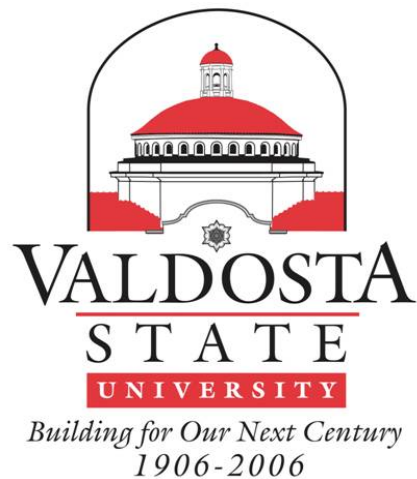


VALDOSTA STATE UNIVERSITY
DEPARTMENT OF POLITICAL SCIENCE
MASTER OF PUBLIC ADMINISTRATION PROGRAM
CITY MANAGEMENT TRACK
www.valdosta.edu/mpa/online



PADM 7250

MANAGING SMALL CITIES AND COUNTIES

Spring Semester 2012

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Valdosta State University complies fully with the requirements of the Americans with Disabilities Act (ADA). If you believe that you are covered under this act, and if you have need for special arrangements to allow you to meet the requirements of this course, please contact the personnel at the VSU Special Services Office. You may contact that office by telephone at 229-245-2498, FAX 229-245-3873. You may also reach them via email at <http://www.valdosta.edu/ssp/>. Also, please discuss this via email with your instructor(s) at the start of each class.

PADM 7250 IA: MANAGING SMALL CITIES & COUNTIES

Dr. Robert D. Kellner

Course Description

An overview of local government operations for small and mid-sized communities. Topics include legal issues, the clerk's office, emergency management, planning, economic development, public works, leisure and human services, police and fire services, budgeting and financial management, personnel, communication, and intergovernmental relations.

Required Texts

The following texts are required for this course and may be obtained from the Valdosta State University Bookstore. Texts may be ordered online with a credit card by accessing the Valdosta State University homepage (www.valdosta.edu) and following the instructions under the bookstore site.

Morgan, David R., Robert England, and John Pelissero. 2007. *Managing Urban America*. (7th ed.). Washington, D.C.: CQ Press. (ISBN: 978-1-60871-672-2)

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Each student is required to read and be familiar with the section on plagiarism in the VSU *Thesis and Dissertation Guide* (pp. 25-28). Plagiarism will result in a failing grade for the assignment, and in some cases, for the course. In extreme cases, plagiarism will result in dismissal from the program. (The plagiarism section is taken from Virginia Tech, with permission). The *Guide* may be accessed by going to the VSU homepage at www.valdosta.edu. Click on "Graduate School," then on "Application, Forms & Pubs." Students should read the section on "Style," particularly the part dealing with "Common Style and Mechanical Errors."

Expected Outcomes

This course provides an overview of the managerial function, and, as such, is similar to many “introductory” courses. Most such courses, however, focus on “national” public management. Fewer focus on urban management, with an emphasis upon large urban areas. Very few courses focus upon management in small cities and counties. This may be understandable, given that approximately three-fourths of Americans live in urban areas large enough to qualify as Metropolitan Statistical Areas (MSAs). Yet that leaves one-fourth of Americans living in smaller communities-and those communities employ a disproportionate share of recent MPA graduates. These communities run the gamut from cities like Valdosta, Georgia, which recently was named an MSA as a result of the census, to those like Fruit Heights, Utah, which is a small bedroom community in a major Combined Statistical Area (CSA), to communities like Valentine, Texas, which will never be an MSA and which is located about as far from an MSA or CSA as any small town can be. What each of these communities has in common, however, is a need for professional management.

Upon completing this course, each student should be able to:

- Define the role of a city or county manager in a small community,
- Describe the functions of the various offices appropriate for small cities and counties,
- Describe the impact of intergovernmental relations on the management of smaller communities, and
- Plan her or his future course of study related to managing small cities and counties.

Assessment Measures/Grading

Students will be assessed upon their participation in threaded discussions and case analysis.

Grades will be assigned as follows:

- | | | |
|----------------------------|-----|---------------------------------------|
| • Discussion/participation | 20% | |
| • Case Analyses | 60% | (Case 1: 25%, Case 2: 35%) |
| • Unit 4 Exercise | 10% | Human Resource Exercise w/ Unit Notes |
| • Unit 6 Exercise | 10% | Tax Elasticity |

Discussion/participation grades will be based upon your threaded discussion participation and any additional e-mail communications. For the threaded discussions, grades will be determined as follows:

- | | |
|--|----------|
| • Respond to each question: | C-70-79 |
| • Above, plus demonstrate awareness of & analytic ability in applying readings/lectures to answer: | B-80-89 |
| • Above, plus interact/comment on other student’s submissions: | A-90-100 |

Late assignments will be penalized by one letter grade unless the student makes arrangements with the instructor in advance or can verify a bona fide emergency.

Each student is expected to read all materials prior to their assigned dates, and is to be prepared to discuss any reading upon request (via email).

Reading Schedule

Part One: The Environment of Community Management

1/9-1/20: Unit 1: Developing the Municipal Corporation

No state can exist...in the absence of those offices which are absolutely indispensable; no properly governed state can exist in the absence of those which ensure good organization and order...
-Aristotle

- Morgan, England, Pelissero; Introduction
- Morgan, England, Pelissero; Chapter 1
- Argyle, Nolan J. 1994. "The Emergence of the American Administrative State: The Intellectual Origins." In A. Farazmand (Ed.) *Handbook of Bureaucracy* (pp. 385 - 398). New York: Marcel Dekker.
- Notes, Unit 1

1/21-2/2: Unit 2: Municipal and County Government in a Federal System

The first thing we do, lets kill al the lawyers.
-Shakespeare, Henry VI, Part II

- Morgan, England, Pelissero; Chapters 2
- Barnett, Camille Cates. 2008. "Leading a Net." *Public Management* 90 (January/February)
- Notes: Unit 2

2/3-2/15: Unit 3: Culture, Government, and the Management Role

Religion in America takes no direct part in the government of society, but nevertheless it must be regarded as the foremost of the political institutions of that country.

- Alexis de' Tocqueville

- Morgan, England, Pelissero; Chapter 3
- Camp, Linda J. 2008. "Changing Faces." *Public Management* 90 (April)
- Notes, Unit 3

Part Two: The Managerial Function

2/16-2/27: Unit 4: Managing Human Resources

The choice to follow a professional pathway in the service of democracy should by no means be a casual decision. At the least, it means opting for a career of service to the public, to the citizenry, to one's neighbors.

-Louis
C. Gawthrop

- Morgan, England, Pelissero; Chapters 8, 9

- Goodman, Doug and Stacey Mann. 2008. "Managing Public Human Resources Following Catastrophic Events: Mississippi's Local Governments' Experiences Post-Hurricane Katrina." *Review of Public Personnel Administration* 28 (March)
- Notes: Unit 4
- Unit 4 Exercise Due 2/27

2/28-3/9: Unit 5: Managing Human Resources: The Special Case of Public Safety

Perhaps the most widespread fallacy in regard to law is that its chief aim is the preservation of peace and order. The administration of justice is not the orderly disposition of controversies; the administration of justice must be truly part of that social process which generates ever those further activities which are significant for the progress of men.

-Mary Parker Follet

- Notes: Unit 5
- Case Study 1 due 3/9

3/10-3/18 Spring Break

3/19-3/30: Unit 6: Managing Fiscal Resources

In the most general definition, budgeting is concerned with the translation of financial resources into human purposes. A budget, therefore, may be characterized as a series of goals with price tags attached.

- Aaron Wildavsky

- Morgan, England, Pelissero; Chapter 10
- Barrett, Katherine and Richard Greene. 2008. "Growth and Taxes: Why Outdated State Tax Systems Undercut Economic Vitality, and what States can Do About It." *Governing* 24 (January)
- Moody's Investor Service, 2011. "The Impact of US Federal Fiscal and Economic Strain on Municipal Credits."
- Notes: Unit 6
- Tax Elasticity Exercise

3/31-4/7: Unit 7: Managing Infrastructure

We must cultivate in our minds and in the mind of the people the conception of a city plan as a device or piece of...machinery for preparing, and keeping constantly up to date, a unified forecast and definition of all the important changes, additions, and extensions of the physical equipment and arrangement of the city which a sound judgment holds likely to become desirable and practical in the course of time....

-Federick Law Olmsted, Jr.

- Moeller, John, Mark Milton, Doug Manning, and Jon Anderson. 2008. "Lessons Learned from Infrastructure Development." *Public Management* 90 (April)
- Notes, Unit 7

Part Three: Planning a Better Future

4/8-4/15: Unit 8: Modes of Decision Making

Minds are like parachutes. They only function when they are open. –Sir James Dewar

- Morgan, England, Pelissero; Chapters 4, 5, 6
- Notes, Unit 8

4/15-4/22: Unit 9: Planning and Economic Development

...the greatest gain in quality of government come from thinking through more carefully what we want to do before we do it. –Grover Starling

- Morgan, England, Pelissero; Chapter 11.
- Clark, Anna and Melanie Piana. 2008. “Rewriting the Story of Inner-Ring Suburbs.” *Public Management* 90 (April)
- Notes: Unit 9
- Case Study 2 due 4/20

Part Four: Summary & Prognostications

4/23-4/30: Unit 10: Gazing Into a Dark Crystal Ball

Prediction is always difficult, especially when it's about the future.

–Attributed to both Yogi Berra and to Neils Bohr

- Collins, Claire. 2008. “Life as a Local Government Manager: It’s Who We Are.” *Public Management* 90 (April)
- Blumenthal, Ralph. 2007. “Unfilled City Manager Posts Hint at Future Gap.” *New York Times* January 11)
- Svava, James. 2008. “The Challenge of Finding and Retaining Local Government Managers of the Future.” *Public Management* 90 (April). Downloaded from www.icma.org/pm, April 24, 2008.
- Notes: Unit 10