Grappling with Gnarly Issues
How Local Governments Can Help
– Free Webinar

Wednesday, September 11, 2019
10:00 – 11:30 a.m. PT (1:00 - 2:30 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/8436181481507645442

Communities want their local governments to take action on tough issues, sometimes even when local
government may not be the primary entity responsible. Learn about successful efforts by local
governments to tackle gnarly issues like environmental challenges, opioids, and homelessness. Gain
insights and approaches you can use to address the tough issues your agency faces.

Webinar Topics:
1. What are difficult issues like environmental challenges, opioids, and homelessness facing local
government?
2. What are innovative and effective ways in which local government agencies are making a difference?
3. What resources are available to help local governments successfully address their own tough issues?

Presenters:
* John Crumpton, County Manager, Lee County, North Carolina
* Marie Peoples, Deputy County Manager, Coconino, AZ
* Susie O'Hara, Assistant to City Manager, Santa Cruz, CA, and Chris Richardson, Chief Program
  Officer, Downtown Streets, CA

Audience: all persons in or interested in local government careers


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 the tough issues our community faces?
b. What are approaches we’d like to consider?
c. What resources will help accelerate our progress?

Biographical Sketches of Presenters

John Crumpton, County Manager, Lee County, North Carolina

Dr. Crumpton currently is the County Manager in Lee County, North Carolina. He has served in this capacity since July 2007. Dr. Crumpton also serves as an adjunct professor at the University of North Carolina at Chapel Hill’s School of Government Master’s Degree Program where he teaches Introduction to City and County Government. Overall, he has over 18 years’ experience in Municipal and County Government and 13 years of experience in the private sector, mostly in the solid waste industry.

Dr. Crumpton earned his Doctorate Degree in Education/Community College Executive Leadership from Wingate University. He earned a Master’s in Business Administration from the University of North Carolina at Wilmington. In addition, he has Bachelor Degrees from Georgia State University in Business Administration and Indiana University in Public Finance and Administration.

Dr. Crumpton has been an ICMA Credentialed Manager since 2008. He is a member of the North Carolina City/County Managers Association and serves as a Board of Trustee member for the North Carolina Association of County Commissioners Risk Management Pools. In addition, he serves on several local Boards and is involved in local civic organizations. Away from work, Dr. Crumpton spends his time with his wife Katherine, four children, and two grandchildren.

Marie Peoples, Deputy County Manager, Coconino, AZ

Dr. Marie Peoples serves as Deputy County Manager, and previously served as the Chief Health Officer for Coconino County Public Health Services District. Dr. Peoples strives to provide visionary leadership, developing strategies to further the department’s mission and collaborating with leaders across the community to improve health outcomes. Dr. Peoples develops innovative approaches to address public health and social issues. She works to empower women and minorities and to advocate for equitable access to care with a goal of eliminating health disparities between populations.

Dr. Peoples serves as a member of the Coconino Community College Governing Board, is a recipient of the Emerging Leader in Rural Women’s Health award, the Gabe Zimmerman Civic Leadership award, and is a Flinn-Brown fellow.
Dr. Peoples began her career as a substance abuse therapist within Missouri’s correctional system and has worked within several of Missouri’s prisons with a variety of offender demographics and rehabilitative programs. In addition, she has worked for the Missouri Supreme Court and the Missouri Department of Mental Health.

Dr. Peoples holds a Bachelors’ degree in Criminal Justice Administration, a master’s Degree in Sociology and Criminal Justice, a master’s Degree in Public Health, and a PhD in Public Health Epidemiology.

Susie O’Hara, Assistant to the City Manager, Santa Cruz, CA

Susie O’Hara is the Assistant to the City Manager for the City of Santa Cruz. Over the last few years, her work portfolio has gravitated towards managing the issue of homelessness as the City grapples with finding solutions to seemingly intractable issues. Her work on homelessness response has been quite diverse, from managing a multi-jurisdictional recidivism reduction program in partnership with the Santa Cruz District Attorney’s Office to developing encampment abatement strategies to managing the City’s Downtown Streets Team contract. Each of these roles has allowed Susie to better understand the root causes of homelessness, its far-reaching impacts on communities and solutions that make a difference.

Susie's career started after she received a Civil Engineering degree from UC Davis. She spent the first part of her career focused on water engineering with both the cities of San Diego and Santa Cruz. With her interests broadening, Susie pursued and accepted a position at the Santa Cruz City Manager's Office in 2013. Using her skills as an engineer and strong community engagement experience, Susie has been instrumental in evaluating local systems of safety and care, and developing policies and programs to improve lives.

Chris Richardson, Chief Program Officer, Downtown Streets Team

Chris has over eight years of experience with Downtown Streets Team, starting as only the second employee. During his time with DST he has played a vital role in fundraising, grant writing, program management, and strategic growth but his main role is developing and supervising all program operations for twelve chapters of Downtown Streets Team throughout the Bay Area. He has been integral in launching dozens of new Work Experience projects with local governments, social service agencies, faith-based organizations and corporate entities, resulting in over 1,000% budget growth and staff of over 65.

Chris serves on the San Jose Streets Team Board of Directors and the Palo Alto Business and Professional Association Advisory Board. He is a graduate of Leadership Palo Alto, the winner of the 2016 Recovery Café Bridge Builder Award, holds a B.A. from Boston University and is a candidate for his Masters of Business Administration at Hult International Business School.
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), Local Government Management Association of British Columbia (LGMA), National Association of County Administrators (NACA), National Forum for Black Public Administrators (NFBPA), and Women Leading Government (WLG)
Welcome

Grappling with Gnarly Issues – How Local Governments Can Help

Wednesday, September 11
10:00-11:30 a.m. PT / 1:00-2:30 p.m. ET
30 State Association Coaching Partners
10 Outreach Partners

CAMA ACAM
Administrative Excellence | L'art de diriger

CONNECT.COMMUNICATE.EDUCATE

ELGL
LOCAL GOVERNMENT LEADERS

IPMA HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

League of Women in Government

LOCAL GOVERNMENT HISPANIC NETWORK
AN AFFILIATE OF ICMA

LGMA
LOCAL GOVERNMENT MANAGEMENT ASSOCIATION OF BRITISH COLUMBIA

NACAC
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

I-NAPA
INTERNATIONAL NETWORK OF ASIAN PUBLIC ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government
Issues you identified
Overview of Session

Webinar topics:
1. What are difficult issues like environmental challenges, opioids, and homelessness facing local government?
2. What are innovative and effective ways in which local government agencies are making a difference?
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* Chris Richardson, Chief Program Officer, Downtown Streets, CA

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

How many people are listening on your line?
ICMA Webinar

Grappling With Gnarly Issues

Dr. John A. Crumpton
County Manager
September 11, 2019
1) COAL ASH STORAGE

2) OIL & GAS EXPLORATION
Key Items to Take Away

1) How to Deal with Board Dynamics
2) Communication
3) Dealing with Political & Ethical Issues
ISSUES FACING LCG

• Board Dynamics
• State Legislative Involvement
• Citizen Involvement
• Environmental Groups Involvement
• Ethical Issues – Highly Political
• Changing Support For the Projects – Roller Coaster
An estimated 39,000 tons of coal ash spill into the Dan River in Eden, NC from the retired coal fired plant at Duke Energy’s.

The Coal Ash Management Act of 2014 becomes law w/o the Governor’s signature requiring closure of high priority sites by 2019.

Representatives from Duke Energy and Charah notify Lee County officials of plans to store 8 million tons of coal ash in Lee County.

EPA Releases Coal Ash Rule, does not classify it as hazardous waste.

Lee County Board of Commissioners Pass Resolution Opposing Coal Ash Storage in Lee County.
Charah’s Structural Fill Project at the Asheville Airport
Base liner installation and subgrade preparation at Airport
The structural fill with cover about 137 acres, 118 of which will include the coal ash and the liner system.
Some areas of the fill will be 50 feet tall.
What Did Commissioners Want to Do?
The Commissioners Number One Goal Was To Stop Coal Ash From Being Stored in Lee County.

When It Became A Realization That They Could Not Do This – Getting Paid A Host Fee To Deal With The Impacts – Environmental, Economic, and Public Perceptions – Became The Goal.
Options Offered To Them

1) Hire An Attorney and Use the Court System to Delay Project Start
2) Contact Legislative Representative and Seek Changes to the Bill
3) Contact Duke Directly and Seek Assistance From them.
4) Do nothing
What Did We Do?

We Used Media to Force Duke Energy to Come Talk To Us

“North Carolina community fights Duke Energy plan to dump toxic coal ash” – Los Angeles Times – Feb 1, 2015
What Happened?

The negative publicity forced Duke Energy to talk with us resulting in an agreement to pay us a host fee.
What Happened?

As of Today – Not a single ton of coal ash has been stored in Lee County. LCG is attempting to gain control of the site.
Oil and Gas Exploration
Boom to Bust

Unlike the Coal Ash issue, oil and gas exploration was a welcome activity in Lee County - initially.
Approximate area of Hydrocarbon Shale in Lee Co, NC

Data gathered from NC Geological Survey Open-file Report 2010-07 and Water Lines from Sanford / Lee Co Strategic Services Dept
Oil & Gas Summary

• In January of 2010 – Industry shows up in Lee County

• Complete lack of Understanding of the Issue by the Citizens.

• No State Law Allowing Oil and Gas Exploration at the Time

• Cooperative Extension takes the lead in citizen engagement and education. Get’s the word out using Facebook.
Oil & Gas Summary

• In December 2012 – Board Dynamics change Republicans Take Control of BOC.

• Newly Elected Commissioner Becomes Chair of the State Oil and Gas Commission. - Conflict of Interests Come Up.

• Environmental Groups Start to attend Commissioner Meetings

• State of NC begins process of enacting laws allowing oil and gas exploration.

• In General, local perception is now flipping to opposing.
Oil & Gas Summary

• In December 2014 – Board Dynamics change again – Democrats take control of BOC.

• State of NC finalizing laws and policies allowing oil and gas exploration. Finalize them in 2015.

• Democratic controlled BOC pass resolution opposing oil and gas exploration –fracking laws and policies of the State. In defiance of new State Law BOC passes fracking moratorium in 2017.

• Environmental groups file suit against State of NC – essentially stopping the oil and gas exploration process.

• No permits have been issued for well drilling in NC under the new laws of NC.
Summary – Key Take Away’s

1. Before Gnarly Issues Come Up – Make Sure You Have a Good Relationship with all Board Members.
2. Give your Board Members options – Make sure they are on Board with the option that is chosen.
3. Try to determine if the issue is going to be a short or long drawn out process. I.E. – Both of these issues have been going on for 4 to 10 years. Being patient is never a bad thing.
4. Understand the local/state politics involved before acting.
5. Keep citizens engaged and informed.
6. Use the media to your advantage (social media included).
7. When in doubt consult other managers and review ICMA ethics.
Polling Question #2

Which of these elements will help your agency deal with its gnarly issues?

a. Developing and maintaining good relationship with elected officials
b. Giving elected officials options
c. Determining likely length of issue and being patient
d. Understanding local/state politics involved
e. Keep citizens engaged and informed
GRAPPLING WITH GNARLY ISSUES

Dr. Marie Peoples,
Deputy County Manager
Coconino County
TAKEAWAYS

- Smaller/rural jurisdictions can be creative with data sets to demonstrate the magnitude of challenges caused by opioids to develop initiatives, garner community buy-in, compete for funding, etc.

- Learn to be nimble when applying community feedback to develop initiatives.

- Don’t be afraid to try un-conventional approaches!
OPIOIDS

Opioid overdose deaths have quadrupled since 1999.

Drug overdoses are the leading cause of death of Americans under 50.

Nearly half of opioid overdose deaths involve a prescription drug.

On average, 171 people die each day from opioid overdose.

Most people who misuse painkillers get them from friends and relatives.

Sources: CDC, The New York Times, National Survey on Drug Use and Health
THE OPIOID EPIDEMIC BY THE NUMBERS

130+
People died every day from opioid-related drug overdoses³
(estimated)

11.4 m
People misused prescription opioids¹

47,600
People died from overdosing on opioids²

2.1 million
People had an opioid use disorder¹

886,000
People used heroin¹

81,000
People used heroin for the first time¹

2 million
People misused prescription opioids for the first time¹

15,482
Deaths attributed to overdosing on heroin²

28,466
Deaths attributed to overdosing on synthetic opioids other than methadone²

SOURCES
2. NCHS Data Brief No. 293, December 2017
Opioid overdoses now kill more people in the United States than car accidents or gun violence.
8 out of 10 people who use heroin used prescription opioids first.

"But it's prescription..."
2nd largest county in the contiguous United States
3,516 ARIZONANS HAVE DIED SINCE JUNE 2017 FROM OPIOID OVERDOSE. ABOUT 4 ARIZONANS DIE EACH DAY.
Opioid Overdose Deaths in Coconino County increased by 140% between 2017 and 2018.
Data Focus

Hospital discharge data includes emergency department and hospitalization records from facilities in Coconino County. Discharge information from Indian Health Service facilities are not available. Hospitalizations were linked to alcohol and/or drugs through ICD-9 (from 2012-2015) and ICD-10 (from 2015-2016) diagnosis codes.
Drug-Related Hospitalizations

9.5% of hospital visits from 2012-2016 were caused or associated with a poison

- Alcohol: 72.4%
- Drug: 25.4%
- Other: 2.2%

1 in 4 of hospital visits primarily caused by drugs were related to opioids
Drug-Related Hospitalizations

Hospital visits caused or associated with opioids cost $15.5 million in 2016. 35% of which was covered by AHCCCS (Medicaid).
- Prescription Drug Overdose Prevention Program
- Crisis Response Program
- Naloxone Distribution Program
- RX Drop Boxes
- Substance Use Prevention Coalition
- Good Samaritan Law
- Community Education
- Opioid Fatality Reviews
The team strives to learn more about systemic issues such as policy, training, resources, and other interfaces.
Polling Question #3

What’s happening with the gnarly issues your agency faces? [check all that apply]

a. Number and types of issues are increasing.
b. We’re getting drawn into issues beyond our scope.
c. Issues are getting tougher to solve.
d. Actually, things are getting better and easier to address.
e. Other [please enter with “Question” function]
THE UNDERLYING QUESTIONS
Public health surveillance is critical to inform public health policy and strategies.

Surveillance can serve as an early warning system for impending public health emergencies.
- A multi-faceted public health response is most effective.
- Partnerships are critical to success.
- Be open to innovations that may make traditional partners uncomfortable.
Questions
Polling Question #4

What take aways are relevant for your agency? [check all that apply]

a. Use data to understand and address the issues
b. Engage community to develop initiatives
c. Pursue partnerships for success
d. Be open to innovations, even uncomfortable ones
e. Other [please enter with “Question” function]
[Presentation from Santa Cruz and Downtown Streets]
Santa Cruz PIT Count

Census Population: Longitudinal Trend

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
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<tr>
<td>2007</td>
<td>3,789</td>
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<tr>
<td>2009</td>
<td>2,265</td>
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<tr>
<td>2011</td>
<td>2,771</td>
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<tr>
<td>2013</td>
<td>3,536</td>
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<tr>
<td>2015</td>
<td>1,964</td>
</tr>
<tr>
<td>2017</td>
<td>2,249</td>
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<tr>
<td>2019</td>
<td>2,167</td>
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</table>

Sheltered/Unsheltered Population

- Sheltered: 22% (n=467)
- Unsheltered: 78% (n=1,700)

Subpopulation Data

- Chronically Homeless: 31% (69% Sheltered, 31% Unsheltered)
- Veterans: 15% (85% Sheltered, 15% Unsheltered)
- Families with Children: 47% (53% Sheltered, 47% Unsheltered)
- Unaccompanied Children: 49% (51% Sheltered, 49% Unsheltered)
- Transition-Age Youth: 95% (5% Sheltered, 95% Unsheltered)

Age

- 14% Under 18
- 27% 18-24
- 59% 25+

Gender

- 67% Male
- 33% Female
- <1% Transgender

Race

- 67% White
- 14% Multiracial
- 10% American Indian or Alaskan Native
- 8% Black

Ethnicity

- 33% Latino

Sexual Orientation

- 80% Straight
- 8% Bisexual
- 4% Lesbian
- 5% Gay

Residence Prior to Homelessness

- Santa Cruz County: 74%

Length of Time in Santa Cruz County

- Less than 1 Year: 11%
- 1 to 4 Years: 33%
- 5 to 9 Years: 22%
- 10 Years or More: 34%

Justice System Involvement

- 28% of survey respondents spent one or more nights in jail, prison, or juvenile hall in the past year.

Foster Care

- 23% of survey respondents have been in the foster system.

Employment Status

- 31% Employed
- 69% Unemployed

Unemployment Status

- 52% Unable to Work
- 35% Looking for Work
- 13% Not Looking for Work
HOMELESSNESS: A GROWING CRISIS

- Over 500,000 unhoused people nationwide
- Conservative estimates say over 150,000 in CA
- CA has the largest unsheltered population in the US
- Homelessness growing in major West Coast Cities
HOMELESSNESS AFFECTS EVERYONE.

The Community, City Hall And Public Services

Police and CJS

Public Health and Hospitals

Environment

Taxpayer, Tourism And Small Business
City of Santa Cruz Homelessness Response

• First things first....
  • You're not alone. Homelessness is at a crisis level across the west coast and country. Local governments are managing very similar impacts with very little resources.

• Managing an intractable issue at a local level...
  • Build partnerships (government/non-profit/neighborhood)
  • Take risks and experiment with new programs
  • Overbuild to create community/neighborhood acceptance and then scale back
  • Involve the community and create space for dialogue
Build Partnerships and Hold Each other Accountable

• Who out there can help?
  • County government
  • Non-profit sector
  • Neighborhood groups
  • Business sector
- Take risks and experiment with new programs
- Overbuild to create community neighborhood acceptance and then scale back

• River Street Camp
  • Measures of success include both client outcomes and neighborhood compatibility.
River Street Camp

- Opened February 28, 2018
- City/County/Non-Profit Partnership
- Majority of occupants transitioned from San Lorenzo Park (unsanctioned) Encampment
- 54 occupants (40 men, 14 women) with 8 homeless Camp Hosts who live on-site
River Street Camp

- **Safe** – Strong security plan; no incidents, but medical interventions
- **Stable** – Camp hosts, peer accountability, community building
- **Services** – County health and human services on site
- **Community-engaged** – Volunteer meal service
- **Outcomes** – 75 (out of 130) exits to improved living situation

**CONSTRANTS**
- Capacity limited by size of parcel (waitlist of 56)
- Site planned for City infrastructure project
Involve the community and create space for dialogue

• Community Advisory Committee on Homelessness (CACH)
  • 13 members representing diverse stakeholder groups in the community
  • 4 with lived experience
  • Increasing political and neighborhood acceptance of program siting
WORST PART ABOUT BEING HOMELESS?

☐ The cold
☐ Feeling safe at night/lack of sleep
☐ Services are lacking
☐ Don’t know where I’ll get my next meal
☐ Not sure if I’ll have shelter tonight or don’t like shelters
☐ Can’t shower, have clean clothes or practice good hygiene
☐ Have to stand in a lot of lines
☐ Can’t keep my things safe and have to carry them around
☐ No privacy
☐ Can’t always use the bathroom when I need to

☑ Other (please explain): The way people look down at me
PALO ALTO: 2005

Urban Blight → Homelessness → DOWNTOWN STREETS TEAM
DST IS BUILDING TEAMS THAT RESTORE DIGNITY, HOPE AND PURPOSE AND PROVIDE A PATH TO RECOVER FROM HOMELESSNESS.
DST MODEL

- Unhoused and people at-risk of homelessness (Team Members) volunteer to beautify their community
- In return, they earn a non-cash basic needs stipend, case management, employment services and a support network
The vibe in the room, with its cargo of ragged-ass, beaten-up, undefeated people, is ebullient—part church revival and part 12-step meeting, with a little hiring hall and job fair thrown in. As people get up and tell their stories, they’re interrupted by shouts of “Go, Kevin!” and “Yeah!”... Impossibly cheerful staffers relay practical information about jobs, housing, and classes.

—San Francisco Magazine
PEER TO PEER
920 PEOPLE HOUSED
6.4 months UNTIL 1st HOUSED
7.7 PER MONTH

955 Jobs Held Over 90 Days
6.7 months UNTIL EMPLOYMENT
9 JOBS/MONTH LASTING 90 DAYS

8,358,002 Gallons of Debris Removed
57,794 Needles Removed
$13.91 AVG HOURLY WAGE

Data from 2005-June 2019
2018 TEAM MEMBER SURVEY RESULTS:

- 55% have decreased encounters with police because of DST
- 96% of team members stated an overall increase in their self-worth
- 99% are proud to be a team member and to give back to their community
- 84% of team members now have health insurance
- 67% are now engaged with mental health treatment
- 73% are using less alcohol or drugs than they used to
- 96% report positive health outcomes due to their involvement with DST
COMMUNITY BENEFITS
CLEANER/SAFER STREETS
COST EFFECTIVE SOLUTION
IMMEDIATE RESULTS
ADDRESSES BEHAVIORAL ISSUES
CHANGES PERCEPTION
Lessons Learned

- Build coalitions across City departments, local governments and community
- Go slow to go fast
- Demonstrate success with small pilot projects and then go to scale
- Cross sector collaboration is essential
- Address community concerns in program design
- Empowerment models lead to more ownership and better results
- Changing perception changes everything
Polling Question #5

Which lessons learned will help your agency? [check all that apply]

a. Build coalitions (City depts., local govts., community)
b. Go slow to go fast
c. Demonstrate success with small pilots and scale
d. Collaborate across sectors
e. Address community concerns in program design
Post-webinar discussion questions

a. What are the tough issues our community faces?
b. What are approaches we’d like to consider?
c. What resources will help accelerate our progress?
Find helpful resources online

https://icma.org/coaching

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Polling Question #6

How was this webinar of value to you or your agency?  
[check all that apply]

a. Exploring difficult issues like environment, opioids, and homelessness
b. Learning innovative and effective ways to respond
c. Gaining ideas you can use in your agency
d. Other [please describe in “Question” function]
Contacts for today’s session

Presenters:

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  jcrumpton@leecountync.gov
* Marie Peoples, Deputy County Manager, Coconino, AZ
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* Susie O’Hara, Assistant to City Manager, Santa Cruz, CA,
  sohara@cityofsantacruz.com
* Chris Richardson, Chief Program Officer, Downtown Streets, CA
  chris@streetsteam.org

Don Maruska, Director, ICMA Coaching Program
  ICMACoaching@donmaruska.com

Please be sure to complete the post-webinar survey. We value your input.
Register now for upcoming webinars

“Promoting Trust in a Divisive World”
11:00 a.m. - 12:30 p.m. PT (2:00 - 3:30 p.m. ET), Thursday, October 10, 2019
Registration link:
https://attendee.gotowebinar.com/register/7969380521400674306

“Having Difficult Conversations in Your Organization and Beyond”
9:30 a.m. - 11:00 p.m. PT (12:30 - 2:00 p.m. ET), Wednesday, November 14, 2019
Registration link:
https://attendee.gotowebinar.com/register/4582166726757819138

For all webinar registration links, go to https://icma.org/coachingwebinars.
Polling Results from “Grappling with Gnarly Issues” – webinar

September 11, 2019

954 sites registered; 441 locations in live audience

714 estimated participants in live audience

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<th>Responses</th>
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<td><strong>[CLOSED] How many people are listening on your line?</strong></td>
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<td>81% 1 – Just myself</td>
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<td>14% 2-3</td>
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<td><strong>[CLOSED] Which of these elements will help your agency deal with its gnarly issues?</strong></td>
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<td><strong>[CLOSED] What’s happening with the gnarly issues your agency faces? [check all that apply]</strong></td>
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<td>4% Other (please enter with “Question” function)</td>
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<td><strong>[CLOSED] What take aways are relevant for your agency? [check all that apply]</strong></td>
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<td>77% Be open to innovations, even uncomfortable ones</td>
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</tr>
<tr>
<td>0% Other (please enter with “Questions” function)</td>
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<tr>
<td><strong>[CLOSED] Which lessons learned will help your agency? [check all that apply]</strong></td>
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<tr>
<td>79% Build coalitions (City depts., local govs., community)</td>
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<tr>
<td>48% Go slow to go fast</td>
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<tr>
<td>76% Demonstrate success with small pilots and scale</td>
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<tr>
<td>59% Collaborate across sectors</td>
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<tr>
<td>72% Address community concerns in program design</td>
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<tr>
<td><strong>[CLOSED] How was this webinar of value to you and your agency? [check all that apply]</strong></td>
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<tr>
<td>60% Exploring difficult issues like environment, opioids, and ho</td>
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<tr>
<td>70% Learning innovative and effective ways to respond</td>
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<tr>
<td>73% Gaining ideas you can use in your agency</td>
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<tr>
<td>1% Other (please describe in “Question” function)</td>
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</tbody>
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