TOOLS TO RESOLVE TOUGH ISSUES IN YOUR COMMUNITY

free webinar

10:00 - 11:30 a.m. Pacific Time, Thursday, November 9, 2017

*** Advance registration required for this no-charge webinar ***
https://attendee.gotowebinar.com/register/6993253872327827714

Webinar topics:
1. What are challenging, controversial issues that local governments face?
2. What are best practices that local government professionals can apply to help their communities resolve them?
3. What are effective ways for professionals to develop this skill set?

Presenters:
* Erik Jensen, Founder and Principal, Jensen Strategies, LLC, Portland, OR
* Hollie Lee, Chief of Workforce Development Strategies, Charlottesville, VA
* Kip Harkness, Deputy City Manager, San Jose, CA

Audience: all employees, especially those engaging the public on controversial topics

Meets Practice 2 (Policy Facilitation) and 14 (Advocacy and Interpersonal Communication) of ICMA’s Practices for Effective Local Government Leadership.

1. Register for the Webinar:

There is no charge for participating in the webinars, but each requires advance registration.

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NOTE: Please white list "customercare@gotowebinar.com" to receive confirmation email for the webinar.

Can’t make the live webinar? Register for the webinar and get an automatic email notice when the digital recording is available.
2. Connect with the webinar and audio:

Use your logon information from the email confirmation you receive via email from GoToWebinar. We recommend the telephone option dial-in number provided by GoToWebinar for sound quality. Depending upon your internet connection, VOIP option for audio (computer speakers) can have delays or sound quality issues.

3. Ask questions:

You may submit questions anonymously via email to ICMACoaching@donmaruska.com in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ presentation materials: We post these with the Agenda at “Agendas & Archives” tab of http://icma.org/coachingwebinars. The PPT will be available 24 hours before the webinar.

After a webinar occurs, a digital recording along with a PDF of the presentation materials and results of the polling questions will be available after 24 hours at the "Agendas & Archives" tab of http://icma.org/coachingwebinars.

Post-Webinar Group Discussions:

Many agencies are organizing 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. Use the Coaching Program as an effective way to enhance professional development in your agency. Here are some discussion starters for this session.

a. What are challenging, controversial issues in our community?
b. What strategies and tactics look appealing to help us guide our communities to resolve them?
c. What resources would we like to tap?

MORE 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.

Enjoy the resources and support to thrive in local government.

Don Maruska, MBA, JD, Master Certified Coach
Director, ICMA Coaching Program – thrive in local government
Author of “Take Charge of Your Talent” www.TakeChargeofYourTalent.com
Erik Jensen, Principal and Founder, Jensen Strategies, LLC

Erik Jensen is the principal and founder of Jensen Strategies, LLC, a policy and organizational development consulting firm specializing in local government. He established the firm in 2012 after serving over 20 years as a public administrator, project manager, and public affairs consultant in Oregon and Washington.

Erik advises and assists cities, counties, special districts, and public policy organizations to set strategies for current and future decision-making. An experienced professional in collaborative governance and public policy development, he has led numerous large-scale and multi-interest policy decision-making processes for clients. These projects have addressed a broad-range of local government issues including public safety, community development, public infrastructure, transportation, and community engagement.

Prior to starting Jensen Strategies, Erik worked for the City of Hillsboro for 14 years, lastly as the Administration Department Director overseeing several organization-wide functions including comprehensive policy projects (e.g., visioning, strategic planning, sustainability), legislative relations, community and media relations, and franchise management. Earlier, he was a project manager for the same department, where he led external and internal policy initiatives such as development and implementation of the international award-winning Hillsboro 2020 Vision. He also led the development of the City of Hillsboro’s first operational strategic plan.

Before joining the City of Hillsboro, Erik worked for several years as a public affairs consultant and facilitated public engagement processes for large, high-profile capital projects. He has also held staff positions at the Oregon Legislature and on several political campaigns.

Erik has a Masters of Public Administration from the University of Washington and a Bachelor of Arts in Political Science from Lewis & Clark College.

Hollie Lee, Chief of Workforce Development Strategies, Charlottesville, VA

Hollie has a Bachelor of Arts with a major in Political Science from Mary Baldwin College and a Master of Public Administration from James Madison University. She is a graduate of Leadership Charlottesville and the City’s Leadership Development
Academy. In addition to former board positions with the Virginia Downtown Development Association, the local Workforce Investment Board, and the Central Virginia Small Business Development Center Advisory Council, Hollie helped launch the Chamber Business Diversity Council.

Since beginning work with the Office of Economic Development in 2007, Hollie has been instrumental in providing entrepreneurial support services and programming for Charlottesville businesses. In 2013, her role expanded to include a concentration on workforce development, thus reflecting the City's efforts to further align workforce and economic development efforts. Over the past few years, she has overseen the establishment of the City’s Downtown Job Center, which provides intensive employment services to job seekers; created the City’s first Workforce Advisory Council; and helped with the development of several new workforce development programs including GO Driver, a Commercial Driver’s License training program that prepares low-income City residents for employment with Charlottesville Area Transit. In 2016, this innovative program model received four awards from local, state, and national organizations.

In 2014, Hollie was recognized as a one of Charlottesville Woman Magazine’s 4 under 40 Award recipients at the Quadruplicity Women’s Conference and was presented the Volunteer of the Year Award by the Charlottesville Regional Chamber of Commerce. In 2017, she received the Excellence in Business Award from Forward/Adelante, Virginia’s first bi-lingual business journal.

Kip Harkness, Deputy City Manager, San Jose, CA

Kip’s purpose is to Awaken talented people to the spark of their full potential, and enable them to change themselves and the world,

by creating;
- spaces for people to gain insight and make wise decisions,
- experiences that challenge people to achieve real success, and
- practices which guide people to enduring happiness,

His career journey has taken him from Timbuktu to Silicon Valley. Along the way Kip has advised farmers on the edge of the Sahara, created the national award winning Strong Neighborhoods Initiative, managed complex real-estate deals, and lead a network of top technology leaders.

Kip is a(n)
- Accomplished change agent transforming communities and organizations by creating opportunities for people to have autonomy over their work and lives in connection with a greater purpose.
- Master facilitator with proven ability to connect diverse leaders in crafting wise agreements on complex, politically charged, issues.

- Proven implementer with over $300 M+ portfolio of successful projects ranging from pocket parks to residential high-rise.

- Inspiring leader and exceptional communicator with the ability to retain and attract talent needed to build capacity and sustain complex initiatives.

He is married to the fantastic Anne Ehresman, Executive Director of Project Cornerstone, and together they are the parents of two emerging leaders; Anya (age 16) – motto “think, paint, touché”, and Finn (age 12) “What if I was the god of Mathematics?”.  

2017 ICMA Coaching Program

Tools to Resolve Tough Issues in Your Community

Thurs., November 9, 2017
Welcome

ICMA coaching program

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The ICMA Coaching Program is made possible by our Platinum sponsor:

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IPMA-HR INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

LOCAL GOVERNMENT HISPANIC NETWORK AN AFFILIATE OF ICMA

League of Women in Government

Women Leading Government

National Forum for Black Public Administrators
Achieving Excellence since 1983
Overview of Session

Webinar topics:
1. What are challenging, controversial issues that local governments face?
2. What are best practices that local government professionals can apply to help their communities resolve them?
3. What are effective ways for professionals to develop this skill set?

Presenters:
* Erik Jensen, Founder and Principal, Jensen Strategies, LLC, Portland. OR
* Hollie Lee, Chief of Workforce Development Strategies, Charlottesville, VA
* Kip Harkness, Deputy City Manager, San Jose, CA

Moderator:
* Don Maruska, Director, ICMA Coaching Program, and author “Take Charge of Your Talent”

…and polls and questions along the way.
Polling Question #1

How many people are listening on your line?
Tools to Resolve Tough Issues In Your Community
Key Take-Aways

1. Have Your House in Order
2. Different Issues Require Different Approaches
3. Controversies are Opportunities to Benefit Your Community
What is Controversy?
What Elements Constitute a Controversial Issue for Local Government?

- Causes Significant Public Discourse
- Affects a Significant Portion of the Community
- Hinders Local Government Ability to Deliver Services
- Can Erode Local Government Credibility
What are challenging, controversial issues that local government faces?
Types of Controversies
Anticipated Controversies

- **Public Facility Siting** – jails, wastewater treatment plants
- **Private Facility Siting** – marijuana dispensaries, Wal-Mart, strip clubs
- **Land Use Changes** – annexation, animal ordinances, one/two-way streets
- **Utility Rate Increases**
“Left Field Controversies”

- Exposure of illegal, unethical, and/or gross negligence activities within the organization

- Public safety – police/citizen conflict, water quality, dramatic public infrastructure failure
Trends Impacting Local Government

- **Public Finance** – lack of public funding to maintain infrastructure
- **Land Use Conflicts** – especially with greater density
- **Social and Political Conflicts** – growing with national divisiveness
Polling Question #2

What types of tough issues are of most concern for your agency?
What are best practices that local government professionals can apply to help their communities resolve them?
Keys to Resolving (or Minimizing) Controversies

- Have Your House in Order
- When Possible, Identify Controversial Issues Early, and Be Proactive
- When It Happens, Run Toward the Controversy, Not Away
Developing Your Approach

• Get the facts (if not known)
• Ascertain/define issue parameters
• Designate a lead person to coordinate all aspects
• Address legal, ethical, and public safety issues
• Prepare a comprehensive plan with schedule
Types of Tools

1. Getting the Facts Out

- Organization Website
- Social Media (Facebook, Twitter, Nextdoor)
- Community / Interest Groups (Speakers Bureau, Newsletters)
- Elected Officials / Spokesperson
- Traditional Media
Types of Tools

2. Resolution / Mitigation through Community Dialogue

- Task Force / Citizen Committee
- Speakers Bureaus
- Online Surveys
- Community Meetings / Workshops
3. “Value-Added Resolution”

- **Facility Siting – neighborhood improvements**
  - Wastewater Treatment Plant
  - Sports Arena

- **Land Use Changes – annexation “perks” (deferred taxes, street paving, etc.)**
  - Island Annexation
Approaches to Avoid
Approaches to Avoid

#1: Silence
Approaches to Avoid

#2: Defensiveness/ Deferral
Approaches to Avoid

#3: Denial

"Let's change 'brink of chaos' to 'Everything is wonderful.'"
Resources to Consider

- In developing an approach:
  - Peer consultation
  - Local government resource organizations – Leagues of cities, ICMA
  - Web
  - Consultant assistance
What are effective ways for professionals to develop their skill sets?
How to Develop a Skill Set in Addressing Tough Issues

- **Experience / School of Hard Knocks**
- **Trainings:**
  - Communications
  - Conflict Resolution / Mediation
  - Project Management
Polling Question #3

Which best practices would you like your agency to apply to help resolve tough issues?
GROWING OPPORTUNITIES
A Path to Self-Sufficiency in Charlottesville

Tools to Resolve Tough Issues in Your Community
ICMA Webinar – November 9, 2017
Presentation Takeaways

- Learn a non-traditional approach that your local government can take to deal with the community issues of unemployment and poverty
- Find out how you can tackle the issues of unemployment and poverty while also addressing your organization’s workforce needs and the workforce needs of employers in your community
- Determine how this approach can be applicable to your department/agency even if you are not in economic and workforce development or social and human services fields of work
The Tough Issue in Charlottesville

- 30% of City residents and 20% of families live below the poverty level (~$20,090 for a family of three)
- Highly educated population—over 60% of the current workforce has at least a 2 year degree
- 63% of the jobs in Charlottesville do NOT require a 2 year degree or higher

So the issue becomes...

A highly educated workforce, in a market where more than 60% of the jobs do not require at least a 2 year degree, results in a highly competitive labor market.
And, this is how we have tackled the issue...

- Assessing the workforce needs of employers in the community, including the City of Charlottesville itself, to determine where there is a shortage of qualified job candidates for semi-skilled jobs paying a self-sufficient wage (~$13/hour)

- Providing training and education opportunities to disadvantaged City residents so that they can become qualified job candidates and compete for these semi-skilled jobs
GO Training Programs

1. Go Driver
   - November 2014
2. Go Office
   - April 2015
3. Go Driver
   - June 2015
4. Go Electric
   - June 2015
5. Go Electric
   - September 2015
6. Go Clean
   - September 2015
7. Go Driver
   - December 2015
8. Go CNA
   - April 2016
9. Go Driver
   - June 2016
10. Go Driver
    - August 2016
11. Go Driver
    - March 2017
12. Go Utilities
    - March 2017
“My life has been tremendously impacted by the GO Driver program. When I went into this program, I was jobless and could not find employment anywhere. My son and others encouraged me to enroll in GO Driver. I put in my application, got accepted, and since then, my life has completely changed. Today I am able to pay my bills and provide for my children. I am thankful that I was able to go through the program because I learned a lot. Not only did I learn about driving buses, but I also learned how to communicate with others. Throughout GO Driver, I was able to make new friends and build lasting relationships. By the end of the program, everyone was extremely comfortable with each other—we were more like family. This has been an experience I wouldn’t trade for the world. My oldest son also just graduated from the GO Driver program. Seeing me go through this program enabled and helped him to also go through the program. Overall, the GO Driver program is a wonderful program. It has helped people like me who come in jobless obtain skills that they can turn into careers.”

—Cynthia Ivery, GO Driver 2015
Upcoming GO Programs

&

Apprenticeship Programs
CLOSING REMARKS
Lessons Learned

- Make sure that you have committed employer partners who want to be involved in the program and that you understand their workforce needs.

- Make sure that all of the partners understand your goals/objectives and they understand their role in the program.

- Make sure that you have supportive services in place to address barriers that may hinder a participant’s ability to complete the program or obtain/maintain employment.

- Make sure that you remain flexible and relevant as economic conditions change in your community.
Learned about the jobs-driven workforce development training model, which offers a non-traditional way for local governments to tackle the tough issues of unemployment and poverty.

Heard how you can address the workforce needs of your organization and private sector employers while also helping residents move towards self-sufficiency.

Learned how this model is applicable to those in various departments/agencies/fields such as transit/transportation, public works, utilities, skilled trades, healthcare, etc.
Contact Information & Links

Hollie Lee
Chief of Workforce Development Strategies
Office of Economic Development
leeh@charlottesville.org
434.970.3117

Growing Opportunity Report
http://www.charlottesville.org/home/showdocument?id=26510

2014 Workforce Development Update
https://issuu.com/cvillecity/docs/2014sat_growingopportunities

2017 Workforce Development Update
https://issuu.com/2012oedannualreport/docs/2017_workforce_development_update_0
Polling Question #4
Disaster Recovery
Guiding Principles and Practical Tools
Be Compassion, in Action

*Put people in the center*
Be Compassion, in Action

- Let go of ALL your other work,
- Make time to get into the field and listen to people
- Ask volunteers to help
- Crowd source fundraising
- Remind the team, every day, it is all about people
Open, Candid, Direct

Face the Brutal Facts
Open, Candid, and Direct

- Face the Brutal Facts
- Admit your mistakes
- Seek and Provide direct feedback in real time
- LEARN quickly and improve by taking immediate action
One Team

No one gets left behind
Scrum
One Team

q Let go of department lines and normal hierarchy,
q Expand the team to include community and non-profits
q Scrum and agile approaches to allow for flexibility and clarity.
q Reach out to your legislators
q The last mile is the longest, don’t quit.
Scrum Resources

Medium Article on Scrum by Michelle Thong

https://medium.com/re-iterate/scrum-best-thing-government-team-75104b922db4

Six Pages on Scrum

https://wiki.metropolia.fi/download/attachments/50758582/SixPagesAboutScrum%281%29.pdf?version=1&modificationDate=1347522671000&api=v2
Polling Question #5

Which elements of emergency response would you like your agency to consider?
Contacts for today’s session

Presenters:
* Erik Jensen, Founder and Principal, Jensen Strategies, LLC, Portland, OR erik@jensen-strategies.com
* Hollie Lee, Chief of Workforce Development Strategies, Charlottesville, VA leeh@charlottesville.org
* Kip Harkness, Deputy City Manager, San Jose, CA kip.harkness@sanjoseca.gov

* Don Maruska, Director, ICMA Coaching Program, and author “Take Charge of Your Talent” ICMAcoaching@donmaruska.com
Post-webinar discussion questions

a. What are challenging, controversial issues in our community?
b. What strategies and tactics look appealing to help us guide our communities to resolve them?
c. What resources would we like to tap?
Polling Question #6

How was the webinar of value for you and your agency?
ICMA Coaching Program: Thrive in Local Government

Coaching helps everyone benefit from sharing best practices and gaining new perspectives from others with a fresh perspective.

Key Services to Thrive in Local Government

The ICMA Coaching Program delivers a suite of services to help you grow and enjoy your career.

- **6 live Webinars** per year spotlighting best practices on key topics from local government professionals throughout the U.S. -- invite your whole team to participate.
- **Digital Agendas and Archives** with video recordings and extensive presentation materials and examples from dozens of sessions available in a convenient online library--delivering you "professional development in a box"--when you want it and where you want it.
- **1-1 Coaching Resources** to provide personalized support.
- **Talent Development Resources** to make greater use of your talent and have fun doing it.
- **Speed Coaching** session at the ICMA Annual Conference and templates for use at local level -- expand your networks.
- **Career Stories** of ICMA leaders and rising stars offering career insights and tips.
- **Career Compass** columns that address critical career issues.
presentation materials are in Agenda packet at http://icma.org/coachingwebinars — note: you can use your browser to save and/or print items from the Agenda packet.
Find helpful resources online

http://icma.org/coaching

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1-1 Coaching Resources

Video guide

Being a Great Coach and a Winning Player

ICMA coaching program
Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA

Being a Great Coach and a Winning Player
Sign up for CoachConnect

http://coachconnect.icma.org/ementor

Welcome to ICMA CoachConnect

ICMA’s CoachConnect takes our old coaches gallery and brings the power of data and search to help you find the best coaches for you coach faster. Members and non-members of ICMA at any stage of their career can find a coach to help them with their career, a community issue they want a second opinion on, or even the work-life balance challenges of the profession.

Coaches are encouraged to share expertise, insight, and experiences from their life’s work to help others negotiate their own career paths, overcome obstacles, and reinvigorate their passion. Coaches come from ICMA membership, and from our state and national partner organizations.

Players can seek career guidance and new perspectives by reaching out to ICMA-approved coaches ready and eager to help career aspirants or seasoned managers who share the passion for the profession of local government leadership and management.

Need help getting started? Go to icma.org/1-1coaching to review the Being a Great Coach and a Winning Player and other resources, or contact coaching@icma.org for assistance.

Current Players, login to update your profile or find a coach.

Current coaches, login to see your roster of players or update your profile.
Talent Development resources

Talent Development

Would you like to make greater use of your talent and have fun doing it? Here are resources you can use on your own, with a coach, or across your organization. Create a culture of talent development in the profession.

DID YOU KNOW THAT 30 TO 40% OF TALENT LIES UNTAPPED?

Surveys of hundreds of local government professionals show that even in strong organizations there’s more that people could be contributing. You probably have many ways in which you’d like to grow or develop to advance in your career or keep what you are doing fresh and engaging. Or, perhaps, your opportunities and workload are already overwhelming. There are tools to help you not just survive but thrive.

TAP KEYS TO UNLOCK THE GREATNESS IN YOURSELF AND OTHERS

In their book, *Take Charge of Your Talent: Three Keys to Thriving in Your Career, Organization, and Life*, Don Maruska and Jay Perry describe how everyone can make greater use of their talent and boost their job satisfaction as well. In the following videos, Don Maruska, MBA, JD, Master Certified Coach, and Director of the ICMA Coaching Program, briefly describes the keys and provides real-life examples of how they have made a positive difference for local government professionals and the organizations they serve. If you want to jump to a particular insight or resource, click on “Watch on YouTube” mode, which will give you access to an index of topics by time in the YouTube description. Click on the time segment for what you’d like to see.

To assist you in creating a rewarding new chapter in your talent story, Don has provided a downloadable copy of the *Take Charge of Your Talent Participant Guide - ICMA special edition* that’s complimentary for participants in the ICMA Coaching Program. The Guide is set up so that you can print it out or use it as an interactive PDF that you can fill in electronically as you go along. Even better, share your guide with a coach and benefit from a catalyst for your growth.
What topics do you want for 2018 webinars?

Please share your ideas in the post-webinar survey.
## Polling Results from “Tools to Resolve Tough Issues” – webinar

**November 9, 2017**

425 locations; 1066 estimated participants in live audience

### [CLOSED] How many people are listening on your line?

- 75% 1 – just myself
- 14% 2-5
- 9% 6-10
- 2% 11-20
- 1% 21 or more – please send number using Question on webinar

### [CLOSED] What types of tough issues are of most concern for your agency?

- 49% siting facilities and land use changes
- 40% handling finances, revenue shortfalls, taxes, etc.
- 40% social/political conflicts spilling over into local agency
- 48% community problems (underemployment, homelessness, etc.)
- 23% crises occurring in your agency’s area (e.g. public safety)

### [CLOSED] Which best practices would you like your agency to apply to help resolve tough issues?

- 57% Scan our landscape to identify tough issues early
- 57% Run toward, not away from controversies
- 65% Get the facts and define issue parameters
- 56% Engage a team to develop a comprehensive plan with timeline
- 51% Involve task force, citizen committee, surveys, or workshops

### [CLOSED] Which of these insights from tackling community needs would you like to apply?

- 53% look for opportunities to be a catalyst or convener
- 73% Identify and engage committed partners
- 40% Build alignment across participants
- 63% Leverage agency resources/opportunities
- 46% Pursue and celebrate win-win results

### [CLOSED] Which elements of emergency response would you like your agency to consider?

- 73% be compassion in action – put people in the center
- 70% open, candid, direct – face the brutal facts
- 57% learn quickly and improve by taking immediate action
- 72% one team – no one gets left behind
- 57% use scrum techniques to focus, act, and iterate for results

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

- 41% identifying different types of tough issues
- 75% learning some best practices to address them
- 70% gaining insights from case examples
- 63% seeing approaches that you’d like to explore further
- 49% motivating you and your agency to be prepared and respond