New Leadership Challenges for Local Government

Change

Electronic innovations, world travel, global markets, new science and technology, and accelerated information exchange are pushing communities and their leaders to respond to changing environments. Speed and change have always been driving forces in the growth of big cities. Today, mid-sized cities and even small towns are experiencing the fast pace and changes brought by new technologies and globalization. Thomas Friedman, author of *The Lexus and the Olive Tree,* compares change to Formula One auto racing. The cars are designed to go faster and faster every year. But this speed sometimes gets out of control. Someone is always running into a wall and crashing.

The challenge for community leaders is to avoid crashes—those fatal mistakes that are made under high-speed pressure and are very hard to undo. To avoid those fatal mistakes, leaders have two options:

1. Leaders can avoid all change. This is the equivalent of banning Formula One racing so their won't be any crashes. Avoiding change is hard to do. Change is necessary for communities that want to grow and improve their quality of life. More importantly, technology has connected people and communities in ways that make change unavoidable.

2. Leaders can take steps to avoid or reduce crash impact. Those steps might include strategies that control the damage once the crash has occurred (like having an ambulance and well-trained rescue squad with lots of different blood types on hand). Or leaders can put in place some preventive measures that protect their community against out-of-control speed (similar to building a tougher car that doesn't fall apart on impact or teaching the driver to drive better). Community leaders can develop buffers that protect the community against change that is too fast (like placing bales of hay around the track in case a car spins out of control). However, too many protective measures, like too many bales on the track, can slow the race down too much and take the community out of the race.

Friedman concludes that if you don't want to do any of these things, you can quit Formula One racing and become a jogger.

He warns joggers to be careful. Even on the sidelines you can get run over. If the analogy holds, this suggests that communities that don't want to deal with change may not be able to avoid it.

Governing cities

What will effective government look like in the next century? How can leaders of cities govern well today and prepare their cities for the future? Governments are getting more complex. Communication technologies and changing environments are placing new stresses on cities' infrastructures. Many federal and state government functions are being moved to local governments. Citizen expectations are high, but often are not met. What does this mean for solving community problems? What are the governing patterns that could increase local government effectiveness and citizen confidence?

Local governing and decision-making processes are key factors in developing and maintaining communities' infrastructure. In

this bulletin, traditional ways of governing communities are contrasted with new governing strategies. Traditional governance patterns are defined as the status quo that provides continuity and predictability. New governance is defined as those patterns that prepare communities to manage change. The goal of new governance patterns is to build an infrastructure that is ready for the opportunities and hard knocks that change brings.

The challenge for local leaders is to balance the stability of tradition with new ways of thinking and doing things. Leaders should have two outcomes in mind as they evaluate their own patterns of governing and decide which new patterns to adopt:

1. Change is managed to benefit the whole community, not just special interest groups.
2. Democracy is strengthened.

Local governance

Governance practices can be divided into five major categories:

1. Administrative processes
2. Public decision making
3. Relationships
4. Public services
5. Economic development

Local practices within these categories overlap and influence each other. A summary of traditional and new governance patterns is provided in the table on page 3. Use this summary to identify where your community is currently. Then, think about what you could do that would better prepare your community to expect and take advantage of change.

The Shifting Paradigm of Governance

Traditional Governance	New Governance
Maintain status quo	Manage change and uncertainty

Traditional Governance	New Governance
Administrative processes	***Administrative processes***
– Ad hoc standards	– Uniform administrative standards
– Ad hoc policies	– Uniform laws and policies
– Paper trails	– Electronic information systems
– Lone rangers	– Administrative teams
– Customer focus	– Citizen focus
Public decision making	***Public decision making***
– Inner-circle decision making	– Decentralized, inclusive decision making
– Single perspective	– Diverse, different perspectives
– Secret dealmaking	– Transparent decision process
– Limited and lagged information	– Instantaneous information flows
– Information closely held	– Shared information flows
– Top down/autocratic	– Expanded citizen participation
– Reactive	– Proactive/plan ahead
Relationships	***Relationships***
– Local focus/isolationism	– Local focus in a global context
– Single-level relationships	– Multilevel networks
– Culture of exclusion	– Culture of openness
– Avoid/ignore clashing values	– Manage clashing values
Public Services	***Public Services***
– National and state control/mandates	– Decentralization, local responsibility
– Categorical focus: finance, technology, politics, health, education, environment, security, culture	– Integration/multidimensional view
– Mass production	– Customized applications
– Human capital (focus on individual)	– Social capital (focus on team building)
– Public financed	– Private-public partnerships
– Inputs	– Impacts, results, and outcomes
– Spend 'til it's gone/go get some more	– Fiscal accountability
Economic Development	***Economic Development***
– Growth oriented	– Development oriented
– Grab any economic development offer	– Filter and fit technology

Administrative processes

Governments exist as a framework for group decision making about resources and issues citizens hold in common. For local governments these are decisions about creating infrastructures (water, roads, libraries, schools), allocating public resources, and managing the interactions among citizens so individual and community rights are balanced. The core of the government function is an administrative one. Effective public administration includes managing the flow of dollars and information within and among government units and with community residents. It also provides equity across residents.

Ad hoc standards/ad hoc policies

Many small cities have successfully managed their public resources without established standards for land use and development, housing, animal control, lighting, public safety, public nuisances, and junkyards. County, state, and federal minimum standards have been sufficient.

However, as cities face change, external forces, new residents, and different viewpoints on what government should be doing present new challenges of fairness and equity. Community leaders must protect the common good and be fair across citizens, groups, businesses, and industries. State and federal standards are often inadequate to protect the unique resource base of local communities.

For example, land use planning is one of the administrative resposibilities of local cities. Even without comprehensive plans, many cities have zoning ordinances, building codes, housing codes, floodplain regulations, sign regulations, and subdivision regulations.

Other administrative standards and uniform laws and policies include open container laws, public festivals, and licensing of pets. Some towns and cities, however, depend on ad hoc standards and policies. This results in inconsistent decisions, encourages favoritism, and presents fairness issues. It is not sufficient for policies to be written down. Local monitoring and enforcement must also be consistent across laws and regulatory rules. For example, many communities have both comprehensive plans and zoning ordinances. When zoning ordinances are revised without reference to the comprehensive plan, contradictory laws can exist, making administration very difficult.

Uniform administrative practices assure all community residents are treated equally without regard to gender identity, race, ethnicity, religion, disability, marital status, sex, national origin, pregnancy, genetic information, sexual orientation, socioeconomic status or status as a US veteran. Uniformity reduces corruption and misuse of power and can prevent legal actions against city government. In addition, the thoughtful development of uniform standards and policies is a strategy for achieving a community vision and directing change in the community interest.

Paper trails/electronic information systems

While the computer hasn't yet eliminated file cabinets, it has reduced the need for them. Fast-paced change means an increased need for quick access to information. Comprehensive databases improve day-to-day city operations and make communications easier within and across departments and with citizens. Computer technology permits cross-checking, reduces duplication, and improves the management operation costs. Cyber security is the responsibility of the local government. It is essential that personal information such as city payroll is kept secure.

Information systems can track employee work schedules and payroll as well as record and bill for public services such as water and sewer use. Increased accuracy, accessibility, and shared information among department heads can improve government efficiency and flexibility. It is not enough to purchase a couple of computers. Cities that adopt these systems must plan ahead for transferring and integrating public records, training public employees, and allocating financial resources for continuous technology upgrades and support.

Lone rangers/administrative teams

The complexity of the world and the nature of change means all information and knowledge can't reside in one person. Very few people are accomplished in all aspects of governing. Some may be really good with people but not so good with the budget. Others may be really great at administrative detail, but have trouble getting others to catch the vision. For most leaders, time simply is too short to do everything. It takes a team to get all of the tasks done. For government to run smoothly, everyone has to be committed to the same goals. The team approach involves cooperation and collaboration among departments. This involvement gives everyone ownership in doing their best.

Lone rangers, either department heads or elected officials, are accustomed to holding information close and making decisions without consulting others. Some city departments have become administrative fiefdoms. The department head reigns over a self-contained unit avoiding collaboration, consultation, or cooperation with other departments. This may work for the department head on a power kick, but to the public, lack of cooperation across administrative sectors reflects on all of city government, not just one department.

Administrative teams facilitate communication and coordination. Business and industry have recognized that teamwork in research and development as well as day-to-day operations expands the resource base of the firm. Talking teamwork is easy, but building a team is not. It takes deliberate effort and time.

Customer focus/citizen focus

Government is very interested in replicating the efficiencies of the private sector. This efficiency is based in the market concepts of producer and consumer. Individual consumer demand drives the kind and amount of products that private firms produce. As a result, government has attempted to reinvent itself to serve the individual as a consumer of government services. Federal and state employees are constantly reminded to think of the customer first and offer what she or he wants or needs. This has helped many public employees to focus on who they serve.

We need to go one step further. People are more than consumers of government services. A consumer thinks only about his or her own personal preferences, needs and

wants in an economic marketplace. A citizen thinks this is "our" problem and "we" could do this or that to solve the problem. A consumer thinks this is "my" need and why don't "you" (the government) fix it for me. We need to encourage public service from our citizens. That means reconnecting them to government in ways that make them part of the solution.

Public decision making

"Politics has increasingly become a spectator sport" (Goodwin 1998). Citizens have lost the habit of participation. Leaders practicing new governance patterns look for ways to expand citizen involvement. Expanded citizen involvement provides two important things. First, as citizens become knowledgeable about the details, the process, and the obstacles in managing public resources, they better understand what government is realistically capable of doing. Second, engaged citizens bring

a passion for what is important and a willingness to be part of the solution.

Inner-circle decision making/ inclusive decision making

Many city leaders have forced citizens to be spectators by limiting decision making to a private inner circle of friends and advisors. Deals and decisions are made in secret and information is withheld from citizens. The reasoning is that citizens don't understand. Some suggest that citizens are obstacles to what is good for the city. This viewpiont believes that "only a few educated people really know what's best for our community." There are two downsides of inner-circle decision making. First, there is frequently a political backlash on decisions that threaten segments of the population. Second, leaders miss the opportunity for innovative and creative solutions that come from involving a larger group of people. Citizens can understand the issue when given

information. When citizens share in the decision making, they can pat themselves on the back when the decision is a good one. When the decision doesn't achieve what they wanted, they are often willing to look for a new solution. Contrast this to an inner-circle secret deal that doesn't work out or have citizens' support—the community can have a bitter, non-productive fight. The whole idea of democracy is shared decision making and shared responsibility.

Single perspective/diverse, different perspectives

Inner-circle decision making often represents a single perspective. Leaders find a few people who think like they do. This single perspective only views problems and solutions one way. Single viewpoints prevent innovative and more politically acceptable solutions from emerging. Inclusive decision making almost always brings with it diverse and different perspectives. This differentness challenges each of us. Each person likes to believe they have the "best" or "right" solutions. When these different perspectives are brought together, compromise and acceptable solutions are possible. For example, steel trash cans on every corner would solve the city litter problem...but what about the businessman or homeowner who has to look out the window at that trash can every day? The issue is a litter problem. But steel trash cans located where one person decides can cause unnecessary citizen anger. Citizens do care what the trash can looks like, what color it's painted, and where it is located. A lot of conflict can be minimized by opening the decision process to the people it affects.

Transparency

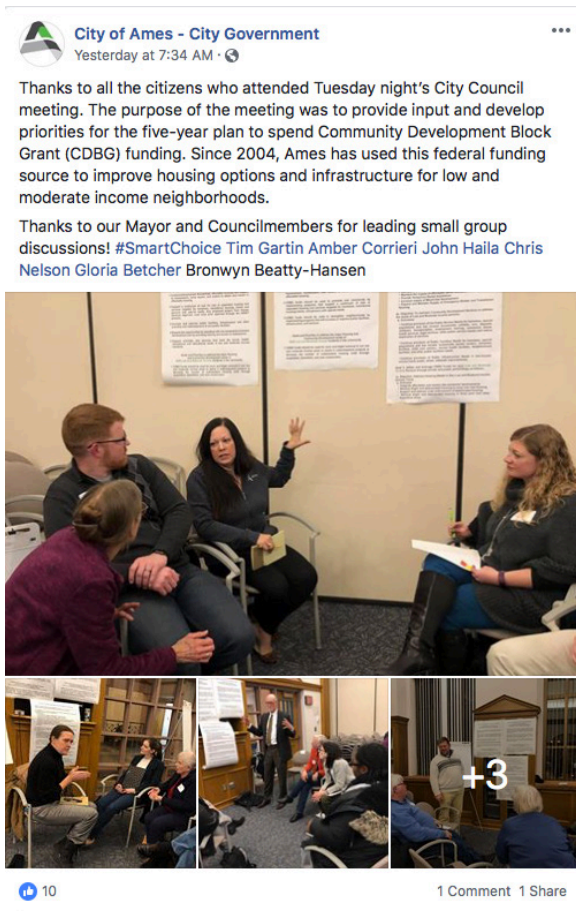Transparency means that negotiations and decisions about public issues are not made behind closed doors. Transparent governance allows everyone to have as much detail about the decision process as is possible without violating confidentiality rules. This transparent process requires leaders to go beyond the law to assure citizens access to information and discussions. Per Iowa Code §21.4 (2018), meetings are not only open to the public, but also set at times that citizens can easily attend. Governance that values transparency sends a message to citizens that leaders want citizens to know.

Limited and lagged information/ instantaneous information-flows Information closely held/shared information-flows

Some of the biggest changes in the world are instantaneous information-flows. The information explosion began with the telephone, radio, and TV, has moved to the internet and smart phones. We are wired to communicate across long distances on a regular basis.

For city government the issue is both speed of information flow and accuracy. There are several different versions: a citizen version based on personal exchanges, a news reporter's version that sells papers, and the official public report. When governments release information regularly, without cover-up or delay, they build trust in the accuracy of their information. Frequent

City of Ames - City Government
Yesterday at 7:34 AM · 🌐

Thanks to all the citizens who attended Tuesday night's City Council meeting. The purpose of the meeting was to provide input and develop priorities for the five-year plan to spend Community Development Block Grant (CDBG) funding. Since 2004, Ames has used this federal funding source to improve housing options and infrastructure for low and moderate income neighborhoods.

Thanks to our Mayor and Councilmembers for leading small group discussions! #SmartChoice Tim Gartin Amber Corrieri John Haila Chris Nelson Gloria Betcher Bronwyn Beatty-Hansen

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communication and widely shared and accurate information support the governing goal of transparency.

Instantaneous information-flows present an information overload problem for governments and citizens. Electronic information systems offer one strategy for local governments to manage external and internal communication and information. As more citizens use the internet and other technologies to gather information, they are also developing tools to manage instant information. Public dialogs and open discussions give citizens and those governing a chance to interpret and make sense of information. City leaders will need to be sure that those who may not have access to technologies can still obtain information and participate in the governing process.

Top down/autocratic/expanded citizen participation

Top down, autocratic decision making builds citizen dependency. Autocratic decision making is based on the assumption that the leader is the expert and knows what's best for everyone. While elected officials are expected to take responsibility for final decisions made in the community interest, expanded citizen participation offers important guidance regarding community decisions. One role of elected officials is to help citizens find their common interests, not their personal preferences. Identifying the common interest also helps leaders make decisions that are politically acceptable and meet multiple citizen's needs.

One way to expand the community resource base is to expand the human and social capital in the community. Citizen participation requires people in leadership positions to listen and share leadership. Getting people to participate actually takes a more powerful and persuasive leader than one who keeps information close and makes decisions alone.

Many citizens have new roles to learn when they get involved in public issues. They've been so focused on earning a living that they may have forgotten how to participate. Citizens need elected officials who encourage them to participate in their government.

Leadership burnout can come when citizens expect too much from their elected leaders. Elected officials are set up for failure when they don't include citizens in the governing process or expect citizens to share the burden beyond voting.

Reactive/proactive/plan ahead

Most leaders are very aware of the problems in their cities. It is easy to focus on what is wrong with the city and what past administrations didn't do right. Status-quo governing patterns include waiting for change to impact the community before doing anything. The challenge of new governance is to take a preventive, proactive approach. It may feel like planning ahead is a luxury. The day-to-day problems can use up a lot of time and energy, leaving little for planning for the future.

Leaders interested in moving their cities forward should worry less about how things should be and more about how things can be. Some cities in Iowa have developed visions and strategies for their future. Quality-of-life indicators provide benchmarks for where the city is and progress made toward achieving those goals.

Relationships
Local/global

It is popular to say all politics are local. In Iowa, influences on our economy and our social and political decisions extend beyond the borders of our cities and our state. Growing our population requires networking with places and people outside of the state. Leaders cannot ignore the pressures that come from being economically and technologically linked beyond their city limits. The networks of community businesses, the travel experiences of community residents, markets, and government decisions at multiple levels influence what happens locally.

Globally linked doesn't mean that communities abandon the idea of local control. There are many

decisions that can only be made by local citizens and their leaders. However, leaders must remember that local decisions are nested in relationships and influences that extend beyond the community.

Single-level relationships/ multilevel networks

These larger spheres of influence expand the relationship networks across cities, and vertically through public and private organizations. Leaders practicing new governance patterns use these multilevel networks to their advantage. They encourage citizen leaders and government employees to develop relationships beyond their own circle of influence. Network building becomes an employee expectation and even a performance measure.

Culture of exclusion/openness
Avoid/ignore clashing values/ manage clashing values

Communities that prefer the status quo are often closed to new ideas and new people. Leaders of these communities avoid situations that might disrupt the continuity of the past into the future. However, to implement a goal to grow the population means new people and different cultures and values. These new people will bring different perspectives and ideas about what

a community should be. To prepare for the changes new people bring, leaders need to develop strategies that provide new and old residents opportunities to connect and be involved with each other. These connections must extend beyond a "Friendly smile in the grocery store" to inclusion in leadership and public decision making.

According to the US Census 2016 American Community Survey, more than 70% of current residents were born in Iowa. How does this longevity affect a culture of inclusion? Strong community ties can move people to find agreement on community issues. However, these same ties can exclude and prevent new people from being allowed to take leadership roles and become involved in the community. Race, ethnicity, aging, disability, national origin, religion, socioeconomic status, marital status, gender identity or status as a US veteran can become stumbling blocks to developing a culture of openness.

City leaders can ignore these changes and wait until the inevitable clashes occur. Or they can take steps to integrate new people into their community. There will be conflicts that come from different ways of thinking and doing things, or from being excluded in discussions about housing, medical care, and other routines of daily living. Only communities with governance patterns that expand citizen participation and open public discussions will be prepared for the changes new residents bring.

Public services

One role of governments is to collect taxes and allocate public monies to specific public services. Some of these goods and services are available to all citizens. In other cases, government redistributes services based on income, age, service to the country, or some other criteria. Many services to different

citizens and groups are based on specific criteria mandated by federal, state, or local laws. The rules that govern the collection and redistribution of goods and services are complex, ever changing, and sometimes conflicting.

National/state mandates-decentralization

In the 1990s, one of the biggest trends in public services was the shift from national and state mandates and program design to local control and privatization. This decentralization to local communities has both challenges and pitfalls. Welfare reform, Medicaid experiments, and local empowerment boards are new opportunities for local areas to regain some control over public programs. In Iowa, local empowerment boards are being encouraged to set their own standards for success and evaluate themselves. Many cities have formed community groups responsible for developing, monitoring, and evaluating their programs. Citizen

watershed groups offer citizens a chance to work with Soil and Water Conservation District Commissioners and other experts to solve water issues. While decentralization increases local control, it also requires more across-government coordination and communication.

Categorical focus/integration

As the world becomes more complex, traditional boundaries between categories such as finance, culture, technology, politics, environment, and economy become blurred. To deal with this complexity, community leaders need to integrate information from multiple sources to produce more than three-dimensional pictures. Complex systems require multidimensional thinking. For example, health and population well-being affects and is affected by the environment, technology, culture, politics, and the economy. Water pollution isn't a single issue, but one that cuts across politics, land use practices, rural economies, population growth, and international relations. This is one reason why lone-ranger leadership and limited inner-circle decision making don't work very well. A multidimensional picture requires information that isn't available from a single source and innovative solutions come from combining different perspectives.

In the search for efficiencies, governments have adopted the mass production processes of the industrial revolution. The mass production movement standardized goods and services. It also offered management strategies to eliminate wasteful and unnecessary procedures. Mass production in government has standardized tax collections,

mail service, and road construction. Under a mass production way of thinking, citizens are numbers. Whether issuing license plates, food stamps, or driving violations, governments seek to move large quantities of people and information through their systems. The industrial revolution has been replaced by a technology and information revolution. This revolution is based in human and social resources that can be applied in a customized way to specific problems. Local governments that combine the management efficiencies of mass production with the customized approach give government a human face. This human face recognizes that there are exceptions to uniform standards.

Customized approaches separate out citizens and target their needs in specific ways. For example, the zoning board of appeals permits contestation of land use regulations. Some public programs target young mothers in need of child care and education. Others help the disabled return to work while permitting continued Medicaid coverage and food stamps. Elder citizens don't just need nursing homes. Some would benefit from continuous care communities that offer customized services that fit their lifestyles and health status.

The point of customized government is to understand that one size doesn't fit all. Some people will be able to meet as a group during the day to solve community problems. Others will only be able to meet at night. Many economic development programs tailor their incentive package specifically to the new business they are courting. They understand that each business has specific worker needs, and utility and resource needs such as next-day air service. Government must first think about to whom they are providing public services. They can then customize those services to efficiently and effectively meet those needs.

Human capital/social capital

The technology revolution requires a balance of human and social capital. Communities that are building human capital invest in people. Elected officials and city administrators push their employees to increase their work skills. They send the tax assessor and city clerk to schools so they can be trained to do their job better. Effective leaders are constantly looking for opportunities to expand their knowledge base.

However, it is not enough to have a highly trained workforce. This workforce must connect to others. Leaders practicing new patterns of governance encourage collaborations, partnerships, and extensive networks between departments, across city agencies and city organizations; and outside the city limits to other firms, agencies, and organizations. These networks increase information exchange and communications. In addition, networking can reduce duplication and expand limited resources.

Public financed/private-public partnerships

Public expectations for services and community financial resources often don't match. Private-public partnerships offer opportunities to solve problems and provide programs that are beyond the resource base of public financing. These partnerships not only contribute finances but also expertise and technical support. For example, the Annie E. Casey Foundation partnered with the Iowa Empowerment Board and Iowa State University to underwrite the cost of training empowerment staff and citizen board members in evaluating and measuring progress of local empowerment processes and programs.

In some communities, employers are working with public health and local hospitals to increase access to health services for employees. Many community festivals are underwritten by private donations. Libraries, playgrounds, parks, hospitals, school capital improvements , and supporting classroom materials are frequently possible when businesses, committed citizens, and public contributions are combined in a cooperative effort.

Inputs/impacts, results and outcomes
Spend 'til it's gone/fiscal accountability

The days of free-flowing revenue-sharing dollars and open government checkbooks have been replaced by expectations of fiscal accountability. Electronic information management systems make it possible and politics make it necessary.

Civic leaders are held accountable to citizens for how public monies are spent. This accountability focuses on the impact that public programs have on citizens. It has been easy for elected leaders to measure their inputs. Inputs are the resources the government uses—the number of employees, the payroll, buildings, tax revenues, and other infrastructures. What governments at all levels haven't done very well is measure the impact from all of

those inputs. Citizens are interested in the outcomes from their public investment.

Leaders practicing the status quo will wait until they are audited or the press exposes spending patterns that don't solve public problems. Alternatively, leaders who want to be prepared will begin to evaluate their public programs against the impacts their citizens expect—this means identifying the impacts they want, benchmarking where programs are currently, and tracking changes.

Economic Development
Growth/development
Filter and fit technology and development

Development can result in new jobs, population growth, and economic revitalization. It can also change the character and culture of a community. Development changes the infrastructure needs of communities, sometimes resulting in higher taxes to upgrade public buildings, roads, and programs. Development may mean old historical buildings are razed to make room for a new mall or residential subdivision. Other new developments could include large hog-confinement operations, a meat-packing plant, a state prison, a casino, an airport, a mining operation, a topless entertainment establishment, an expansion of a local state park, a new museum, horse racing, or a milk-processing factory.

The whole community does not always benefit when new development comes to town. Citizen movements are challenging economic development corporations' tax packages and incentives to locate in their city. Public leaders using new patterns of governance will filter their alternatives and fit them to the needs, expectations, and preferences of their citizens. The filtering process involves engaging citizens in creating a vision for their community and seeking economic development opportunities that match that vision. Leaders who understand the vision and their community culture will be able to take risks to move citizens forward.

Changing Patterns of Governance

Instructions: What are the patterns of governance in your city? Identify these patterns by circling a number on the scale below. Then draw an arrow in the direction you would like to see change. Put an "OK" above where you circled if you think your local government has about the right balance between traditional and new governance. Now find someone to talk to about this.

TRADITIONAL GOVERNANCE   NEW GOVERNANCE

Maintain the status quo   Manage change and uncertainty

1	2	3	4	5	6	7	8	9	10

Administrative processes

Ad hoc standards   Uniform administrative standards

1	2	3	4	5	6	7	8	9	10

Ad hoc policies   Uniform laws and policies

1	2	3	4	5	6	7	8	9	10

Paper trails   Electronic information systems

1	2	3	4	5	6	7	8	9	10

Lone rangers   Administrative teams

1	2	3	4	5	6	7	8	9	10

Customer focus   Citizen focus

1	2	3	4	5	6	7	8	9	10

Public decision making

Inner circle decision making   Decentralized, inclusive decision making

1	2	3	4	5	6	7	8	9	10

Single perspective   Diverse, different perspectives

1	2	3	4	5	6	7	8	9	10

Secret deal making   Transparent decision process

1	2	3	4	5	6	7	8	9	10

Limited and lagged information   Instantaneous information flows

1	2	3	4	5	6	7	8	9	10

Information closely held   Shared information flows

1	2	3	4	5	6	7	8	9	10

Top down/autocratic   Expanded citizen participation

1	2	3	4	5	6	7	8	9	10

Reactive   Proactive/plan ahead

1	2	3	4	5	6	7	8	9	10

Relationships

Culture of Exclusion   Culture of openness

               1   2   3   4   5   6   7   8   9   10

Avoid/ignore clashing values   Manage clashing values

               1   2   3   4   5   6   7   8   9   10

Public services

National and state control mandates   Decentralization, local responsibility

               1   2   3   4   5   6   7   8   9   10

Categorical focus: finance, technology, politics,   Integrated multi-dimensional view
health, education, environment, security,
culture

               1   2   3   4   5   6   7   8   9   10

Mass production   Customized applications

               1   2   3   4   5   6   7   8   9   10

Human capital (focus on individual)   Social capital (focus on team building)

               1   2   3   4   5   6   7   8   9   10

Public financed   Private-public partnerships

               1   2   3   4   5   6   7   8   9   10

Inputs   Impacts, results and outcomes

               1   2   3   4   5   6   7   8   9   10

Spend 'til it's gone/go get some more   Fiscal accountability

               1   2   3   4   5   6   7   8   9   10

Economic development

Grab any economic development offer   Filter and fit technology and development

               1   2   3   4   5   6   7   8   9   10

Growth oriented   Development oriented

               1   2   3   4   5   6   7   8   9   10

Changing Patterns of Governance, Lois Wright Morton, Department of Sociology, College of Agriculture, Iowa State University, 2003.

Conclusion

These patterns of governance offer a framework for thinking about governing in changing environments. Many of these new patterns of governance will help cities take advantage of change. However, there will be some issues that benefit from a status-quo approach. Some leaders slowly shift their community toward different patterns of governance. Other leaders will move quickly to change their governing patterns. Use the summary of patterns of governance on of this bulletin to identify the current practices in your community. Community leaders are encouraged to use this as a discussion piece for talking together about what changes they should make.

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