

Local Government



Leadership Institute

State Comptroller Thomas P. DiNapoli
and Hofstra University

Local Government Leadership Institute

“Beyond the Fiscal Crisis:
How to Build Partnerships and Leverage Opportunities”



New York State Office of the State Comptroller

June 11, 2009



COLLABORATING RATHER THAN COMPETING

- 2 COUNTIES
- 2 CITIES
- 13 TOWNS
- 96 VILLAGES
- 125 SCHOOL DISTRICTS
- 132 FIRE DEPARTMENTS
- 174 SPECIAL PURPOSE GOVERNMENT UNITS

About the Local Government Leadership Institute

In partnership with Hofstra University and Cornell University, the New York State Office of the State Comptroller is sponsoring two Local Government Leadership Institutes in 2009 to enable local government officials to enhance their knowledge, leadership, and decision-making skills. The goal is to bring leaders together to increase dialogue and regional collaboration on common concerns. The Institutes feature practical advice from experienced leaders who are speaking from experience about solid accomplishments.

Institute programs focused on:

- Municipal shared services
- Comprehensive capital planning
- Developing and leveraging public and private partnerships
- Regional approaches to fiscal difficulties
- Leveraging colleges, universities, and BOCES as engines for development
- Achieving greener communities through civic, private, and government sector innovation

Institutes took place at Hofstra University (June 11) and Cornell University (August 13-14). For more information about Local Government Leadership Institutes, please contact:

Hofstra University

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About this Report on the Institute at Hofstra University, June 11, 2009

After a long day at a conference, we often can't remember who said what or which business card goes with what face. For those who attended the institute, this report has two objectives:

1. To provide short reminders of the key points made and who made them.
2. To support networking by enabling readers to put names and faces together, along with the contact information that makes this useful.

For those who were unable to attend, this provides a look at the powerful ideas, examples, and networking that took place at the Institute and an invitation to attend future Institutes.

Note: People speak differently than they write. This report uses smoothed language when quoting speakers. If you'd like to see the sessions in more detail, the Office of the State Comptroller has posted videos of the sessions on the Institute site at: <http://www.osc.state.ny.us/localgov/lgli/hofstra.htm>.

Heather Troy created the illustrations.

Sponsors



The New York State Comptroller's Office

The Honorable Thomas P. DiNapoli, Comptroller



Since taking office in February 2007 Thomas P. DiNapoli, the 54th Comptroller of the State of New York, has transformed the way the Comptroller's office does business. DiNapoli has increased oversight of government spending, provided greater openness to the public and developed new opportunities for New York's

entrepreneurs. DiNapoli, as chief fiscal officer for the State, is responsible for managing the State's pension fund, auditing the spending practices of all State agencies and local governments, overseeing the New York State and Local Retirement System, which serves over one million members and retirees, reviewing the New York State and City budgets, approving State contracts, and administering the State Oil Spill Fund. DiNapoli has also instituted tough new ethics rules at the Office of the State Comptroller. He created the position of inspector general and appointed a new special counsel for ethics. He also issued an executive order restricting the use of agency equipment and banning employees from accepting gifts, and mandated ethics training for every employee of the Comptroller's office.



The Wilbur F. Breslin Center for Real Estate Studies
at Hofstra University

Richard V. Guardino, Jr., Esq., Executive Dean



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The Wilbur F. Breslin Center for Real Estate Studies at Hofstra University is an interdisciplinary center for the study of real estate that brings together expertise at Hofstra’s Frank G. Zarb School of Business and the Hofstra Law School, as well as the Institute of Real Estate at Hofstra University. The center provides real

estate professionals, municipal officials, developers, and the public with information, education, and scholarly analysis about complex issues important in the real estate field.



The National Center for Suburban Studies
at Hofstra University®

Lawrence C. Levy, Executive Director



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The National Center for Suburban Studies (NCSS) at Hofstra University is a non-partisan research institution dedicated to promoting objective, academically rigorous study of suburbia’s problems, as well as its promise. Rooted in the laboratory of Long Island’s diverse and aging suburbs, almost literally in the shadows of the

iconic Levittown, the National Center studies a broad range of issues from local and national perspectives. The Center accomplishes its mission through conferences and seminars, partnerships with nationally known institutions and researchers, academic studies, and community projects.

As hosts, Dean Guardino and Mr. Levy shared master of ceremonies duties during the day.

Executive Summary

The day in one sentence: **Say yes; stand for something; and don't carry all the weight yourself.**

Local government leaders on Long Island face intense pressure to balance their budgets and govern effectively despite the global recession, complicated overlapping government entities, and significant changes in the demographic characteristics of Long Island constituencies.

There were four major themes:

1. Institutional walls are dissolving everywhere. As we move into a society with fewer formal boundaries, local government leaders are finding new “inside the tent” partners from a wide range of people and organizations. Several examples of successful public-private collaborations were presented, including mediation that doubled the number of jobs (to 2,000) on Long Island at Canon U.S.A. Those who work and live in your community often have expertise in developing creative solutions, selling ideas, and implementing programs successfully.
2. Share the work of “shared” visions. Contrary to what many leaders believe, it is not necessary to develop a shared vision alone and then sell it to partners and the public. Use the wisdom and power of the crowd to reap exponential benefits. Several speakers shared stories of *developing, selling, sharing, and reshaping* their visions with untraditional partners. A shared vision developed by many and led by Bay Shore Public Schools is revitalizing not only the schools but also the downtown. Public-private multifamily housing developments are revitalizing downtowns in Glen Cove and New Cassel.
3. Governments, schools, and businesses have successfully collaborated to reduce costs and improve services. An extension of the now-dominant global strategy of outsourcing in both government and business, collaboration can both increase cost effectiveness and leverage creativity. Leaders presented real examples of significant cost savings in transportation and purchasing arising from inter-municipal agreements among government entities in Nassau County.
4. Control and feedback dashboards and other feedback tools are essential to success. In an age of open government and increased citizen participation, governments remain accountable. So the job is much more difficult. There are proven ways of exercising control when working with empowered communities. The keynote speaker and former Mayor of Washington, D.C., the Honorable Anthony Williams, spoke about his experiences using these techniques.

Welcome and Introductions

Dean Guardino began by welcoming everyone and reviewing the goal “to bring together local government officials and guests to talk about issues of regional concern with a concentration on key leadership principles.”

In introducing Hofstra University President Stuart Rabinowitz, Dean Guardino highlighted two Hofstra milestones from the last year. First—bringing national and international attention to Long Island—Hofstra hosted the final 2008 Presidential Debate and, not incidentally, gave 350 students invaluable experiences as they worked directly with the news media during this event. And, second, in October 2008, Hofstra announced a collaborative partnership agreement with North Shore-Long Island Jewish Health System to develop a School of Medicine at Hofstra. This was the first concrete example of the benefits of collaboration for the day.



well being of our local area and our state... Looking around the room, there are so many good people here—so many people with vision—that there can’t be problems we can’t solve if we collaborate.”

President Rabinowitz began by acknowledging Hofstra’s dependence on

collaboration with its neighbors, saying “Hofstra’s well being is inextricably tied to the

...there are so many good people here—so many people with vision—that there can’t be problems we can’t solve if we collaborate.

—Stuart Rabinowitz
President Hofstra University

President Rabinowitz then introduced “a great role model for Hofstra students...and the rest of us,” New York State Comptroller—and Hofstra graduate—Thomas DiNapoli.

Known for his use of cooperation, collaboration, and consensus, State Comptroller DiNapoli has quietly transformed the State Comptroller’s Office. Many of the elements of this transformation exemplify the tools and techniques discussed throughout the day. For example, DiNapoli and his team:

- increased oversight of government spending and strong internal controls
- delivered government transparency via the Open Book New York website
- established new ethics rules, created new positions to support ethical behavior (an inspector general and a special counsel for ethics), and instituted ethics training for every person in the agency
- used careful auditing to generate almost \$700 million in cost savings and revenue enhancement for state and local governments in 2008

Opening Keynote: Sharing Knowledge to Survive Fiscal Challenges



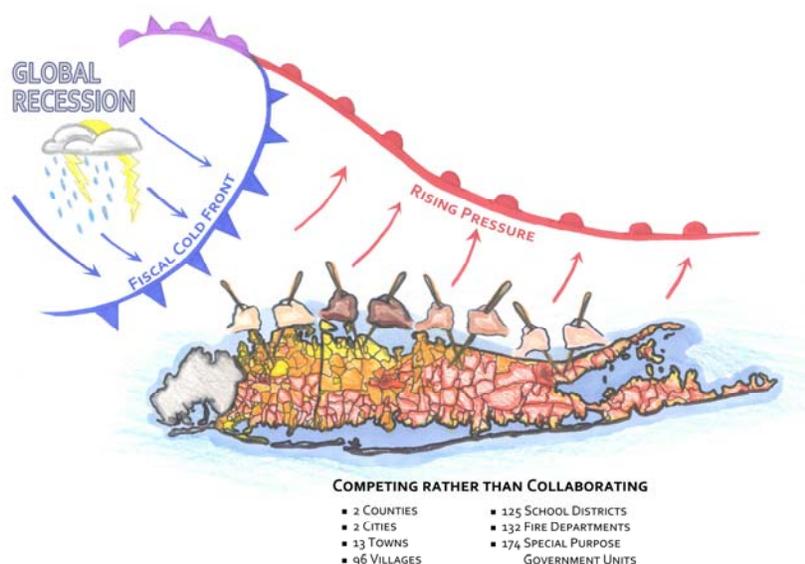
State Comptroller, the Honorable Thomas P. DiNapoli opened his remarks by thanking all who had come to share real results—and, even more importantly, the behind-the-scene techniques for generating these results—with fellow government and school officials.

Supplementing each person’s understanding of his or her situation, in order to help people work together effectively, State Comptroller DiNapoli painted a vivid picture of the Long Island region as a whole.¹ Emphasizing the complexities involved in working amidst approximately 550 local government entities and the effects of the global recession, he discussed the squeeze created by decreasing revenue and increasing costs that everyone is experiencing. “Revenues continue to decline because of this

On Long Island, you have very articulate constituents who know how to make their demands very clear and they are looking for lower-cost delivery of government services.

—Thomas DiNapoli
New York State Comptroller

meltdown; expenses (especially related to personal services and employee benefits) continue to rise; property tax payers are looking for relief; and State financial support is flat at best,” he acknowledged. The pressure is on.



The State Comptroller’s Office can provide help in many ways:

- providing expertise in multi-year planning reviews and budgeting processes
- tracking and reporting on federal stimulus spending
- providing research reports such as the recently released brief *Cost–Saving and Cost–Containment*

¹ Division of Local Government and School Accountability. (2009). *Long Island Facts and Figures*. Albany, NY: Office of the State Comptroller. Prepared for the Institute, these easy to understand charts are available from <http://www.osc.state.ny.us/localgov/lgli/hofstra.htm>

*Strategies for New York State's Local Governments*² with examples of successful techniques

- free online³ and in-person training
- even—although it is natural not to see it this way at first—providing audits which are handled professionally and with constructive intent

There are three major goals for this first Leadership Institute:

1. to build relationships among local government and school leaders and between officials on Long Island and New York State employees. DiNapoli thanked Secretary of State Lorraine Cortés-Vázquez and County Executives Steve Levy and Thomas Suozzi for helping to build these bridges.
2. to improve local government efficiency by presenting panels discussing best practices and key leadership skills, enabling leaders to learn from each other.
3. to help the Comptroller's Office understand "How we can help you, as local officials, develop the leadership principles that help you to deliver...."

Returning to the global recession, State Comptroller DiNapoli reported: "From where I sit, this is not over yet. We probably have not seen the bottom.... We will see a recovery.... We don't know how soon it will be before things turn around but we need to keep a sense of optimism.... We need to use this crisis as an opportunity for us to think differently and to come up with some better strategies...so that we can come out of this in a stronger position than we were before."

We need to use this crisis as an opportunity...to come up with some better strategies...so that we come out of this in a stronger position than we were before.

—Thomas DiNapoli

New York State Comptroller

This Leadership Institute is the first of a series and the Comptroller's Office is eager to hear what participants liked about the day and topics people would like in future Institutes.

Frugal on all fronts, Comptroller DiNapoli closed his presentation by urging everyone to search the database of the more than \$9 billion in New York unclaimed funds sometime during the day. If you missed this opportunity, you can search online at www.osc.state.ny.us/ouf/index.htm.

² Division of Local Government and School Accountability. (2009). *Cost-Saving and Cost-Containment Strategies for New York State's Local Governments*. Albany, NY: Office of the State Comptroller. Available from www.osc.state.ny.us/localgov/index.htm

³ For example, try the online Multiyear Financial Planning tutorial (which takes about half an hour) available at www.osc.state.ny.us/localgov/training/modules/myfp/index.htm

Municipal Shared Services:

How Do I know if Entering into a Shared Service Agreement Will be Cost Effective?

Moderator



The Honorable Lorraine Cortés-Vázquez
65th Secretary of State

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A key reason Long Islanders pay taxes that are 78% above the national average—the highest in the country—is the duplication of government services.

The Honorable Lorraine Cortés-Vázquez, New York Secretary of State,⁴ provided state-wide context and moderated this discussion among Long Island experts from government, business, and education.

Panelists, led by the Honorable Thomas R. Suozzi



The Honorable Thomas R. Suozzi
Nassau County Executive

Chairman, New York State
Commission on Property Tax Relief

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There are 9,000 local taxing entities in New York facing shared challenges of aging infrastructure, declining population and income, rising expectations and costs, and tension between “home rule” and efficiencies from shared services.



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⁴ See the New York Department of State website on the Local Government Efficiency Grant Program at <http://www.dos.state.ny.us/lgss/sharedservices/2009Grants.htm>.

Leading off the panel presentations, the Honorable Thomas R. Suozzi, Nassau County Executive, explained why property taxes are too high:

1. waste, fraud, and abuse (“the gotchas that the press call us to account for”)
2. mandates from the State of New York that tell local governments what to do and how to do it (especially in the areas of Medicaid and schools)
3. the lack of State aid (there’s no more aid coming soon)
4. the lack of growth
5. today’s focus: too many governments

In Nassau County, we worked for three years building the trust between all these different players.... It’s a hard slog; it requires incredible patience.

—Thomas Suozzi

Nassau County Executive

Nassau County centralized its police force in 1920. The tension⁵ between the tradition of local control and the professionalism, economics of scale, and cost savings from central administration is a 100-year old debate. The big difference now is that government is so complex, so sophisticated, and so difficult that we *need* professionalism. County Executive Suozzi quietly assembled a group several years ago to develop the trust necessary to collaborate. “It’s such a hard slog; it requires incredible patience. We had to hire consultants and spend money to figure out where can we save money.

People will not consolidate or share services unless you can prove things:

1. “I’m going to save money...enough money that it’s worth taking the risk.”
2. “My service is going to be the same or better than it was before.”

The group is now working on shared services in four major areas:

1. non-public school transportation (44 of 56 school districts have signed up so far)
2. just-in-time purchasing
3. IT (information technology) and telecommunications
4. auditing



⁵ New York State Commission on Property Tax Relief [Suozzi, T., Chairman & Prugh, C., Executive Director.] (2008). *Final Report to Governor David A. Paterson*. Retrieved July 1, 1009 from <http://www.cptr.state.ny.us/index.html>

Suoizzi concluded by praising the expertise and persistence of the people on the panel who are making shared services a reality. Each person then contributed valuable specifics.

In introducing Ronald Friedman, formerly the Superintendent of the Great Neck Public Schools and the past President of the Nassau Council of School Superintendents, Secretary Cortés-Vásquez was delighted to call attention to the eight State-supported shared services projects now running in Great Neck schools. Ronald focused on the two most important things he learned from the experience of being a key player in the building of the Nassau County shared services team:

1. We can, in fact, share services.
2. The overarching concern is the whole issue of trust.

“You don’t break down 10,000 government barriers by ordering it done... The challenge is getting people to cooperate.” When feeling coerced (and sometimes anyway), people will sit on opposite sides of the room with their arms crossed. He recommends “finding the little ways that lead to bigger ways [of cooperating].” By starting with baby steps—sharing non-public school buses—the group will be able to save \$5 to \$10 million in the next couple of years.

You don’t break down 10,000 government barriers by ordering it done.... The challenge is getting people to cooperate and in finding the little ways that lead to bigger ways.

— Ronald Friedman
Former President, Nassau Council of School Superintendents

Friedman also encouraged people to look at other models. In Hawaii, for example, the entire state funds all schools.

Gary Bixhorn, Chief Operating Officer of Eastern Suffolk BOCES, presented next, echoing the urgency of acting during this two-year window and sharing examples of BOCES (Board of Cooperative Educational Services) successes as well as recommendations based on their experience. “When the New York State budget was released in December there was a \$157 million reduction for Long Island schools, which has been back-filled with stimulus money. In two years, when that money isn’t there any more, we’re going to be facing a significant crisis. We have a window of opportunity now.”

Our true financial situation is masked by the stimulus spending. In two years, we’re going to be facing a significant crisis. We should sit down now and do the hard work.

—Gary Bixhorn
Chief Operating Officer,
Eastern Suffolk BOCES

Established in 1948 to convene shared services for schools, BOCES has a wealth of experience and skills in shared services. Success stories in

Eastern Suffolk BOCES CoSer (Cooperative Service)⁶ include:

- Non-Public Textbooks: 67 districts (bulk purchasing, shared use and administration)
- Regional Transportation: 41 districts (cost sharing, enhanced supervision)
- Regional Health and Safety: 51 districts (shared expertise; flexible staffing)
- Negotiations Information: 35 districts (access and organization of information)
- Arts-in-Education: 66 districts (expert pre-screening, competitive pricing, contract management)

Dorothy Johnson, Senior Managing Consultant, the PFM Group (Public Financial Management) spoke about advantages available in New York State that are often not available in others states, citing the Department of State grants for studies and, especially, those supporting local implementation and the State Comptroller’s Office carefully assembled data which enable assessment of projects over time. Because it is important to learn from failures, she spoke about several programs which succeeded initially but then failed because the initial planning didn’t provide for ongoing dialog and assessment. Two programs successfully sustained over time:

- The Mohawk Valley Water Authority⁷ has provided such excellent management of Utica’s water that, while Utica has been losing population, other areas have signed up and they now serve 10,000 more people than when they started.
- The Town of Clay merged its police force with Onondaga County. The town tax bills dropped 20%.

...most important, establish processes for regular communication—the wider the circle the better—and for continuing dialog....

—Dorothy Johnson
Senior Managing Consultant,
The PFM Group

Ms. Johnson shared three lessons learned from extensive experience:

- Establish processes for regular communication—the wider the circle the better—and for continuing dialog.
- Conduct a complete financial analysis. “Understand what factors will cause the improvement and continue to monitor them and ensure the savings are recurring.”
- Look at all of the supporting factors that are needed for achieving the planned savings, including legislative changes and local support for referendums.

Secretary of State Cortés-Vázquez asked John D. Cameron, Jr. P.E., Founder and Managing Partner, Cameron Engineering and Chairman of the Long Island Regional Planning Council, the last panelist to speak, to address questions of infrastructure. Mr. Cameron reported that, in some cases, what may look like good infrastructure

⁶ Additional successes and other information are available in Gary’s slide presentation at: www.osc.state.ny.us/localgov/lgli/hofstra.htm.

⁷ For more information, see www.mvwa.us/

consolidation opportunities will, in fact, save comparatively little. For example, consolidating garbage districts yields about a 2 to 3% reduction in costs; merging water districts saves less than \$100 a household. There are often other reasons—environmental and service quality, for instance, to consolidate but we should be clear about expected benefits. There are major cost-cutting opportunities in consolidating the processing of waste water but constituents are often not yet ready to support these projects. “Like politics, consolidation is good for the other guy, never good at home.”

But, Mr. Cameron cautioned: “If we want to really focus on where the dollars are, we have to look at [something] *other* than what we have been doing. We don’t need a tweaking; we need some major changes. Since I don’t think we’re going to be laying off half our people, cutting pensions in half, we need a new paradigm. The present model is broken.”

We don’t need a tweaking, we need some major changes....

We need a new paradigm. The present model is broken.

—John Cameron

Chairman, Long Island

Regional Planning Council

The panel responded to questions on pooling commercial property taxes, shared fire districts, waste waters, and comparison shopping.

We understand the competing goals... We understand that local government...serves as the birthplace of public service and public leadership.

— Lorraine Cortés-Vázquez

New York Secretary of State

Comprehensive and Capitol Planning for Local Governments and School Districts: Strategically Planning for the Future

Moderator



Mark Pattison
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Executive Deputy Comptroller Mark Pattison set the stage by acknowledging that: “It’s the nature of local politics to focus on short-term issues. It is very difficult to talk with people about things that are down the road... Infrastructure is often invisible.”

“The purpose of this panel is to talk about how we meet this challenge.”

Panelists: Schools



William H. Johnson, Ed.D.
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Village



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Between 1997 and 2007, there was a 444% increase in use of local revenue sources to fund capital investments on Long Island as state and federal aid declined. “What’s the Long Island that we want for the next 20 years? And how do we get there?”

Evelyn Blose Holman, Ph.D., Superintendent, Bay Shore School District began the presentations by speaking about the shared vision that transformed Bayshore. Fifteen years ago, the schools were dilapidated; the downtown was boarded up; SAT scores were 200 points below the state and national average; they didn’t have a teacher contract and the budget had not passed. “I couldn’t renovate the schools ...without the community working together as a group. One of the first things we did was get the real estate agents together and say: What is the problem? We asked the kids: What do we have to do?”

With explicit shared goals, Bayshore developed many ways of engaging people and supporting collaboration, including garden contests, opportunities for small and large donations, annual Town Summits involving more than 2,000 constituents, and a Summit Council composed of diverse local leaders. Bayshore students now have strong SAT scores and get into good colleges. Teacher contracts are ratified and an \$83.7 million bond issue was approved.

Businesses are returning to the downtown where there is a reflection garden and more than 200 flower baskets. Successful capital planning, Dr. Holman stressed, required daily work. “We do it every day. If you have plans for five to ten years from now, you better know what they are today and you better be bringing people on board.... It’s not a one shot deal.”

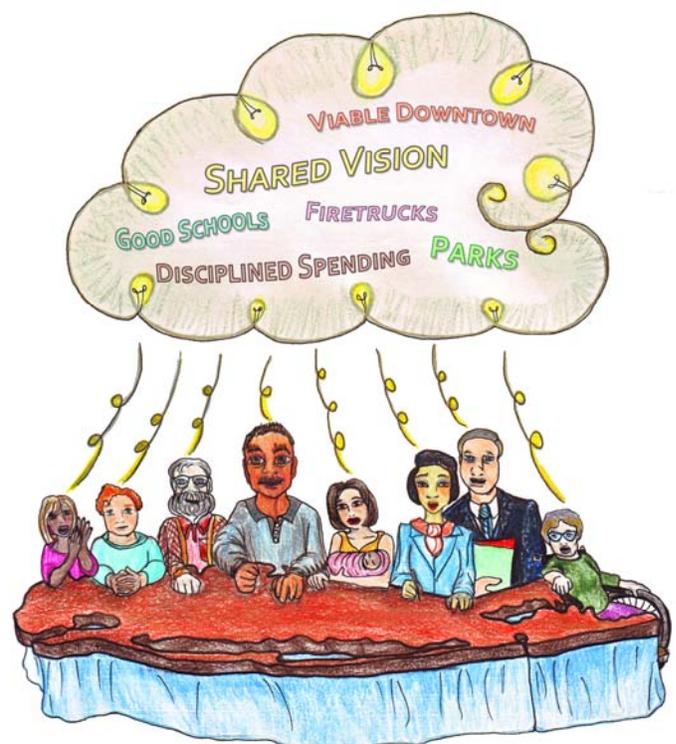
The Honorable Steve Bellone, Supervisor, Town of Babylon began by emphasizing that “You can’t bring about positive change without taking a step-by-step, incremental approach.” Using the guiding principal—we retire more debt than we issue annually—Supervisor Bellone called attention to the positive steps that come from a lot of hard work by a lot of people.

I’m always shocked when people say: “We’re going to go into a bond next year...and then we need to get the community together.”

If you have plans for 5 to 10 years from now, you’d better be bringing people on board now... . It’s not a one shot deal.

—Dr. Evelyn Holman

Superintendent, Bay Shore School District



Because they lead a mature suburban town, Babylon leaders must be careful and conscientious. “Roads are a good example of ‘the earlier, the better.’ The longer you wait...the more burden you are putting on future administrations and future residents. It’s not the sexiest thing to do, but critically important.” Being careful does not mean you can’t be stylish. Babylon has successfully focused on creating unique, beautiful and interesting parks.

Roads are a good example of “the earlier, the better.” The longer you wait...the more burden you are putting on future administrations and future residents. It’s not the sexiest thing to do, but critically important.

Echoing the need for collaboration, Bellone cautioned leaders not to have unrealistic expectations regarding universal consensus. “There is a real benefit to taking action. It is liberating to understand that not everyone will agree. Build consensus, then take action.” Finally, when taking action, Supervisor Bellone reminded everyone, do your job carefully. “If we do a bad job, it hinders all future capital planning.”

—Steve Bellone

Supervisor, Town of Babylon

The Honorable George Starkie, Mayor, Village of Farmingdale shared several very concrete examples of long-term capital planning under pressure. For example, when he became mayor, the Fire Department had “zero dollars in reserve.” The “youngest” fire truck was 20 years old. “This had to be fixed.” Recognizing that the common custom of spending budgeted smaller amounts of money so that one’s budget wouldn’t be cut next year was literally wasting the funds, he worked to establish enough trust that these funds could, instead, be put into what is frequently called the “black hole of general funds.” Mayor Starkie said: “I made a deal with the Fire Department: ‘Any money you save goes into the Capital Budget. If you can save three years of bond payments, we’ll [replace your 20-year old fire engines] because I have other long-term planning that will pick up the revenue after that...’ They’ve done an incredible job of coming up with money. We’re going out for bid next month on two machines, one for \$1.5 million. We have this camaraderie...we’re all working together.”

I made a deal with the Fire Department: “Any money you save goes into the Capital Budget. If you can save 3 years of bond payments, we’ll [replace your 20-year old fire engines]....” They’ve done an incredible job of coming up with the money.

Mayor Starkie recommends that governments never sell assets: “You can’t get them back.” Instead think creatively about how to make use of the asset (for example, leasing it).

—George Starkie

Mayor, Village of Farmingdale

Rather than using individual, unconnected impact studies from multiple real estate developers, Starkie used grants from Nassau County and New York State to fund a full master plan and environmental impact study for the entire downtown. Community residents and the Downtown Revitalization Committee were included in the

planning process. With an understanding of the build-out capacity, Farmingdale will make better decisions and be able to defend them in court.

Richard V. Guardino, Jr., Esq., Executive Dean of the Breslin Center for Real Estate Studies, spoke about the consulting services Hofstra University offers to Long Island municipalities.

An experienced government leader, especially as former Town of Hempstead Supervisor, Dean Guardino painted a picture of the challenges in addressing infrastructure. “It’s very hard to build a constituency for some infrastructure projects. It’s much easier, as a public official, to go for a ribbon cutting for a new pool than to spend a million dollars on the infrastructure of a pool that’s been in place. People say: ‘You didn’t do anything.’”

Dean Guardino provided several concrete cases of the benefits of an engaged constituency. With an engaged community, projects and good ideas will come to you. The Bellmore Chamber of Commerce, for example, reached out to the Town of Hempstead to revitalize their downtown. The Town was able to secure help from New York State in renovating the train station, County aid for façade improvements, and to help directly with streetscaping and parking...and Bellmore started to turn around. Another case in point: The Town was struggling with the disposition of the Levy Park landfill, thinking of capping it. “People from the community—including a nursery owner—came to us and said: ‘You know there’s another way to do this.’ Using community expertise, we turned it into a park. We didn’t go through the capping process and saved a lot of money. It was a real win/win.”

People from the community—including a nursery owner—came to us and said: “You know there’s another way to do this.” Using community expertise, we turned it into a park. We didn’t go through the capping process and saved a lot of money. It was a real win/win.

—Dean Richard Guardino
Executive Dean, Breslin Center
for Real Estate Studies

Ruefully describing the pain of frequently driving by a building sold some years ago, William H. Johnson, Superintendent, Rockville Centre School District and former President, New York State Council of School Superintendents, reinitiated Mayor Starkie’s admonition not to sell assets. Superintendent Johnson shared the power of a clear and relatively simple goal: “We build our capital system with the idea that all of our kids—and I mean, all of them—are going to finish college.... Every time we go to the community to ask them to improve our facilities, we ask ourselves: “How is this going to achieve that goal?”

Johnson discussed some of the critical information needed for capital planning in school districts. What is changing that creates new educational expectations? What will the community look like? What skills and knowledge will our businesses need? “For example, our science labs: Are the science labs we have today adequate to serve the needs of tomorrow?” When maintaining old buildings, can we implement new ideas

using building roofs to go green and save money? “Every dollar we save, is a dollar we can use for paying teachers.”

Functional collaboration—“something that was not a part of the job when I was beginning my career”—can really help reduce expenses. “Can I put a single switch in Nassau County and put a telephone in every office: the answer is yes.” Bill ended by teeing up the potential benefits of distance learning. Could it be used to benefit children who don’t have the same advantages as the children in Rockville Centre? “Planning takes on a whole new series of dimensions when you look at the community at large on Long Island.”

We build our capital system with the idea that all of our kids—and I mean, all of them—are going to finish college. ...Every time we go to the community to ask them to improve our facilities, we ask ourselves: “How is this going to achieve that goal?”

—William Johnson
Superintendent, Rockville
Centre School District

In itself, the question and discussion session demonstrated the complexities faced by local leaders. The panel discussed a wide variety of questions with participants, including funding for federal mandates; collaboration among schools and government, as well as legal and other barriers to such collaboration; charter schools; shared services; school inspections; affordability versus desired services; investments for long-term goals; guiding principles to support capital planning; maintaining parks; priorities for road paving (micro-paving versus reconstruction); managing debt; delayed maintenance and remedial education; judging performance for long-term goals; partnering with business and philanthropy; and the will to take positions and take action.

It’s the nature of local politics to focus on short-term issues. It is very difficult to talk with people about things that are down the road... . It is easy to put off the truck, the building, the computer system one more year.

—Mark Pattison
New York State Executive
Deputy Comptroller

Keynote: Thinking Regionally, Acting Locally:

How to Develop and Leverage Public and Private Partnerships to Accomplish Economic Goals



Drawing on his real-life success as the former Chief Financial Officer and then Mayor of the District of Columbia, the Honorable Anthony Williams

When I took over as CFO in Washington, we were about \$600 million in debt....Now, we have a \$1.5 billion surplus, one of the largest cash reserves of any government in the United States.

—Anthony Williams
Director, Arent Fox LLP

discussed financial tools that took the District of Columbia from over \$600 million in debt to what is now a \$1.5 billion surplus and from issuing junk bonds to selling investment grade triple A bonds.

To accomplish this turn around in a highly diverse city with extremes of wealth and poverty, education and illiteracy, Mr. Williams led a team which empowered many people to work towards a clear strategy and which—at the same time—maintained sufficient controls. He recommends four steps in the planning cycle:

1. a strategy system
2. a dashboard system
3. a boundary management system
4. a feedback system

Mr. Williams credits much of his thinking about this cycle to ideas in the Harvard Business Review article, *Control in an Age of Empowerment*, which he highly recommends.⁸

Begin with a clear vision and strategy which is widely communicated so that many people and organizations are empowered to support it. Understand what is important and unique to the identity of your town, focus on the essentials,



⁸ Simons, R. (1995). "Control in an Age of Empowerment." *Harvard Business Review*, Reprint 95211. Cambridge, MA. See notes on this article at the end of this report.

and use cost-sharing to support everything else. When you are developing your strategy, invest more than most officials do in analyzing and understanding the options. Your choice of options drives everything.

Williams talked about the effectiveness of some indirect strategies. “If I empower the CFO—like the Pope, with the ultimate authority over the revenue and expenditure forecast— this actually indirectly will give me more authority as mayor. Why? This relieves me of a huge amount of pressure coming from constituency groups wanting me to . . . up the revenue forecast and lower the expense forecast. That is the road to hell.” Empowering your CFO is an organizational strategy that builds on trust and teamwork to achieve difficult goals.

Communicate three overarching objectives from your strategy. Engage everyone, especially grassroots activists and members of opposing political parties, in working on specific projects. Former U.S. President Ronald Reagan is a good example of a person who communicated a clear memorable vision.

In step two, just as you use the dashboard of a car to guide your driving, use reporting processes and technology to provide a dashboard system so that you can track progress against the strategy. Williams developed a method of tracking and reporting the topics and geographies of all 311 municipal service calls. He labeled constituent calls “job orders” and tracked how long it took to complete orders. Jon Kaiman, Town of North Hempstead Supervisor, visited Washington when Williams was mayor to learn about feedback systems and has now instituted the 311/TOWNSTAT Constituent Response System in North Hempstead, the first of its kind on Long Island.

Many techniques and processes can be used to support multiple steps in the planning cycle. For example, the 311 system provides metrics for steering current activities *and* also supports boundary management by providing a place for people to complain about employees who may be out of line. It also contributes to step four. The feedback gathered can be used to assess the strategic direction.

Mr. Williams used the example of the federal government’s new website, Data.Gov,⁹ to discuss several key points about gathering and sharing metrics. Tom DiNapoli’s Open Book New York website¹⁰ is another excellent example of these processes. Both sites do two important things for public officials, supporting multiple steps in the planning process:

1. Results tracking and reporting enables management. If we don’t measure something, we cannot

⁹ Data.gov is available at <http://www.data.gov/>

¹⁰ Open Book New York is available at <http://www.openbooknewyork.com/>

manage it. Sharing the results puts everyone on the same page.

2. Sharing data creates a measure of inoculation from ever-present critics. Williams explained: “Get it out there ahead of time, so that when something happens you can say: ‘Oh, we already released that. We already know about that.’ ...It actually works.”
3. Use regular reporting to manage expectations. Giving regular updates against your key initiatives (“Here’s where we are in Step One. Here’s where we’ll be in Step Ten.”) gives people background to better understand what is happening when the press presents an episodic snapshot complaint.
4. Releasing information also helps the public to understand the whole picture—the balance sheet, so to speak, for flows among federal, state, and local governments. At the local level, inflows are shrinking and responsibilities are increasing. People need to understand this.

In a time when it is both necessary and desirable to empower employees and constituents, effective boundary management (step 3) becomes essential. Open book government helps to maintain boundaries: If elected officials and employees know that constituents and the press will be looking at their financial statements regularly, for example, many cases of potential misfeasance and malfeasance may die before they are born.

If you look at the debacle we face in the economy...we empowered a lot of people with literally not enough control.

—Anthony Williams
Director, Arent Fox LLP

An example of bad boundary management is when we overreact by adding layers of rules in response to occasional problems. Micromanaged employees with no authority are very unlikely to help achieve big things. As an example of effective boundary management, Mr. Williams told the story of an audit where there was a room literally filled almost to the ceiling with tax forms and checks. It would have taken years to audit according to the rules. In order to get the audit finished in six months, then-Mayor Williams waived some of the rules, telling the auditors he would stand behind them if there was some trouble. During the process, the auditors got into trouble occasionally and Williams stood behind them. The audit was completed because everyone got focused on what was important—the final results.

In the fourth step, use feedback mechanisms to evaluate your progress against your goals over time. Make information and financial metrics easily available as discussed above. Use 311 systems. Survey residents and others such as visitors, businesses, and foundations. “Like Zagat [the restaurant rating service], ask ‘how was your government service?’”

Williams concluded his presentation by talking about the citizen summits he held in the District of Columbia^{11,12} and reinforcing the importance of citizen participation and feedback. “When you go into a community meeting and everyone is screaming and hollering, it is very, very difficult. What kept us flying was the citizen participation.”

When you go into a community meeting and everyone is screaming and hollering, it is very, very difficult. What kept us flying was citizen participation.

—Anthony Williams

Director, Arent Fox LLP

Key information from the question and answer session has been incorporated in the information above. In response to a final question, Mr. Williams returned to his emphasis on sticking to strategic goals even when constituents are unhappy. He described the 70%-30% rule which he uses to explain his actions. “Seventy percent of the time, I basically take orders [from constituents]; thirty percent of the time, I do what I think is important. You elected me. Don’t elect me next time, if you don’t like the results.”

He suggested that people want elected officials with a little bit of edge. “Keep your eye on the ball, and keep moving towards the goal.”

Take your challenges to school and get expert consulting:

As the new William H. Bloomberg Lecturer in Public Management at Harvard University, Williams invited local government officials to present their challenges via video conferencing to his classes for a semester. This is a great opportunity to get free world class consulting.

¹¹ For more information about the D.C. Citizen Summits, visit <http://cs.ona.dc.gov/cs/site/default.asp>. Reports and examples of citizen participant guides are available.

¹² The D.C. Citizen Summits were supported by the participative democracy organization, America Speaks. For more information, please see <http://www.americaspeaks.org/>.

Thinking Regionally, Acting Locally:

How to Develop and Leverage Public and Private Partnerships to Accomplish Economic Goals

Moderator



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“After listening to the other panels today, it is clear we cannot go it alone,” said Michael E. White, Esq., Executive Director, Long Island Regional Planning Council, as he introduced the final panel.

“We’re here today to talk about opportunities for public-private partnerships to attain economic goals.... I’d like to expand [our goals] to include environmental sustainability, and social, racial, economic equity and mobility.”

1. Canon Headquarters – Case Study. Panelists, led by The Honorable Steve Levy



The Honorable Steve Levy
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Canon Headquarters Case Study

Telling the story in a “Perils of Pauline” fashion (which reflected reality), Howard M. Stein, Esq., Partner, Certilman Balin Adler & Hyman, LLP began the story of the collaboration, mediation, and compromise that ultimately led to Canon—a Fortune 500 company—to agree to maintain a major presence on Long Island and to purchase 52 acres of land in Melville from the Holiday Organization and the Tilles Companies for a new headquarters building. The deal had come undone and it seemed hopeless. “Canon was leaving. Out of desperation, I called County Executive Levy’s office....

I said: ‘I need help.’

Kevin Law said: ‘The County Executive is very interested and would like to see you.’

I said: ‘Great. When?’

‘Now.’

‘Now? I’m in Nassau County.’

‘Now.’

‘I hopped in my car....’ Steve Levy was not very interested in the dispute but very committed to keeping Canon. “A week later I get a letter in the mail demanding that all interested parties appear at the County Executive’s Office for a mediation. I have no idea what authority the County Executive had to order a mediation...but the respect that everyone had for the office brought everybody there.”

The Honorable Steve Levy, Suffolk County Executive continued the story. Shortly before Christmas (when everybody had better places to be), he brought in retired appellate Judge Milton Mollen as a mediator, put the groups in separate rooms, brought in pizza, and, with support from his staff, walked back and forth between the rooms until there was a deal. The agreement rested on shared values.

County Executive Levy said: “The developers felt a sense of social responsibility. You don’t always see that.... They knew what it meant for the Island.... They didn’t want to be the guys who made this go under.” It was a great mix of mix of commercial interests and social responsibility.

The deal almost fell apart again. In their calculations, Canon was counting on tax abatements from New York State that are associated with high tech industries. A State reassessment of the expansion labeled only 20% of the plan eligible for the high tech benefits. Just two weeks before this Institute, as the result of some highly creative thinking, the town of “Riverhead carved off a piece of their Empire Zone” and moved it to the Canon site in Melville, “which,” Levy said, “ saved the day again.”

Canon was leaving. Out of desperation, I called County Executive Levy’s office.... I said: “I need help.”

—Howard Stein
Partner, Certilman Balin
Attorneys

The developers felt a sense of social responsibility. You don’t always see that.... They knew what it meant for the Island. ...They didn’t want to be the guys who made this go under.

—Steve Levy
Suffolk County Executive

In this process, there was not, as there sometimes is, competition between the Town of Huntington and the County. County Executive Levy thanked the many people working from disparate positions who collaborated and compromised. “Everyone benefited from the final deal.”

In response to a question about what he learned from this experience, Levy said: “That those in the private sector—when they are in the middle of a pitched battle—should aggressively seek out their elected representatives to see...if they can act as mediators.”



“And I learned that being a county executive is 10% administration, 10% economic development, 60% being a psychologist, and another 20% being a poker player.”

Multifamily Housing

Leading off on multifamily housing and calling on Long Islanders to “think of us as investors,” Matthew Whalen, Vice President, Development, AvalonBay Communities presented a case study of the Avalon project (367 apartments with 98% residency) in Glen Cove. The focus of Mr. Whalen’s talk was the structure of the public-partnership and the resulting benefits to the city.

Half of our residents in Glen Cove are under 35. We keep talking about the brain drain. There they are... we house them.

—Matthew Whalen
Vice President, AvalonBay
Communities

Glen Cove brought to the table:

- Certainty of zoning (city issued RFPs for residential buildings, reduced entitlement risk)
- IDA¹³ benefits for 15 years as a PILOT program, taxes scale from nothing to stabilized taxes
- Sales tax exemption on materials during construction (approx. \$2 M for both phases)

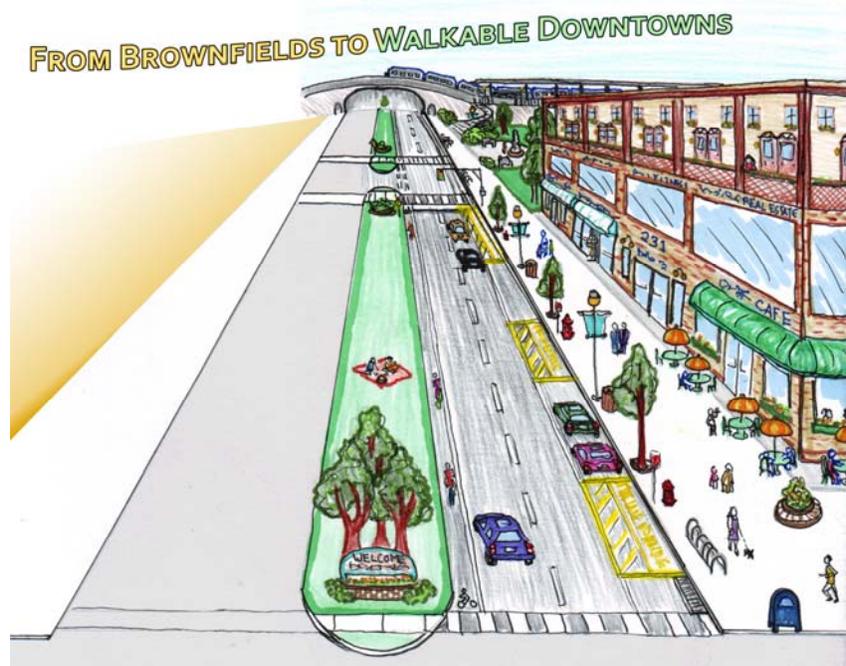
AvalonBay brought to the table:

- National expertise in multi-family building with local presence
- Capital investment (\$107.6M)
- Long-term increased tax revenue for Glen Cove
- Increased sales tax revenue (increased by 17% since buildings constructed)
- 20 jobs on the property and use of services (plumbers, landscapers, etc.)

Contrary to many expectations, this “higher-density” project has had little affect on schools: “there are only 7 children from 367 apartments.”

Benefits include a revitalized, active, walkable downtown Glen Cove with increased local business revenue and taxes. “Half of our residents in Glen Cove are under 35. We keep talking about the brain drain. There they are... we house them.”

Whalen closed by discussing as a salutary example the recent commitment of \$900 million in federal funds to extend



¹³ The Nassau County Industrial Development Agency offers PILOT (payment in lieu of taxes) programs for a fixed period of time. See www.nassauida.org/exec/home.cfm

Washington, D.C. Metrorail service to Tysons Corner, Virginia, as an example of public investment that he is confident will shortly, he predicts, be followed by considerable private investment.

Building on Mr. Whalen’s presentation, Joseph Torg, Managing Director, Trammel Crow Residential, made a compelling case for the fact that Long Island zoning is outdated. Household demographics are rapidly changing. In 1990, the average household size was 4.76 persons; by 2000, it had dropped to 2.59. “The fastest growing households are young professionals, empty nesters, single parents, and couples without children.” These groups want multi-family housing with “conveniences and amenities” such as Internet cafes and fitness rooms.

The fastest growing households are young professionals, empty nesters, single parents, and couples without children.

—Joseph Torg

Managing Director, Trammel Crow Residential

Mr. Torg provided a summary of typical public and private contributions to successful multifamily housing projects:

Public side brings:

- Regional focus
- Planning goals for a healthy municipality
- Approving authority (including new regulations)
- Financial incentives
- Sometimes, land

Trammel Crow and others on the private side bring:

- Market knowledge
- Design expertise
- Project management
- Construction capability
- Capital (more difficult today, mostly private)
- Often, land

With the support of “proactive and creative” governments and community groups, Trammel Crow hopes to start work by the end of the year on two multifamily housing projects on Long Island: one in the Village of Hempstead replacing the vacant building formerly occupied by Hempstead Ford (166 units) and one in West Hempstead (150 units) next to the train station, replacing the Courtesy Hotel (a source of high crime).

Speaking from the public side, the Honorable Jonathan Kaiman, Supervisor, Town of North Hempstead said: “The town’s initial response to anyone who wants to build density in the town is [to say] ‘no.’ There’s a misperception...that any kind of development is going to be detrimental to the quality of life.”

“If you want to reduce taxes, you need more investment and more people to share the tax burden. The statistics [that Joseph Torg presented] are very interesting. People don’t realize that the population is going down. If you ask anybody...in my Town of North Hempstead, they’re going to assume that there are more people, because there’s more traffic.... We need to have that dialog, find the stakeholders, educate people in a way that helps

them to understand that there are ways to develop in a community...to have denser housing in the right locations—next to the train station, next to hubs—[that will] create better infrastructure.”

The Town has a public-private partnership in New Cassel, an economically-depressed, minority area, which “we think is a model¹⁴ for redevelopment of a community from an environment and economic development standpoint.” Based on a community vision process, the Town of North Hempstead changed the zoning and brought in mixed-use housing. “People in New Cassel got it.” Describing ongoing road blocks—political, legal, zoning, financial, taxes—Supervisor Kaiman continued, “We’re still building it.” Because New Cassel’s main street is quite different from the main street in Great Neck or Roslyn, “we’re literally negotiating right now with the Nassau County tax assessors to come up with ways to reduce the taxes in these development projects in New Cassel. I can’t do the assessment but I can bring everyone to the table at the same time.”

If you want to reduce taxes, you need more investment, more people to share the tax burden. ... People don’t realize that the population is going down. We need to educate people in a way that helps them to understand....

—Jon Kaiman
Supervisor, Town of North Hempstead

However, Kaiman cautioned, citing an example in Port Washington, as with any technique, community vision processes do not—by themselves—guarantee that a community will support redevelopment.

As Long Island demographics change, public officials are caught between two views of the world. “We have two obligations: to represent the residents who want us to say ‘no’ even if it means less people...and we also have an obligation to maintain our economic base and that means attracting investment.”

Edward Ambrosino, Councilman, Town of Hempstead, began by providing some historical background. When Nassau County was founded a little over 100 years ago, New York meant density, railroad flats, rental housing to Long Islanders. “We had land and resources...and the driving force was: ‘We are not New York City.’” Things changed around 1986, when Long Island started to run out of land while government expenses continued to rise. The logical choice was to build taller buildings. “But the constituents who had moved here in the 1950s said, ‘if you want to stay in [office], say no, no, no, no.’”

Zoning has been used to preserve the status quo. The needs of the community are evolving rapidly underfoot. If we don’t change our zoning codes to allow the different kinds of development that the new constituency

¹⁴ For more information, see the case study. Allison, M. (2008). *Community Revitalization in New Cassel, New York*. Hempstead, NY: The National Center for Suburban Studies at Hofstra University. Available at http://www.hofstra.edu/Academics/CSS/ncss_newcassel.html

want, “there will be empty stores, empty houses, and terrible property tax problems. We’re starting to see it now.” But, Mr. Ambrosino warns, “Density at all costs is not the answer.” He recommends that—taking Steve Levy’s lead—all the parties gather around a big table and say “what can we do to make this happen?” Government officials can contribute proactive zoning and community mobilization.

“Elections in the next 10 years are not going to be won by saying ‘no,’” Ambrosino concluded, “they’re going to be won by showing leadership.”

If we don’t change our zoning codes to allow the different kinds of development that the new constituency want... there will be empty stores, empty houses, and terrible property tax problems. We’re starting to see it now.

**—Edward Ambrosino
Councilman, District 2, Town of Hempstead**

A brief question and answer session examined the responsibilities for and difficulties of public education and dialog concerning density building and PILOT programs. Examples of communities and school systems who actively support multi-family redevelopment were cited.

We’re here today to talk about opportunities for public private partnerships to attain economic goals.... I’d like to expand [our goals] to include environmental sustainability, and social, racial, economic equity and mobility.

**—Michael White
Executive Director, Long Island Regional Planning Council**

Leadership Skills and Best Practices Related to the Major Themes of the Day



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At the end of the day, as the Institute’s reporter, I (Mary Ann Allison, Ph.D.) summarized the major themes discussed during the Institute. These themes are covered in the Executive Summary at

The day in one sentence:

- Say yes;
- stand for something; and
- don’t carry all the weight yourself.

—Dr. Mary Ann Allison

Media Studies, Hofstra University

the beginning of this report.

Instead of repeating that information here, at Comptroller DiNapoli’s request, I will comment briefly on some of the leadership skills and practical techniques which were described—and demonstrated—by the leaders who shared their experiences along with a few best practices taken from effective leaders in a variety of public and private organizations. I’ve included some references for those who want to learn more.

Essential to these skills and best practices is an understanding of what are often called *social technologies*.¹⁵ Some meetings are more effective than others (and some are disasters!). Some leaders negotiate, collaborate, inspire,

or coach more effectively than others. Natural talents vary of course. But all leaders can benefit from a deep understanding of social dynamics and the techniques that increase consensus.

- The military has long understood that more than half of the value of joint service war games lies in the fact that commanders from different services get to know and trust each other. In time of war, they naturally work together more effectively. The skill of convening is an essential one. Leaders who understand social dynamics will convene most effectively.



COLLABORATING RATHER THAN COMPETING

- 2 COUNTIES
- 2 CITIES
- 13 TOWNS
- 96 VILLAGES
- 125 SCHOOL DISTRICTS
- 132 FIRE DEPARTMENTS
- 174 SPECIAL PURPOSE GOVERNMENT UNITS

¹⁵ Waddell, S. (2005). *Societal Learning and Change: How Governments, Business, and Civil Society are Creating Solutions to Complex Multi-Stakeholder Problems*. Sheffield, UK: Greenleaf Publishing Limited.

- Collaboration requires trust. Trust can't be mandated or purchased. It takes time. HP (the global technology company) uses the phrase: "Go slow to go fast" to describe this process.
- It is a huge—often unrecognized—challenge to develop shared understanding. This is not a matter of selling an idea or vision. It is the platform for negotiation, collaboration, and creative problem solving. It is difficult to draw on collective intelligence or *The Wisdom of Crowds*,¹⁶ or benefit from *Wikinomics*,¹⁷ crowd sourcing, or the open source marketplace if there is no shared understanding of the situation. People cannot help with circumstances they do not understand.
- Especially important in times of high pressure, most successful businesses and many governments use a balanced goal setting process and track their goals using a balanced scorecard.¹⁸ Businesses using a balanced approach consistently deliver better results over time.
- There are inexpensive, electronic collaboration and feedback tools such as wikis and online surveys readily available. Once they are set up, using them makes things easier and more effective.
- Anthony Williams offered compelling evidence for the four-step planning process based on ideas in *Control in an Age of Empowerment*. On the next page, I (Mary Ann Allison) have created a chart for government leaders using concepts from the article and examples presented during the Institute.

What did participants say?

Many participants told us at least two substantive things that they will do on the job as a result of what they learned (learning was different for each person). From our perspective, after people meeting each other and developing collaborative networks, this is the most important result of the Institute.

Some wished others had been invited, including the "first and second line professionals who implement the planning, "not just superintendents and school board members but also representatives from school business organizations," people who want to "preserve the traditional LI suburb," and "more young people."

Among the topics suggested for the next Institute were: "nuts and bolts" skills training, functional guidance, and convening groups to "work on actual projects."

¹⁶ Surowiecki, J. (2004). *The Wisdom of Crowds: Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations*. New York, NY: Doubleday.

¹⁷ Tapscott , D. & Williams, A. (2008). *Wikinomics: How Mass Collaboration Changes Everything*. New York: Portfolio Hardcover.

¹⁸ Niven, P. (2003). *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies*. Hoboken, NJ: Wiley.

Government Challenges and Processes to Address Those Challenges

Adapted from *Control in an Age of Empowerment*¹⁹

Some Challenges faced by Local Governments	Levers of Control	Process	Government Examples
<ul style="list-style-type: none"> ▪ Lack of shared understanding of the situation or of shared values 	<ul style="list-style-type: none"> ▪ Belief systems 	<ul style="list-style-type: none"> ▪ Finding or developing shared values 	<ul style="list-style-type: none"> ▪ Participatory planning, community visioning, and focus groups ▪ Mediation, negotiation ▪ Facilitated community education and dialog processes
<ul style="list-style-type: none"> ▪ Waste, fraud, and abuse ▪ The impulse to overreact or micromanage 	<ul style="list-style-type: none"> ▪ Boundary systems 	<ul style="list-style-type: none"> ▪ Enforce clear, appropriate standards 	<ul style="list-style-type: none"> ▪ Constructive audits ▪ Ethics training
<ul style="list-style-type: none"> ▪ Lack of current, useful information to monitor progress and support decision-making 	<ul style="list-style-type: none"> ▪ Diagnostic control systems 	<ul style="list-style-type: none"> ▪ Track and report performance against key indications 	<ul style="list-style-type: none"> ▪ Tracking and reporting 311 calls by topic and geography²⁰ ▪ Tracking and reporting New York State's stimulus spending²¹ ▪ A searchable database of local government financial data and active New York State contracts²²
<ul style="list-style-type: none"> ▪ Inability to predict the future ▪ Strategic uncertainties 	<ul style="list-style-type: none"> ▪ Interactive control systems 	<ul style="list-style-type: none"> ▪ Monitor the environment ▪ Scenario building to support decision making ▪ Contingency plans 	<ul style="list-style-type: none"> ▪ Environmental scanning, such as the Long Island Index²³ ▪ Scenario planning, such as Long Island 2035²⁴

Remember to search New York State Unclaimed Funds:

I (Mary Ann Allison) searched and I found three items for which I've applied. You can search for yourself and for your government entity or school online at www.osc.state.ny.us/ouf/index.htm. Good luck!

¹⁹ Simons, R. (1995). "Control in an Age of Empowerment." *Harvard Business Review*, Reprint 95211. Cambridge, MA.

²⁰ To see an example in practice contact Jon Kaiman, Supervisor, Town of North Hempstead.

²¹ See <http://www.openbooknewyork.com/>

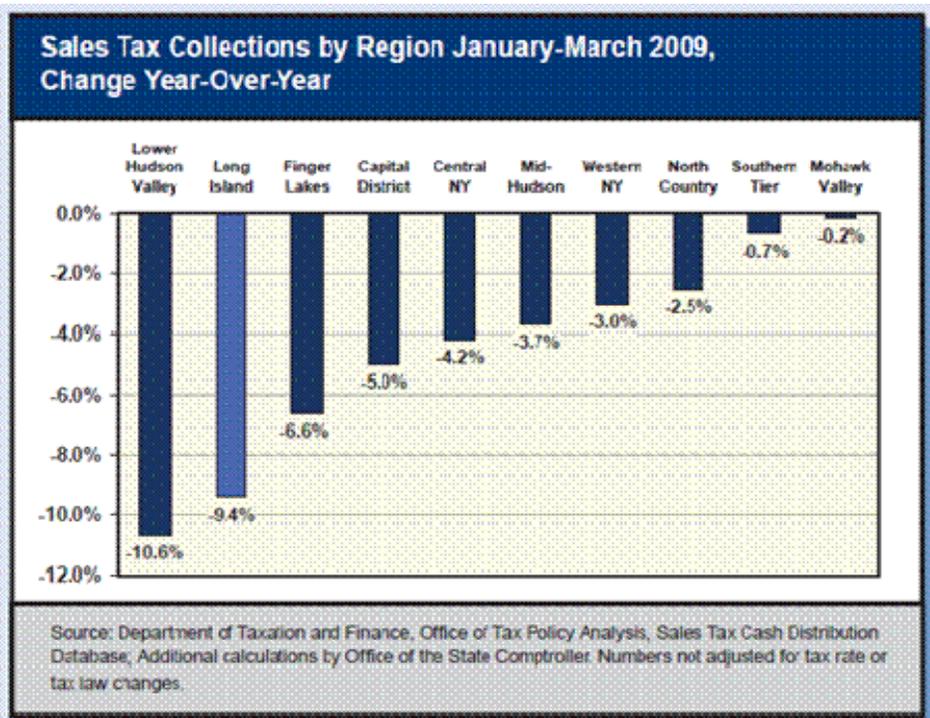
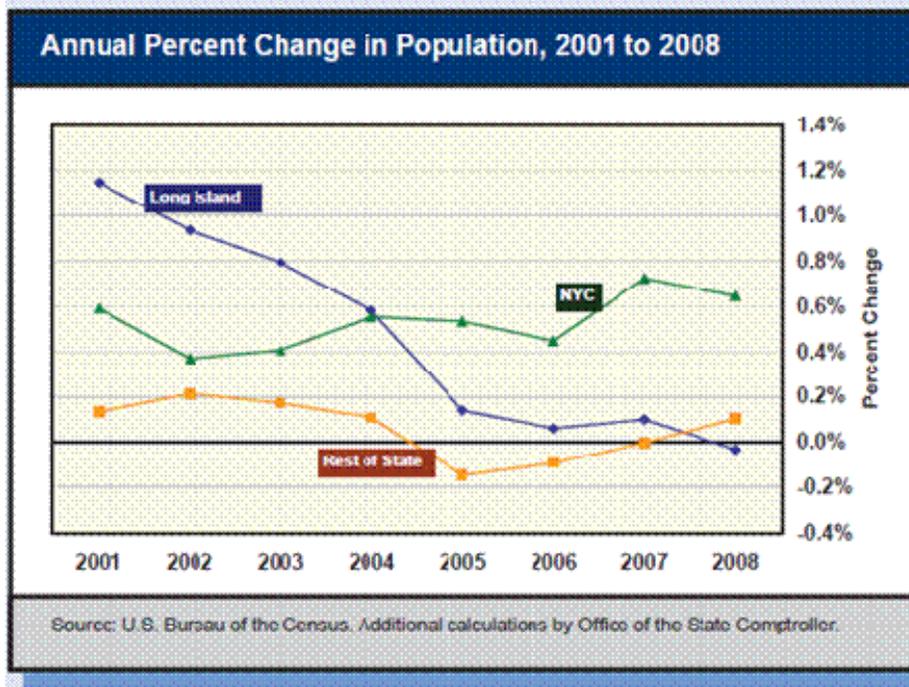
²² See <http://www.openbooknewyork.com/>

²³ See www.longislandindex.org/

²⁴ See www.longisland2035.org/

Selected Long Island Changes in Demographics and Economics

Prepared by the New York State Office of the State Comptroller for the Leadership Institute.²⁵



²⁵ Additional *Long Island Facts and Figures* are available at <http://www.osc.state.ny.us/localgov/lgli/hofstra.htm>

Closing and Initiation to Continue the Conversation



Lawrence Levy, Executive Director of the National Center for Suburban Studies at Hofstra University, closed the first Local Government Leadership Institute by asking for participant reactions to the day and inviting everyone to continue the conversation. “Talk may be cheap but

without it—without serious influential people talking about how they can help each other meet their own challenges—there is little chance of any successful collective action on this fragmented island.” This conference was meant to help officials in one corner understand that they are not alone, that they can learn from those in other places and positions, and that they stand a better chance of succeeding if they work together. And that's why the conference was envisioned to be an organic endeavor with continuing research, accessible support resources and at least annual convenings. “We have a lot of problems. Not only can't we solve them in one meeting but it will take a sustained and focused effort just to take the first critical steps—to learn to communicate across once silent or forbidden frontiers. That's what we've started with the Office of the State Comptroller and Cornell University and that's what we plan to continue.”

We have a lot of problems. Not only can't we solve them in one meeting but it will take a sustained and focused effort just to take the first critical steps—to learn to communicate across once silent or forbidden frontiers”

—Lawrence Levy
Executive Director, National Center for Suburban Studies at Hofstra University

People want elected officials with a little bit of edge. Keep your eye on the ball, and keep moving towards the goals.

—Anthony Williams
Director, Arent Fox LLP

Whatever we do, we have to stop letting ourselves be pulled off the track by people who say “no.” How can we stop playing defense and start playing offense?

— Thomas Suozzi
Nassau County Executive

We had zero authority.... One thing you do with your position as a county executive...is to use the gravitas of the position ...to say “This has regional significance...”

—Steve Levy
Suffolk County Executive



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