Course Objectives

- Discuss policy and the purpose of Public Organizations
- Examine the form and function of local governments
- Identify challenges facing local governments
- Explore your role in the policy making process

Public Policy

Public policy is the principled guide to action taken by the administrative executive branches of the state with regard to a class of issues in a manner consistent with law and institutional customs. The foundation of public policy is composed of national constitutional laws and regulations.

https://en.wikipedia.org/wiki/Public_policy
American Political Values

Safety, Security & Sense of Community

Fairness & Equity

Freedom & Liberty

Efficiency, Effectiveness & Productivity

The Georgia Constitution

All government, of right, originates with the people, is founded upon their will only, and is instituted solely for the good of whole.

Public officers are the trustees and servants of the people and are at all times amenable to them.

Article 1, Sec. 2 Para 1

Forms of Local Government

- Counties
  - Receive authority from the state
  - Function as the state’s administrative arm

- Cities – Municipalities
  - Incorporated entities
  - Power specified by charter
Both cities and counties have broad home rule powers which allow them to conduct their affairs consistent with state law and the state constitution.

A 1972 amendment to the constitution gave county governments the authority to provide municipal services.

Roles of Municipal Officials

Policy Making Role
- Passing ordinances and resolutions
- Adoption of annual budget, personnel policy

Executive Role
- Administrative responsibilities; day-to-day operations
- Implementation of council policies; personnel management

Common Forms of Municipal Governments

- Mayor-Council (Strong Mayor) Form
- Mayor-Council (Weak Mayor) Form
- Council-Manager Form
- Commission Form
Mayor-Council (Strong Mayor)
- Council provides primary policy role
- Mayor provides primary executive role
- Mayor may possess veto power and council has ability to override a veto

Mayor-Council (Weak Mayor)
- Mayor and council share primary policy-making role while mayor provides primary executive role
- Mayor may not possess executive power to:
  - Appoint council committees
  - Develop the city’s budget
  - Veto city council actions
  - Authority to fire department heads

County Governments
- Traditional Commission
- Sole Commissioner
- Elected Executive
- Commission Administrator
- Commission-Manager
**Elected Executive**
- Appoints Department Heads
- Board of Commissioners appoints Clerk, Attorney, and Auditor
- Constitutional Officers elected

**Commission-Administrator**
- Board of Commissioners appoints:
  - County Administrator
  - County Clerk
  - County Attorney
  - Department Heads
- Constitutional Officers elected

**Commission-Manager**
- Board of Commissioners appoints:
  - County Manager
    - Appoints Department Heads
    - County Attorney
- Constitutional Officers elected
Constitutional Officers
- Sheriff
- Tax Commissioner (Receiver and Collector)
- Clerk of Court (Superior)
- Judge of Probate Court

Constitutional Officers
- Enumerated by office in the state constitution
- Elected to four-year terms
- Funded by county commission
- Have a degree of autonomy

Organizations and Stability
- Allow exceptions to be managed effectively
- Create stability, steadiness, and predictable conditions
- Constrain as much change as possible
- Reduce ambiguity of changing conditions
- Create predictability for employees

David Whetten and Kim Cameron, Developing Management Skills
Organizational Levels

- Influences what the employee does
- Influences how the employee views him or her self
- Influences how others in the organization views him or her

Managing Up, Across, and Down

- Make sure you understand your boss’s:
  - Goals and objectives
  - Pressures
  - Strengths, weaknesses, blind spots
  - Preferred work style

Managing Up, Across, and Down

Develop and maintain a relationship that:
- Fits the needs and styles of you both
- Characterized by mutual expectations
- Keeps your boss informed
- Based on dependability and honesty
- Selectively uses time & resources

*David Whetten and Kim Cameron, Developing Management Skills*
House Bill 489

- Local Government Service Delivery Strategy
  - Identification of all services
  - Assignment of responsibility of services
  - Description of source of funding for services
  - Water and sewage fees
  - Land use plans
  - State administered financial assistance

Public Policy Making

**Public policy** making can be characterized as a dynamic, complex, and interactive system through which public problems are identified and countered by creating new public policy or by reforming existing public policy.

[https://en.wikipedia.org/wiki/Public_policy](https://en.wikipedia.org/wiki/Public_policy)

Let’s Ponder

- “Local governments have tremendous challenges facing them today. As governments respond to these challenges, new policies are developed and implemented.”
Examples of Public Policy

- Depression – farm policies
- New Deal policies
- Americans with Disabilities Act
- Annexation regulations in Georgia
- The use of eminent domain by local gov’t
- Regulation of the number of unrelated persons in the same household
- Local storm water utilities

Public Policy Questions

- What is the problem?
- Act or not act?
  - Which political values are in play?
  - What are the internal / external influences?
- Referee or manage?
- Fund or not to fund?
- Root cause or procedural response?
- How is the issue to be presented?
- What form of evaluation of success?

Power Defined

- Simply put, power is defined as the potential to influence behavior.

- In Leadership, we look at power as having two elements:
  - Human Capital – an individual’s abilities and competencies
  - Social Capital – a person’s social connections within and outside the organization

-David Whetten and Kim Cameron, Developing Management Skills
Being Proactive

- Circle of Concern
  - Things you have less or no control over
  - Reactive Focus

- Circle of Influence
  - Things you have control over
  - Proactive Focus

- Stephen R. Covey – The 7 Habits of Highly Effective People

Challenges

- Lack of Organization Structure
- Micro-managing
- Generational differences among elected officials
- Elected officials not understanding their role or position
- Training
  - Lack of support
  - Not using things from training
  - Lack of training.
- Clerk not involved with executive staff.

Policy Evaluation

- Definition of success
- Performance measurement
- Unintended consequences
- Public's perception
- Cost/benefit
- Qualitative vs. quantitative
Power of Persuasion

What Is Persuasion?

Strategies of Persuasion

- Credibility
- Logical Reasoning
- Emotional Appeal

Persuasion Tactics

- Active Facilitative
- Passive Facilitative
- Active Inhibiting
- Passive Inhibiting
Your Persuasive Skills
• Establish your credibility
• Use a positive and tactful tone
• Make your presentation clear
• Present strong supporting evidence

Your Persuasive Skills (cont’d)
• Tailor your argument to the listener
• Appeal to the subject’s self interest
• Use logic
• Use emotional appeals

GOVERNMENT 202
THANK YOU!!
ericr@uga.edu

Eric M. Robinson
Carl Vinson Institute of Government
The University of Georgia