, DC. Available Online: https://www.justice.gov/sites/default/files/opa/press-releases/attachments/2015/03/04/ferguson_police_department_report.pdf
- Ammons, David N. and Joshua S. Edwards. 2008. Misrepresentation of staffing standards for police. *State and Local Government Review* 40 (3): 186-194.

Week 13: Fire and Emergency Medical Services (April 13, 2022)

Readings:

- *Managing Local Government Services*, Chapter 10 (Nelson: Fire and Emergency Medical Services)
- Henderson, Alexander C. and Jessica E. Sowa. 2018. Retaining critical human capital: Volunteer firefighters in the Commonwealth of Pennsylvania. *Voluntas* 29: 43-58.

Week 14: Parks and Recreation (April 20, 2022)

Readings:

- *Managing Local Government Services*, Chapter 15 (Bocarro and Barcelona): Parks and Recreation
- Cheng, Yuan (Daniel). 2019. Exploring the role of nonprofits in public service provision: Moving from coproduction to cogovernance. *Public Administration Review* 79 (2): 203-214.

Week 15: Public Health (April 27, 2022)

Readings:

- *Managing Local Government Services*, Chapter 13 (Benavides): Health and Human Services
- Benavides, Abraham David, and Julius A. Nukpezah. 2020. How local governments are caring for the homeless during the COVID-19 pandemic. *American Review of Public Administration* 59 (6-7): 650-657.
- Zeemering, Eric S. Draft. Internal management, local governance, and the city response to COVID-19.

Reading Day (May 4, 2022)

Week 16: Exam (May 11, 2022)

The final take-home exam must be submitted through ELC by 11:59 PM on Wednesday, May 11, 2022.