Gaining Project Support from your team, elected officials, and public – Free Webinar

Wednesday, November 14, 2018
11:00 a.m. – 12:30 PT (2:00 - 3:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/1391547801580349698

Webinar Topics:
1. What’s key to presenting your idea or project effectively?
2. How can everyone play a role in leading and supporting productive change?
3. What can we learn from case studies about how to navigate and serve successfully?

Presenters:
* Paul Casey, City Manager, Santa Barbara, CA
* Anthony Lyons, City Manager, Gainesville, FL
* Hannes Zacharias, NACA President, former CAO Johnson County, KS

Audience: all persons in or interested in local government


Post-Webinar Discussion Questions:
Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.
a. What are some important projects or initiatives that need support?
b. What strategies and tactics can help us present them and engage others more effectively?
c. What steps do we want to take?
Biographical Sketches of Presenters

**Paul Casey**, City Manager, Santa Barbara, CA

Mr. Casey has 21 years of experience with the City of Santa Barbara, serving as City Administrator since September 2014. In this role, he manages a City-wide budget of $351 million and oversees approximately 1,050 full time and 730 part time employees. He provides leadership and guidance on the development of many citywide projects and a full service city that includes Police, Fire, Public Works, Parks and Recreation, Airport, and Planning services among others.

Mr. Casey served as Assistant City Administrator for four years starting in 2010. Prior to that, he served as Community Development Director for eight years where he was responsible for planning and development services, building and safety, and housing and human services. In an interim capacity in 2008, he also managed the Public Works Department that includes the City’s water and wastewater utilities, capital project design and construction, street maintenance, fleet services, downtown parking and maintenance of City facilities.

Prior to joining Santa Barbara, he worked with the City of Santa Monica as the Assistant to the Director of Planning and Community Development, Senior Planner and Transportation Planner. He was also a Senate Fellow and legislative assistant in Sacramento, working in the office of State Senator Gary Hart from 1989 to 1991.

Mr. Casey received a Bachelor’s degree in Economics from the University of California at Irvine and a Master’s degree in Public Affairs from the University of Texas at Austin.

**Anthony Lyons**, City Manager, Gainesville, FA

In just two short years, Gainesville, Florida has eclipsed many similar peer cities to become a national icon of the new American city. First as the epicenter of a citizen-centered movement that is radically altering the way that local government provides services to community members. Now as a living city laboratory that is the embodiment of strategic community partnership initiatives. At the nexus of the two you’ll find Anthony Lyons, Gainesville’s iconoclastic City Manager who is quietly but most assuredly, overturning traditional paradigms of local governance with quixotic, but determined persistence.

*Fast Company Magazine*, a cutting edge media firm with a focus on innovation and technology says, he “is rethinking the role of local government in community life.” Thanks to new strategic community alliance brokered with the state’s preeminent and world-class educational institution, the University of Florida (UF), Anthony is imaging new linkages between points of need and professional expertise within the city of Gainesville. An historic agreement between Gainesville, Florida and UF is serving as a catalyst for everything from autonomous bus transportation to re-imagining ways to use existing data and infrastructure to improve broadband access for city residents. Anthony is working to develop a citizen centered problem-solving community culture that keeps asking, why until underlying causal factors are
teased out and solved.

He is on a mission to make the City of Gainesville the most citizen-centered city in the world. In a recent article entitled *A Three-Step Guide to Better UX in Government* published by Data-Smart City Solutions - an initiative by the Ash Center at Harvard Kennedy School and Bloomberg Philanthropies, Gainesville’s efforts to improve user experiences are highlighted. Whether creating game-changing breakthroughs that exponentially improve the citizen experience or innovating to better government responsiveness to the needs, aspirations and desires of the people that it serves, Anthony isn’t just jousting with windmills, he’s successfully changing the citizen/government landscape with every challenge he encounters.

Anthony was appointed Gainesville City Manager by the City Commission in April 2016. He is responsible for a team of more than 1500 city employees. He has also served as Gainesville’s Interim City Manager, Interim Planning and Service Director as well as two tenures as the City’s Community Redevelopment Director. He has received nearly 50 awards from international, national, state, and local organizations in recognition of his community building achievements. His penchant for design aesthetics is informed by a Bachelor Arts degree in Art History from Indiana University Bloomington. He is a husband of 23 years and a father of a twelve-year old.

**Hannes Zacharias**, Professor of Practice, KU, NACA President, former CAO Johnson County, KS

Hannes Zacharias currently serves as the “Bob Kipp, Professor of Practice in Public Administration” at the University of Kansas in Lawrence, KS. He has over 35 years of experience in the field of Public Administration serving in various capacities in Federal, State, County, and City governments. Positions include Assistant Director for the Kansas Department of Travel and Tourism; Program Manager for the Kansas Division of the Ozarks Regional Commission with the U.S. Department of Commerce; Assistant Director for the Kansas Arts Commission; Management Analyst for the City of Lawrence, KS; City Manager for the City of Boonville, MO; City Manager for the City of Hays, KS; and Assistant County Manager, Deputy County Manager, and County Manager for Johnson County, KS.

In his most recent position as County Manager with Johnson County, KS, Hannes oversaw a work force of over 3,900 employees in over 30 departments contained in a budget of over $1 Billion serving a growing population of 580,000 residents in the southwest part of the Kansas City Metro area. Major projects undertaken during his 17 years of service to Johnson County include voter approval of a $182 million new County Courthouse, major expansion of the county libraries and Park system, and a $280 million reconstruction of one the Counties seven wastewater treatment plants. During the 2008 recession, Hannes led the effort to reduce the existing workforce from 4,200 to 3,800 (a 12% reduction) and cut $47 million in ongoing expenses while maintaining a community satisfaction rating above 90%.

While in Johnson County, Hannes was also instrumental in advancing a “High Performance Organization” culture within all departments of County Government, advancing employee engagement scores and creating an environment where all employees are challenged to work for the community in ways that advance the ‘Athenian Oath’…to leave the community not only not worse, but better than they found it.
More Coaching Resources--See http://icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list at http://icma.org/coachinglist to keep informed of the details for future ICMA Coaching Program sessions and other resources.

ICMA Coaching Program Outreach Partners:
Canadian Association of Municipal Administrators (CAMA), Engaging Local Government Leaders (ELGL), International Network of Asian Public Administrators (I-NAPA), International Public Management Association for Human Resources (IPMA-HR), League of Women in Government (LWG), Local Government Hispanic Network (LGHN), National Association of County Administrators (NACA), National Forum for Black Public Administrators (NFBPA), and Women Leading Government (WLG)
Gaining Project Support from Your Team, Elected Officials, and Public

Wednesday, November 14, 2018
Welcome

Platinum Sponsor: ICMA-RC
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Thank you, ICMA-RC

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www.ICMARC.org
29 State Association Coaching Partners
Overview of Session

Webinar topics:
1. What’s key to presenting your idea or project effectively?
2. How can everyone play a role in leading and supporting productive change?
3. What can we learn from case studies about how to navigate and serve successfully?

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* Anthony Lyons, City Manager, Gainesville, FL
* Hannes Zacharias, Professor of Practice University of Kansas, NACA President, former CAO Johnson County, KS

Producer and Moderator:
Don Maruska, Master Certified Coach, Director, ICMA Coaching Program
Polling Question #1

How many people are listening on your line?
LESSONS LEARNED ON SALES TAX MEASURE

Paul Casey, City Administrator
Santa Barbara, CA
Citywide Infrastructure Needs
Possible Funding Options

• Sales Tax
• Transient Occupancy Tax
• Parcel Tax
• General Obligation Bond
• Certificates of Participation
Infrastructure Task Force

• Committee of business leaders concluded that there were significant unfunded infrastructure needs.
Ballot Measures for Other Agencies

- Santa Barbara City College (2014)
  Measure S, 48.9%   FAIL

- Santa Barbara School District (2016)
  Measure I and J, 69.2%   PASS
Community Outreach

• Presentations with City advisory groups, business organizations, neighborhood and civic associations, and retirement centers

• Informational mailer and website
Initial Poll Results

- 2015 Polling: 64.4% support for ½-cent general purpose sales tax increase with 20-year sunset
- Lacked Council votes to place measure on ballot
Council Finance Committee

• 2016: Finance Committee holds 10 meetings to review infrastructure needs and possible revenue enhancements
Projected Street Repair Over 20 Yrs With Current $2M/Yr Investment
Projected Street Repairs With Revenue from a Sales Tax Increase
Infrastructure Needs

- Streets, sidewalks
- Police building
- Fire stations
- Storm drains
- Accessibility
- Flood control
- Facilities maintenance
- Parks
- Libraries
Infrastructure Needs

• Estimated Cost of Infrastructure Needs:
  
  Approximately $400 Million for Next 20 Years
  ($20 Million per Year)

• ½ cent Sales Tax Increase for 20 Years
  = ~$10-11 million/Year
Second Poll Results

• 64% supported a one-cent, general purpose sales tax, higher than ½ cent sales tax

• Support declined with 20-year sunset clause, indicating more support for a measure that continued until ended by voters
For several years, the City has been struggling to repair our streets, fill potholes, earthquake retrofit local bridges, upgrade outdated emergency communications systems, while maintaining essential police, fire and 911 emergency medical response as well as other essential city services.

**History**
Almost 10 years ago, a citizen’s task force recommended that the City ask voters to approve a local sales tax increase to provide local funding to address our critical infrastructure needs.

**Loss of State Funding**
Over the past five years, the state has taken more than $20 million a year ($100 million so far) in City funding to help balance the state budget. There simply are not enough local financial resources to repair critical infrastructure and provide the essential services that residents need and want. Our roads and buildings are crumbling, and are only becoming more expensive to fix.

**Now the time to act.**

**Current Sales Tax Rates – California Cities**
*Effective July 1, 2017*

<table>
<thead>
<tr>
<th>City</th>
<th>Tax Rate</th>
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<tbody>
<tr>
<td>Santa Barbara</td>
<td>7.75%</td>
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<tr>
<td>Ventura</td>
<td>7.75%</td>
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<tr>
<td>San Diego</td>
<td>8.0%</td>
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<tr>
<td>San Diego</td>
<td>8.75%</td>
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<td>San Diego</td>
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<td>San Diego</td>
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*On January 1, 2017, the statewide sales tax rate decreased 0.25% because a temporary rate increase (Prop. 30) expired.*

**The Proposed Measure**
On June 27th, Council will be considering placing a local sales tax measure on the ballot to fund critical infrastructure and essential community services.

**Top priorities include:**
- Maintaining police, fire, and 911 emergency medical response;
- Repairing local streets and potholes;
- Upgrading outdated emergency communication systems;
- Ensuring our police station and neighborhood fire stations are accessible and functional in a natural disaster;
- Protecting parks, youth and senior services;
- Addressing homelessness;
- Helping retain local businesses.

**Strict Accountability**
- Citizens’ Oversight Committee with strict accountability.
- Public disclosure of all spending.
- All funds raised be used locally. No funds can be taken by Sacramento or Washington, D.C.

For more information visit: www.SantaBarbaraCA.gov  Send your comments to: Infrastructure@SantaBarbaraCA.gov
Takeaways

• Be accurate
• Be thorough
• Be consistent
• Be accessible
• Be persistent
• Be strategic
Key to Presenting Topic Effectively

• Patience
• Build support
• Be thorough and accurate
• Talk about the need
• Find leadership within the City Council
• Find leadership and community partners
• Build trust with the community
• Be politically astute
Productive Change

- Everyone has to be on board or not strongly opposed
- Staff needs to be unified and on board
- Need support from elected officials
- Need support from Chamber and key community leaders
- Be accessible and build trust with media
Polling Question #2

In which areas would your agency benefit from more attention?
If you’d like more information and documents from Santa Barbara’s infrastructure measure, see https://www.santabarbararaca.gov/gov/cityhall/infrastructure/default.asp

[This information was added after the webinar.]
Case Study Lessons
from Gainesville, FL

How to Navigate and
Serve Successfully

Presented by:
Anthony Lyons
City of Gainesville City Manager
Define our process
City of Gainesville’s Blue Ribbon Report

How we set a new course
Launching pad for Citizen Centered everything

How we redefined the role and scope of city government
The Making of a New American City

What we learned
Can what we did here transfer?
In the beginning, we started with ONE simple question.

HOW CAN GAINESVILLE BECOME MORE COMPETITIVE?
inspire

01.
DREAM BIG & INSPIRE OTHERS

02.
FUTURE GAINESVILLE & GUIDING QUESTIONS

03.
THE BEGINNING OF A MOVEMENT
Blue Ribbon Report

Started it All:

created with input from citizens, community leaders and business owners

Identified hot topics and areas of improvement

Our ‘Get it Done’ Plan
Committee Created to Promote Gainesville’s Competitiveness
In early 2015, a Blue Ribbon Committee began meeting to ask and evaluate how Gainesville could be more competitive.

Engagement & Co-Design with the Community + IDEO
In partnership with IDEO, the Blue Ribbon Committee and many community members participated in several design sessions to build a vision.

Blue Ribbon Report Adopted
The report, The Gainesville Question, presented a big idea of becoming the most citizen centered city in the world and recommended nine big changes.

Change 3 Launched, “Our Get It Done Plan”
The city held a series with 4 public forums and 10 collaborative workshops, which generated more than 450 big ideas and 2,400 citizen connections.

Change 8 Launched, “The Department of Doing”
To transform planning and building services, the city began providing electronic reviews of plan documents and began creating user-friendly one-pagers of information like guidance for historic district residents.

Strategic Framework Adopted
The Framework guides the systems and strategic initiatives in leading a movement of becoming the New American City.
Deployed Right Site Zoning Portal

A web-based zoning portal was designed to help users research and explore the city’s zoning ordinance.

May 2017

Redesigned Front Door Experience of Planning & Building Services

The building and permitting office space was transformed from a city-centered site to a citizen-centered service hub with enhanced layout and signage.

June 2017

Transformed Business Planning & Permitting Processes

The city began providing electronic access to permits and forms to start, manage or grow a business in Gainesville.

Late 2017

Change 5 Launched “Our Front Doors”

The city began transforming physical spaces at the Thomas Center and City Hall, and online spaces by providing web chat opportunities with Action Officers and City Planners.
### Our Guiding Questions - *How might we...*

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<td>support a strong economy?</td>
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<td>to make it easier and quicker for entrepreneurs to open a small business?</td>
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<td>to enhance the diversity of job opportunities for our citizens?</td>
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<td>foster greater equity?</td>
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<td>to identify and preserve the unique characteristics of our neighborhoods?</td>
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<td>to ensure equitable access to services?</td>
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<td>to improve the accessibility and affordability of housing?</td>
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<td>plan for a better future?</td>
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<td>to broaden and enhance opportunities for youth, families, and seniors?</td>
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<td>to promote the sustainability of our natural resources?</td>
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<td>4</td>
<td>become a community model for the world?</td>
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<td>to utilize local talent and resources to benefit the greater Gainesville community?</td>
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Building the Systems

- We will help, guide, and celebrate our citizens.
- We will leverage partnerships to design solutions for our greatest challenges.
Leveraging Assets and Partnerships

The **University of Florida** – #8, a top 10 public research university*

**Santa Fe Community College** – the nation’s #1 community college**

**City of Gainesville** 2018 Rankings:
- #1 in FL on Livability.com’s Top 100 Best Places to Live
- #1 on Zippia’s Best City to Start Your Career
- #42 Best City to Live in America***
- #9 on Livability.com's 10 Best College Towns

*US News & World Report, 2018 ranking
**2015 Aspen Prize for Community College Excellence
***2018 Best Places, Niche
What is Citizen Centered?
BILLING & COLLECTIONS (LOBBY COUNTER) PROVIDES THE FOLLOWING SERVICES:

*** BUSINESS TAX ***

*** PARKING DECALS ***
SIX NEW WAYS TO WORK

1. We embrace a shared sense of purpose

2. We’re relational, not transactional

3. We adopt an entrepreneurial mindset

4. We make it modular

5. We show people where they are in the process

6. We empower citizens at every interaction
Polling Question #3

Which of these new ways to work sound desirable for your agency?
Guidance for Residents of Historic Districts

What is a historic district?
Gainesville’s five historic districts are residential neighborhoods containing buildings that are considered historically and aesthetically important to our citizens.

Why is historic district designation important to its city and citizens?
Historic district designation protects the visual beauty of our historic neighborhoods, promotes a uniformity of design, and can positively impact property values.

Gainesville’s five historic districts are:
- Non-Venetian Eclectic
- Pinewatt Street Historic District
- Southeast Residential Historic District
- University Heights North
- University Heights South
The End Goal:

To simplify and humanize every interaction between citizens & employees
What We Learned and How It Might Help You

1. It isn’t cheap or easy
2. Throttle back, as needed
3. Internal systems have to be ready for change
4. Organizational vision DOES matters
5. Having a visionary at the top is critical to success
6. YOU have to be a creative thinker to think around systems
The Biggest Lesson:

“Gainesville’s brand is its people, not any symbol or seal. Their stories are the city’s stories. Their values are the city’s values.”
Additional resources:
[added after webinar]


https://www.cityofgainesville.org/portals/0/clerk/CityComm/blueribbonreport.pdf


How can I empower you?

Anthony Lyons
City Manager

LyonsAR@CityofGainesville.org
352 334 5010

City of Gainesville
Office of the City Manager


Leading a movement to define the New American City.
Polling Question #4

Which of these lessons would be helpful for your agency?
Gaining Project Support from Your Team, Elected Officials, and the Public.

Hannes Zacharias, Professor of Practice

Nov. 15, 2018
Key Points

• Define the problem or opportunity
• Explain ‘why’...then what and how
• Consult...Allow others to share in the success (Likert)
• Use Covey Principles
  • Be Proactive
  • Begin with the end in mind (vision)
  • Put first things first
  • Think win-win
  • Seek first to understand, than to be understood
  • Synergize
• Use Hedge Hog Mentality (Collins)
Examples:

• Caseworker Resource Center

• Creating a ‘High Performance Culture’ in Johnson County Gov.

• Community support for new $200 million Courthouse and $21 million Medical Examiner Facility.
Developing a Caseworker Resource Center

Problem/Opportunity Identification:

• Coordination of Human Services is disjointed, decreasing mutual clients ability to be self sufficient.
• Bring forward a ‘clinic approach’ to delivery of human services.
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<th>Name</th>
<th>Source</th>
<th>Fees</th>
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<td>ALLEN CHAPEL A.M.E CHURCH</td>
<td>211 (Unbk...</td>
<td>None</td>
<td>(816) 921-2151</td>
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<td>Angel Food Ministries</td>
<td>Augment CR...</td>
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**Contact Info**
- Email: angelfood@angelfoodministries.com
- Fax: (770) 267-8031
- Phone (Office): (770) 267-7015
- Phone (24-hour hotline): (877) 366-3646
- Phone (Office): (770) 819-7745
- Website (Local Host Sites): Link

**Services**
- Category: Food
  - Description: Food Banks/Food Suppliers
  - Food Pantries

**Misc**
- Additional Info: Angel Food is available in a quantity that can fit into a medium-sized box at $30 per unit. Each month's menu is different than the previous month and consists of both fresh and frozen items with an average retail value of approximately $60. Generally, one unit of food assists in feeding a family of four for about one week or a single senior citizen for almost a month. Orders and distribution are handled by church host sites.
- Eligibility: There are no qualifications, minimums, income restrictions, or applications.
- Purpose/Services: Angel Food Ministries is a non-profit, non-denominational organization dedicated to providing food relief and financial support to communities throughout the United States.
What Is Angel Food Ministries?

With a heart to help others and a generous spirit, Joe and Linda Wingo founded Angel Food Ministries in 1994 to provide food for friends and neighbors who were struggling financially. Today the Angel Food program now is helping provide food relief to more than 500,000 families each month.
The Caseworker Resource Center is a secure web resource developed with the central goal of *increasing client success*. To that end, the primary focus of the Resource Center is to provide Human Services professionals with information that increases their *understanding of a client and his/her needs*, and to foster *collaboration* among these professionals when they are serving the same individual or family. While the Resource Center has many features, Human Services professionals will largely benefit from the following core features:

- **Client Information** – Basic demographic data about individual clients and the services they are receiving from a department/agency. A client receiving services from multiple departments/agencies is flagged as a *Mutual Client*.
- **Household Information** – Information about other clients potentially living at the same address.
- **Collaboration Contacts** – To facilitate collaboration, phone numbers and email addresses of other professionals providing service to a client are furnished.
- **Information about Human Service Agencies** – Referral and location information for community based social services in Johnson and Wyandotte counties in Kansas, and Jackson and Clay counties in Missouri.
- **Mapping** – Map/Route clients to community services. Map/Route Human Services professionals to client residences.

**Get Help / Make Suggestions** -

We welcome your questions and suggestions. Select one of the links below to send an email to the staff of the Caseworker Resource Center. We will do our best to respond in a timely fashion.

- **I need HELP using a particular feature of the Caseworker Resource Center** ...
- **I CAN'T FIND A PARTICULAR COMMUNITY RESOURCE (service). Can someone help me** ...
- **I would like to suggest an ADDITION or UPDATE to COMMUNITY RESOURCE (service) information** ...
- **I have a QUESTION** ...
- **I have an IDEA or SUGGESTION on how to improve the Caseworker Resource Center** ...
- **I would like to share how the Caseworker Resource Center is helping me DO MY JOB BETTER** ...
- **I would like to share a story of CASEWORKER COLLABORATION** ...
- **OTHER** ...

**News and Tips** -

**March 30, 2010**

User requests for a Google-like search capability (i.e., free form text entry) to find relevant community resources have resulted in a new “Keyword” method of searching. On the Services tab, a new Keyword button now enables you to enter in one or more words in a text box. After clicking “Go”, all organizations providing services with that text in the description of their services will be returned to you. A wildcard (%) is automatically added to both the beginning and end of the text you enter.

For example, if you enter “Pregnancy”, organizations providing any of the following services will be returned: Pregnancy Testing, Pregnancy Counseling, Pregnancy/Childbirth Support Groups, Teen Pregnancy Issues, and Teen Pregnancy Prevention.

**March 12, 2010**

Thanks to a recent suggestion, a wildcard (%) is automatically added to both the beginning and end of the text you enter when searching by name in the Services tab. As a result, it is no longer necessary to enter wildcards in your search text. For example, a search by “Goodwill” in the past did not return anything. Now this search returns multiple records (anything with Goodwill in the name).

**March 10, 2010** -
**Client:** Mills, Lindsay

**Date of Birth:** 01/25/1989

<table>
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<tr>
<th>ClientID</th>
<th>Client Name</th>
<th>BirthDate</th>
<th>Sex</th>
<th>Race</th>
<th>Dept/Div</th>
<th>System</th>
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<td>01/25/1989</td>
<td>Female</td>
<td></td>
<td>MNH/Community Support Services</td>
<td>LUC1</td>
<td>08457</td>
<td>04/16/2010</td>
</tr>
</tbody>
</table>

**Address:**
- Residential: 141 Mission Parkway, New Century, KS 66030

**Contact Info:**
- Phone (Community Support Services): (913) 999-5323
- Email (Service Coordinator): lindsay.mills@jcgov.org

**Services:**
- Begin Date: 01/25/1989
- End Date: 01/24/2011
- Service Type: Case Management
- Service Provider Org: Community Support Services
- Service Coordinator: Lindsay Mills

**Related Persons:**
- Relation Type: Mother

**Contact Info:**
- Phone (Client Residence): (913) 999-5823
- Email (Probation Officer): lisa.fleming@jcgov.org

**Services:**
- Begin Date: 01/04/2010
- End Date: 01/04/2011
- Service Type: CSO Adult CRT
- Service Provider Org: Probation Officer: Lisa Fleming
- Status: OPEN
HPO culture in Johnson County Gov.

Problem/Opportunity Identification:

• Siloed organization, outdated for current resource constrained environment.

• New Leadership, to advance a “Culture of Constant Improvement” in organization after attending Senior Executive Institute (SEI) at University of Virginia.
Engagement: World Class vs. Average - 2011

Unleashing the Potential for Growth

World Class
- Engaged: 67%
- Not Engaged: 26%
- Actively Disengaged: 7%
- Ratio of Engaged to Actively Disengaged: 9.57:1

Average USA
- Engaged: 29%
- Not Engaged: 52%
- Actively Disengaged: 19%
- Ratio of Engaged to Actively Disengaged: 1.53:1

Source: Employee Engagement, What’s your Engagement Ratio © 2011 Gallup, Inc.
U.S. Employee Engagement Trend

Annual averages

- % Engaged
- % Actively disengaged

Note: 2018 results are for January through June

GALLUP
People Are Engaged When They. . .

- Have the autonomy to get things done, together with their teams
- Have the opportunity to grow their competencies at work
- Have a purpose that is clear and meaningful

Source: adapted from Daniel Pink, *Drive*, 2008
### Theory X

1. Work is inherently distasteful to most people.
2. Most people are not ambitious, have little desire for responsibility, and prefer to be directed.
3. Most people have little capacity for creativity in solving organizational problems.
4. Motivation occurs only at the physiological and safety levels (Maslow’s “Hierarchy of Needs”).
5. Most people must be closely controlled and often coerced to achieve organizational objectives.

### Theory Y

1. Work is as natural as play, if the conditions are favorable.
2. Self-control is often indispensable in achieving organizational goals.
3. The capacity for creativity in solving organizational problems is widely distributed in the population.
4. Motivation occurs at the social, esteem, and self-actualization levels, as well as physiological and security levels.
5. People can be self-directed and creative at work if properly motivated.

WHERE ARE WE GOING?
- What are after?
- Are we getting there?
- What do our citizens/customers value?

HOW DO WE GET THERE?
- Are we doing the right things?
- Are we doing them “right”?

WHAT CULTURE PROPELS US?
- How do we treat each other?
- How do we keep energized?

HOW DO WE WORK TOGETHER?
- How do we organize to improve performance?
High Performance Organizations
Let Vision & Values Drive Culture
The Evolution of the “Nature of Work”

Before 1800
Subsistence Farming
CRAFTS PHASE
Work is holistic

1900
INDUSTRIAL PHASE
Division of labor
- Vertical
- Horizontal

2000+
NETWORKED TALENT MODEL

Source: Commonwealth Center for High Performance Organizations, Inc.
THE FIVE DYSFUNCTIONS CAUSAL MODEL

1. Absence of Trust
2. Fear of Conflict
3. Lack of Commitment
4. Avoidance of Accountability
5. Inattention to Results

THE FIVE DYSFUNCTIONS OF A TEAM

FIVE DYSFUNCTIONS OF A TEAM
Leadership is a responsibility shared by all. We trust and empower each other to do the right thing for the right reason for the public good. Committed to our shared values, we provide excellent public service, seeking always to improve ourselves and our organization. Together we will leave our community better than we found it.
HPO and the Athenian Oath
How Residents Rate Their Community as a Place to Live, Work, and Raise Children

Johnson County vs. U.S. vs. Large Communities

by percentage of respondents who rated the item 4 or 5 on a 5-point scale where 5 was "excellent" and 1 was "poor"

- As a place to live
  - Johnson County: 97%
  - U.S.: 84%
  - Large Communities (Population > 250,000): 78%

- As a place to raise children
  - Johnson County: 96%
  - U.S.: 80%
  - Large Communities (Population > 250,000): 70%

- As a place to work
  - Johnson County: 90%
  - U.S.: 58%
  - Large Communities (Population > 250,000): 74%

Source: ETC Institute (2013)
Overall Satisfaction with County Services
Johnson County vs. U.S. vs. Large Communities

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)

- **Library system**: Johnson County 89%, U.S. 80%, Large Communities 77%
- **Parks and recreation system**: Johnson County 87%, U.S. 71%, Large Communities 66%
- **Wastewater services**: Johnson County 61%, U.S. 70%, Large Communities 71%
- **Quality of customer service**: Johnson County 61%, U.S. 43%, Large Communities 55%
- **Management of stormwater runoff/flood control**: Johnson County 60%, U.S. 54%, Large Communities 62%
- **Effectiveness of communication w/residents**: Johnson County 44%, U.S. 46%, Large Communities 40%

Source: ETC Institute (2013)
A new Courthouse for Johnson County

Problem/Opportunity Identification:

• Courthouse replacement stalled for 20 years, lawsuit eminent.
• New governing body willing to listen...timing right.
Building history

Johnson County Courthouse built in 1891 and razed in 1952

Current Courthouse first built in 1952

Courthouse with 1954, 1968 and 1975 additions
Problems with current courthouse:
400,000 visitors a year
Stacking diagram

LEVEL 9
Courts, Jury, Judicial Cluster

LEVEL 8
Courts, Jury, Judicial Cluster

LEVEL 7
Courts, Jury, Judicial Cluster

LEVEL 6
Courts, Jury, Judicial Cluster

LEVEL 5
Courts, Jury, Judicial Cluster

LEVEL 4
Courts, Judicial Cluster

LEVEL 3
District Attorney

LEVEL 2
JIMS, District Attorney, Court Services, Court Administrator, Court Trustees

LEVEL 1
Lobby, Jury Services, Help, Clerks, Cafeteria, Law Library, Security
Aerial view
## Courthouse cost comparison

<table>
<thead>
<tr>
<th></th>
<th>New courthouse</th>
<th>Add on to /renovate old courthouse</th>
<th>Cost Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial project costs</td>
<td>$182 million</td>
<td>$216 million</td>
<td>$34 million</td>
</tr>
<tr>
<td>Over 20 years</td>
<td>$278 million</td>
<td>$439 million</td>
<td>$161 million</td>
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</tbody>
</table>

**Takeaway:** *Building a new courthouse saves tax payers $161 million over 20 years*
Public safety need for a coroner facility

• Current facility will not comply with upcoming accreditation standards.
• No onsite toxicology
• Need improved capability and capacity
• Real-time data reporting for epidemics and crime.
Proposed Johnson County coroner facility

- Located near Johnson County Crime Lab in Olathe
- 29,000 sq. ft.
- $19 million
Public safety financing: 1/4 cent sales tax

- Has a 10-year sunset
- Subject to voter approval November 8, 2016

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<tr>
<th>ABC STORE</th>
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<tbody>
<tr>
<td>12345 S. CHERRY STREET</td>
</tr>
<tr>
<td>OLATHE, KS</td>
</tr>
<tr>
<td>02/16/17</td>
</tr>
</tbody>
</table>

| Subtotal | $100.00 |
| KS Sales Tax | 6.5% |
| County Sales Tax | 1.225% |
| City Tax | 1.5% |
| **Total** | **$109.23** |

VS.

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</tbody>
</table>

| Subtotal | $100.00 |
| KS Sales Tax | 6.5% |
| County Sales Tax | 1.475% |
| City Tax | 1.5% |
| **Total** | **$109.48** |
What can we do as county employees?

- Educate, not advocate
- Community presentations
- www.JoCoPublicSafety.org
New Johnson County Courthouse
New Medical Examiner Facility
Key Points

• Define the problem or opportunity
• Explain ‘why’ then what and how
• Consult...Allow others to share in the success (Likert)
• Use Covey Principles
  • Be Proactive
  • Begin with the end in mind (vision)
  • Put first things first
  • Think win-win
  • Seek first to understand, than to be understood
  • Synergize
• Use Hedge Hog Mentality (Collins)
Resources:

• Johnson County Courthouse Education Materials: https://www.jocogov.org/search/node/Courthouse
• The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change: by Stephen R. Covey
• Good to Great: Why Some Companies Make the Leap and Others Don’t: by Jim Collins
• The Five Dysfunctions of a Team: A Leadership Fable: by Patrick Lencioni.
Polling Question #5

Which of these key points would you like to follow?
Post-webinar discussion questions

a. What are some important projects or initiatives that need support?

b. What strategies and tactics can help us present them and engage others more effectively?

c. What steps do we want to take?
Find helpful resources online

http://icma.org/coaching

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Get paired with the coach or coachee that fits your needs today!

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Polling Question #6

How was the webinar of value for you and your agency?
Contacts for today’s session

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ICMACoaching@donmaruska.com

Please be sure to complete the post-webinar survey. We value your input.
Polling Results from “Gaining Project Support” – webinar

November 14, 2018

468 locations; 718 estimated participants in live audience

[CLOSED] How many people are listening on line?

- 84% 1 – just myself
- 13% 2-5
- 3% 6-10
- 0% 11-20
- 0% 21 or more – please send number using Question on webinar

[CLOSED] In which areas would your agency benefit from more attention?

- 31% getting everyone on board (or not strongly opposed)
- 50% unifying staff understanding and support
- 48% gaining support from elected officials
- 56% securing support from civic groups and key community leaders
- 25% being accessible and building trust with media

[CLOSED] Which of these new ways to work sound desirable for your agency?

- 30% embracing a shared sense of purpose
- 65% being relational, not transactional
- 43% adopting an entrepreneurial mindset
- 41% making it modular and showing stage in process
- 55% empowering citizens at every interaction

[CLOSED] Which of these lessons would be helpful to your agency?

- 48% it takes time, effort, and patience
- 71% internal systems have to be ready for change
- 59% organizational vision does matter
- 57% having a visionary at the top is critical
- 63% everyone needs to think creatively about systems

[CLOSED] Which of these key points would you like to follow?

- 57% define the problem or opportunity
- 64% explain 'why' then what and how
- 48% consult...allow others to share in the success
- 52% use vision and values to drive culture
- 69% educate, don't advocate

[CLOSED] How was this webinar of value to you and your agency? (check all that apply)

- 53% exploring key steps to gain project support
- 64% learning from examples to see the steps in action
- 62% stimulating thinking about how everyone can play a role
- 45% identifying areas where you'd like to focus
- 47% gaining resources to help you boost your skills & results