

California City Manager Department

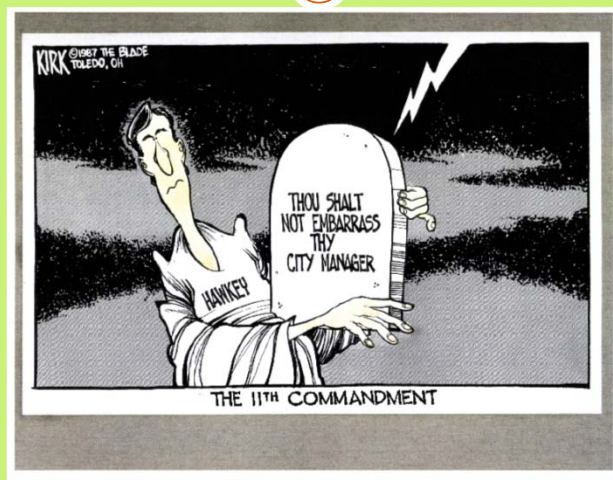


**Public Service Reincarnation:
Tough Lessons**

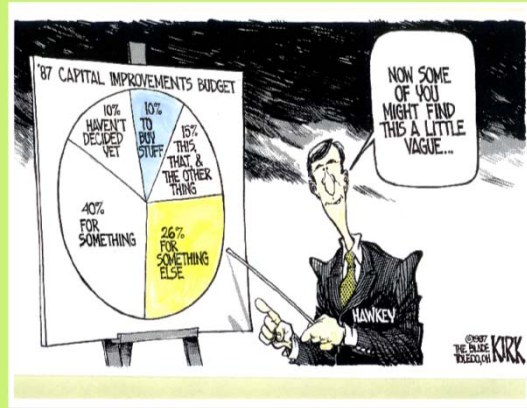
**Evolution of a City Manager
to a Public Service Leader**

**Philip Hawkey
February 5, 2016**

“Heroic” City Manager?



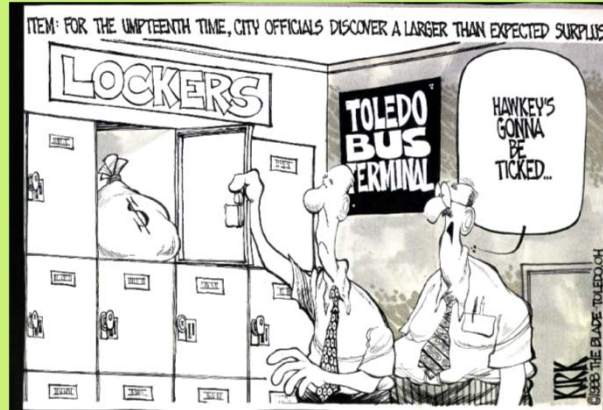
Multi Year Capital Improvement Budget



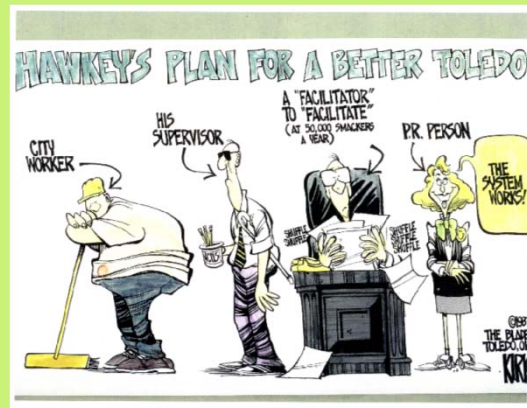
Budget Savings by Using City Cars



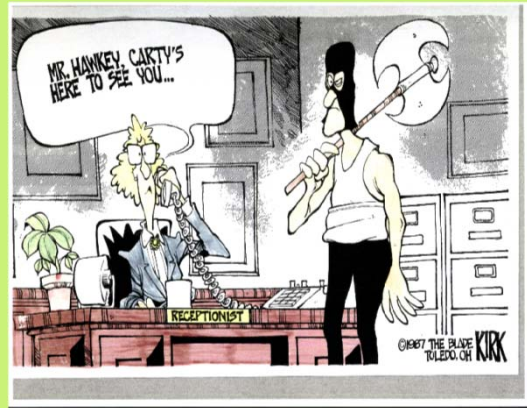
Managing the Budget to Secure Surplus



Improve Communication with the Community



The “Axe” is Waiting



Professional Management is About Efficiency?

• “Good Government?”

• POSDCORB

- (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting)

New Public Management



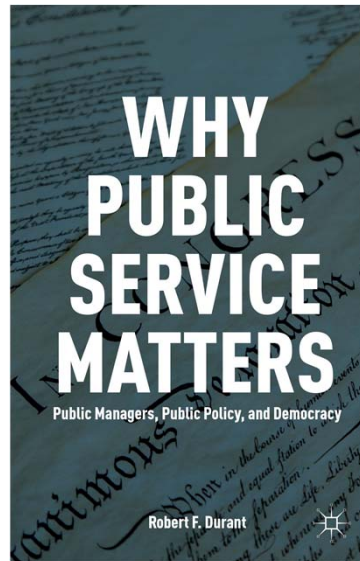
- **Steer, Don't Row**
- **Reinventing Government**

New Public Service



- **Serve, Don't Steer**

How public service can help fulfill America's democratic constitutional values



Why Public Service Matters

Robert Durant

- “In the networked state, the authority for decision making has been diffused to a variety of public, private, and nonprofit organizations but with the government still first among equals and held accountable for results”



Why Public Service Matters

Robert Durant

- “Whether you want to or not, you will be more than a specialist, or “technocrat” in public management during your career. Your decisions, actions, and values will affect citizen’s perceptions of government, themselves, and their role in a democratic republic”.



Why Public Service Matters

Robert Durant

- “Your generation of public managers will be judged on how well you help revitalize a sense of common purpose...and how well you help enhance perceptions of government legitimacy.”

Building a Better Society



- **“Choose to Live a Life That Matters”**