



# **The Vital Role of City Managers and Administrators: The Backbone of Thriving Communities**

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# Today's Speakers

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- David Cline, Affiliate Associate Professor, UW Evans and Retired City Administrator, Tukwila, WA
- Pat Martel, ICMA West Coast Regional Director; Retired City Manager, Daly City, CA
- Dave Zabell , Retired/Interim City Manager, Pasco, WA and WCMA Senior Advisor

# Agenda

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- The Value of Professional City Management and How We Got Here
- Professional Foundation, Ethics, and Core Values
- Sharing Stories of Resilience
- Why the Profession Matters More Than Ever
- Call to Action



## Pillars of Public Administration:

- Economy
- Efficiency
- Effectiveness
- Social Equity

## Ethics:

- ICMA Code of Ethics provides guardrails for local government leaders in their professional capacity

## Core Values:

- Professionalism and expertise
- Community Leadership
- Adaptability in Crisis



# Professional Foundation, Ethics, and Core Values



# Sharing Stories of Resilience

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1. When were you challenged most and how did you meet that challenge?
2. How did you maintain your values under threat?
3. How did you find support and how did you offer support to others?

# Strategies for Developing Resiliency



## Balance optimism and realism

- Resiliency requires seeing things as they are, good or bad, and imagining the possibilities for how they can be in the future.

## Pay attention to relationships

- Be a good boss, a good colleague, a good friend, a good listener and a good supporter of people's best selves. It will come back to you.

## Think positively

- Bad things happen to good people. Learn to see those difficult situations as opportunities. "In the middle of difficulty lies opportunity."

## Learn and move on

- One bad or difficult situation is not a judgement of your entire professional life.

- Seek feedback
- Reflect on performance
- Explore new techniques
- Set personal goals
- Adapt

# Why the Profession Matters More Than Ever



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## Your Legacy:

- Role of city management in addressing complex public policy issues and global issues at the local level
- Importance of city managers and administrators fostering trust and building confidence in local government
- Making a difference and the lasting impact of your leadership

## Call to Action:

- Join and be actively engaged in professional organizations
- Mentor the next generation of leaders
- Commit to continuous learning and professional development



"We all have battles to fight. And it's often in those battles that we are most alive: it's on the frontlines of our lives that we earn wisdom, create joy, forge friendships, discover happiness, find fulfillment, and do purposeful work."

-Eric Greitens, *Resilience*



# RESOURCES



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ICMA: [www.icma.org](http://www.icma.org)

- Ethics Advice
- Manager in Transition (MIT) Program
- Practices for Effective Local Government Management and Leadership
- Credentialed Manager Certification
- "10 Reasons to Develop Professional Friendships," article, February 27, 2025

# RESOURCES



## Senior Advisor Programs:

- Oregon City/County Management Association ([www.occma.org](http://www.occma.org))
- Washington City/County Management Association (<https://wccma.org>)

## Mentoring Programs:

- OCCMA
- WCMA

# Thank you

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