“What Would You Do?” -- interactive webinar

Cal-ICMA Coaching Program

Case Studies, Team Responses, and Audience Polling

2 – 3:30 p.m. PT, Wednesday, November 9, 2011

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/646444960

Match your wits with teams of up and comers and seasoned leaders as they grapple with key issues confronting local government professionals.

Topics:
* Creating high performance organizations in the “new normal”
* Innovating productive ways to enhance public engagement

Teams will describe how they’d handle each of these issues. [Details on the cases follow these notes.] Then, audience members will have opportunities to add their ideas and comment on the approaches.

We’ll be using webinar tools (including real-time comments and live polling) to make this a great opportunity for audience interaction.

Listen on your own or, better yet, pull together a group to discuss and define the approaches that you think would serve your organization best. Many agencies are organizing groups to participate in the sessions (live or recorded) and discuss the topics. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the Cal-ICMA Coaching Program as an effective way to enhance professional development in your agency.

There is no charge to participate in the webinar, but callers will bear the costs charged by their carriers to reach the conference number. Alternatively, you can listen via live audio on the web [powered by Granicus] at the “Live Audio and Archives” tab of www.cal-icma.org/coaching.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:
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MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include recordings of past
sessions (including a free subscription to podcasts), expanded One-to-One Coaching opportunities, Career Compass columns, and other resources.

SIGN UP FOR FREE NEWSLETTER--Subscribe to the Cal-ICMA Coaching Program email list to receive updates on events and the availability of recorded sessions. Go to www.cal-icma.org/coachingList.

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at http://www.cal-icma.org/coaching

Case Studies

High Performance Organization Model [MMANC team from City of San Carlos]

Situation: The “new normal” provides an opportunity to look at how your organization does things and consider new approaches. You’ve been tasked with taking a fresh look at the organization and developing some options and recommendations for your agency staff and elected officials to consider. This sounds like fun, but some labor groups within the organization and some interests in the community are wary of changes.

Tasks:
1. What would be the key elements of your approach to a change strategy?
2. What ideas do you have about how to make a high performance organization model that would boost service and staff satisfaction?

Innovative Public Engagement [MMASC team from City of Manhattan Beach]

Situation: With social media, smartphones, and many other tools, new opportunities and challenges are facing your organization. Some members of the public expect instant connection and instant information in a fluid two-way format. A few are even saying, “Why should I have to attend a meeting to provide my input?” There’s a dark side of this as well with misinformation magnifying itself through Twitter, Facebook, blogs, and other tools.

Tasks:
1. How would you develop an effective public engagement strategy?
2. What ideas do you have about how to use new media to enhance public engagement, while avoiding likely pitfalls?
Presentation Teams

For MMANC

**Brian Moura**, Assistant City Manager, San Carlos, CA

Brian Moura is Assistant City Manager for the City of San Carlos. During his time in San Carlos, Brian has held the positions of Interim City Manager, Finance Director, Human Resources Director, Interim Parks and Recreation Director and Interim Economic Development Director concurrently with his work as the City’s Assistant City Manager. He also manages the City’s Green Programs, Interdepartmental Projects, the City’s Public Information and Legislation programs, Economic Development and Technology activities for the City Manager’s Department and serves as the Acting City Manager in the City Manager’s absence.

Brian is a leader in bringing technology, regionalism and government agencies together. He is also leading the City’s work in the Social Media/Web 2.0 area and has developed both Facebook and Twitter services for the City.

Prior to working for the City of San Carlos, he held positions with the City of Hayward, Contra Costa County, San Mateo County Office of Education and the City/County of San Francisco in the Municipal Court.

Brian has a BA Degree in Political Science from U.C. Berkeley and an MPA Degree from Cal State University, Hayward.

In May 2011, Brian received the 2011 Outstanding Public Service Award from the Graduate Public Administration Program at San Francisco State University “in recognition of outstanding and significant public service by a public manager who is an inspiration and role model for our students.”

**Doug Long**, Director of Parks & Recreation, San Carlos

Doug Long began his career in Parks & Recreation in 1971 as a recreation leader for the City of San Pablo. Doug continued his career working as a recreation coordinator, supervisor, and assistant general manager prior to becoming the Community Services Director for the Town of San Anselmo. He currently serves as the Director of Parks & Recreation for the City of San Carlos.

Doug received his Master of Public Administration degree from California State University, Hayward with an emphasis on organizational change. He has incorporated organizational change theory with practical leadership and has conducted sessions on leadership and organizational change at the CPRS.
For MMASC

Ariana Kennedy, Management Analyst, Manhattan Beach

Ariana is a Management Analyst for the City of Manhattan Beach in the Management Services Department. She began her career in local government in 2008, after earning her Bachelor's Degree in Political Science from Occidental College. She is currently working towards her Master's Degree in Public Administration at Cal State Long Beach and plans to graduate in May.

Clay Curtin, Management Analyst, Manhattan Beach

Clay is a Management Analyst for the City of Manhattan Beach. He works in the Public Works and Community Development Departments on projects including special assessment district, contract management, traffic and parking, and . He earned his Master's Degree in Public Management and Conflict Resolution from the Maxwell School at Syracuse University in 2006.
What Would You Do?

Cal-ICMA
California Consortium
A State Affiliate of ICMA

Coaching Program
November 9, 2011
Coaching Program: 8th year
Preparing the Next Generation Committee

Platinum Sponsor: CA Communities Joint Powers Authority

Gold Sponsors: Public Agency Retirement Services (PARS)

Silver Sponsors: California Redevelopment Association (CRA) and Granicus

Bronze Sponsors: California Special Districts Association (CSDA), Carl Warren & Company, County Personnel Administrators Association (CPAAC), Liebert Cassidy Whitmore, Municipal Management Association of Southern California (MMASC), Municipal Management Association of Northern California (MMANC)
Objectives for Today

• Provide valuable ideas for the audience
• Showcase innovative ideas from up and coming talent
• Gain insights and perspectives from senior managers
• Encourage audience interaction

Topics:
- High performance organizations in the “new normal”
- Innovative ways to enhance public engagement
Polling Question #1

How many people are participating at your location?
High Performance Organization Model

MMANC team from City of San Carlos: Brian Moura and Doug Long

Situation: The “new normal” provides an opportunity to look at how your organization does things and consider new approaches. You’ve been tasked with taking a fresh look at the organization and developing some options and recommendations for your agency staff and elected officials to consider. This sounds like fun, but some labor groups within the organization and some interests in the community are wary of changes.

Tasks:
1. What would be the key elements of your approach to a change strategy?
2. What ideas do you have about how to make a high performance organization model that would boost service and staff satisfaction?

Commentators: Bob Bell, City Manager, Redwood City, and Suzanne Mason, HR Director, Napa County
What Would You Do?
Services in the “New Normal” World

Brian Moura, Assistant City Manager
bmoura@cityofsancarlos.org

Doug Long, Parks & Recreation Director
dlong@cityofsancarlos.org
Opportunity & Challenge

- **Challenge**
  - Facing a $3.5 Million Structural Deficit (March 2010)
  - 4 revenue measures defeated in 7 years
  - Council tired of year after year service reductions

- **Opportunity**
  - Council & City Manager Support for New Models
  - Take a New Look at Agency & Service Delivery
  - Rare Chance to Go “Out of the Box”
  - Nothing is Off the Table
A Choice of “Two Paths”

Having the Discussion

- Two all-day budget workshops in March 2011 (Sat.)
- Present all of the budget numbers, choices, discuss
  - Police up 20%+, Fire up 30%+ in 5 years
  - Non Public Safety departments flat or negative growth

Two Paths

1. Continue to Cut the Budget and Services
   - Further cuts across the board?
   - Reduce or eliminate Parks & Recreation?
2. Explore Shared & Contract Services
   - Look at new ways to deliver services in key areas
   - Address $3.5 Million structural problem
Shared & Contract Services

**Decision & Direction**
- Pursue Shared & Contract Services
- Desire to Maintain or Enhance Service Level
- Address Budget Deficit in 1 Year

**The Plan**
- 3 Service Areas with Reduction Targets
  - Police - $2 Million per year
  - Fire - $1 Million per year
  - Parks Maintenance - $500,000 per year

**Question**
- Sounds good, can it be done?
Polling Question #2

Which of the following areas for shared or contract services are of interest to your agency?
Parks Maintenance
Opportunity & Process

The Opportunity

- Landscape Maintenance firms in private sector
- Service easily defined & measured
- Prevailing wages vs. City costs (labor, benefits, PERS)
- Contract for hours not staff positions
- Sewer Maintenance – spots for current City workers

Process to Make It Happen

- Work with Bargaining Unit
- Draft Request for Proposal – service levels & specs
- City Council approval of recommended firms
Parks Maintenance
The Results – 1 Year Later

- Service started: Aug. 1, 2010
- $500k savings target reached
  – labor costs cut by 66%
- Productive work hours higher, parks look better
- Added savings via liquidation of rolling inventory, tools & maintenance
- Challenges: ensure service levels maintained, learning curve, changes in personnel
Recreation Services
Opportunity & Process

■ The Opportunity
  ■ Responded to RFP from Half Moon Bay
  ■ Not a new model for services (Moraga, Fairfax)
  ■ San Carlos steps into the role of Service Provider
  ■ Half Moon Bay can save & improve service
  ■ San Carlos can use staff/tech to bring in revenue

■ Process to Make It Happen
  ■ Parks & Recreation develop RFP response
  ■ Presentation to San Carlos & HMB City Councils
  ■ Approval to Proceed
Recreation Services
The Results

- Service started: Sept 1, 2011
- Scope: provide rec services, facility rental
- HMB maintains facilities & pays for rec guide/promo
- SC gets class/rental revenue
- SC staffs community center 20 hrs/wk + facility attend
- Challenges: hitting revenue goal of $250k, reviving programs, gauging HMB interests, stretch Rec staff
Police
Opportunity & Process

- **The Opportunity**
  - Costs up 20%, further cuts significantly impact services
  - Interest from County Sheriff & Redwood City

- **Challenges**
  - Loss of identity (City dept), opposition from POA
  - Threats of referendum, outside law firm

- **Process to Make It Happen**
  - Work with each agency to detail proposal
  - Sheriff offers jobs to all Police Dept. employees
  - Both proposals presented to City Council
  - City Council approves contract with County Sheriff
Police
The Results – 1 Year Later

- Service started: Nov 1, 2010
- Scope: all services, SC sub station, Captain, same cars
- Blended force: SC + Deputies
- Savings exceeded $2 Million
- Added: Traffic Unit, School Officer, Sheriff Divisions
- Same response time
- 35% increase in felony arrests
- 98% satisfaction level
- Too much police presence?
Fire

Opportunity & Process

- The Opportunity
  - Costs up 30%, inability to control costs, delivery
  - Interest from neighboring fire agencies

- Challenges
  - Familiar shared department, 18 month terminate clause
  - Opposition: Union, Fire Agencies, Elected Officials

- Process to Make It Happen
  - Study: review current dept, define future dept/options
  - Formal RFP process & presentation to Council
  - 4 Proposers and 21 Options – too many choices?
  - Council approves standalone dept w/mgmt contract
Fire
The Results

- Service started: Oct 1, 2011
- SC provides dept staff, RWC provides mgmt, Woodside EMS Quality Battalion Chief
- Blended department: JPA staff & Lateral transfers
- Savings $1 Mil – SC, RWC each
- Redwood City: Deputy Chief, Emergency Prep Coordinator
- Address shortcomings: reporting, community outreach
- Not submitted - RFP process
Several Approaches

- **Shared & Contract Services**
  - Parks Maintenance – Contract with Private Firms
  - County – Police via Sheriff, Police Dispatch
  - Redwood City – Fire Mgmt, Payroll, Emergency Prep
  - County – Shared Code Enforcement Officer

- **Providing Contract Services**
  - Recreation Services & Facilities for Half Moon Bay

- **Convert Shared Dept to City Dept**
  - Standalone Fire Dept better option than Shared Dept

- **Other Options Analyzed**
  - Status Quo, Private Fire Department
Polling Question #3

Which approaches are of interest to your agency?
## Savings Summary

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Approach</th>
<th>Annual Savings</th>
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</thead>
<tbody>
<tr>
<td>Police</td>
<td>County Sheriff</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Fire</td>
<td>City Dept, Contract Mgmt</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Parks Maintenance</td>
<td>Contract with Vendors</td>
<td>$500,000</td>
</tr>
<tr>
<td>Recreation Services</td>
<td>Contract for Half Moon Bay</td>
<td>$250,000</td>
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<tr>
<td>Police Dispatch</td>
<td>County Communication</td>
<td>$150,000</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td>Shared with County</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>$3,950,000</td>
</tr>
</tbody>
</table>

### Future:
- **Public Works**: Study underway
- **Hillside Fire Stations**: Council Strategic Priority
- **Additional Opportunities**: Council Strategic Priority
Lessons Learned

- **Focus on Services & Cost Savings**
  - Maintain or Enhance Service Level
  - Deliver Real Budget Savings

- **Look at All Options & Don’t Assume**
  - 4 Approaches in 4 Service Areas
  - Too small to be a Service Provider?
  - City Fire Department more cost effective than Shared

- **Provide Choices & Analysis**
  - Council should have options to consider
  - Analysis of benefits and impacts of each option
  - Consultant helpful with multiple agency choices
Questions & Discussion
Polling Question #4

How was the presentation of value to you?
Innovative Public Engagement

MMASC team from City of Manhattan Beach: Clay Curtin and Ariana Kennedy

Situation: With social media, smartphones, and many other tools, new opportunities and challenges are facing your organization. Some members of the public expect instant connection and instant information in a fluid two-way format. A few are even saying, “Why should I have to attend a meeting to provide my input?” There’s a dark side of this as well with misinformation magnifying itself through Twitter, Facebook, blogs, and other tools.

Tasks:
1. How would you develop an effective public engagement strategy?
2. What ideas do you have about how to use new media to enhance public engagement, while avoiding likely pitfalls?

Commentators: Karen Pinkos, Assistant City Manager, El Cerrito; and Ken Hampian, City Manager, San Luis Obispo (retired), now author, interim, etc.
What Would You Do?

Cal-ICMA Coaching Program

Ariana Kennedy & Clay Curtin
MMASC

November 9, 2011
Public Engagement: A Definition

An inclusive and collaborative approach to identifying, discussing, and addressing issues or challenges that are important to a community.
Public Engagement Strategy

• Situation Statement
• Engagement Objectives
• Stakeholders
• Engagement Actions
The Situation

- Allegations of insufficient public notice for closed-door meetings leading up to former City Manager’s departure
- McKee Lawsuit & Settlement
- City Council identifies Open Government as top priority
Polling Question #5

What’s the interest among your constituents in public engagement?
Public Engagement Strategy

• Situation Statement & Project Scope
• Engagement Objectives
• Stakeholders
• Engagement Activities
Engagement Objectives

Open, transparent, and inclusive city government
Public Engagement Strategy

• Situation Statement & Project Scope
• Engagement Objectives
• Stakeholders
• Engagement Activities
Stakeholders

- The Public
- The Press
- Ad Hoc Subcommittee & Elected Officials
- City Staff
Public Engagement Strategy

• Situation Statement & Project Scope
• Engagement Objectives
• Stakeholders
• Engagement Activities
Elements of Engagement Activities

- Legal compliance
  - Brown Act & Public Records Act
- Public Notices
- Discussions with the Public
- Press/Media Outreach
- Other means
Engagement Activities

• Public Notices
  – Development and posting of meeting agendas & minutes
  – E-notifications
  – Radius-notifications for projects and neighborhood-specific issues

• Discussions with the Public
  – Organized meetings
    • Materials and visuals
  – One-on-one conversations

• Press/Media Outreach
  – Press releases
  – Interviews

• Other means
  – Hotlines / Web Pages / Newsletters
New Media

• Social Media Policy
  – Facebook
  – Twitter
  – Blogs
  – Online Community Guidelines

• Granicus-type of Software
  – Streaming & archiving meetings
  – E-comments & live minute development

• MindMixer-type of Sites
  – Idea generation
  – Discussion, engagement, rewards
Our Current Social Media Presence

City of Manhattan Beach

No information has been provided... yet.

Source

Community Pages are not affiliated with, or endorsed by, anyone associated with the topic.
Citizen Participation Suite

Overview | Benefits & Functionality | Feature List

Now, anyone can participate in public meetings

- Reduce staff time - effortlessly collect and manage citizen input.
- Receive timely and actionable feedback on the issues at hand.
- Measure public opinion to understand the views of citizens.
- Productively add new voices to the democratic process.
- Be responsive and build greater public trust.

Productive citizen participation in the democratic process helps improve overall policy outcomes. As more voices are heard, a broader perspective is shared and trust is built in the community. Yet, the sheer volume of citizen inquiries from letters, emails, faxes, phone calls, and public meeting appearances can be overwhelming. Moreover, consolidating everyone’s opinions and tying them to an actionable agenda item is often an impossible task. There must be a better way.

The Citizen Participation Suite is a productive new way to collect both timely and actionable feedback from citizens. Now, there is a fast and easy way to add voices to the democratic process without the administrative burden. For the first time, policy-makers can quickly hear and act on the most important needs of their citizens, while at the same time, operate more efficiently. And, improve visibility and trust. A broader-panorama is shared, policy-makers
Engage Omaha
Welcome to EngageOmaha.com, an online conversation sponsored by The City of Omaha. New topics have been posted and many of them were inspired by your comments and ideas.

SIGN UP NOW!

ABOUT
MindMixer acts as a virtual planning environment.

WHAT IS MINDMIXER? HOW DOES IT WORK? WHY CHOOSE IT?
A simple platform that generates a broader audience and creates more effective community participation, leading to measurable results and invaluable insights for community leaders and elected officials.

IDEA COLLABORATION FOR BETTER COMMUNITIES
VIEW THESE MINDMIXERS
- Omaha NEBRASKA
- Fargo NORTH DAKOTA
- Papillion NEBRASKA
- Cherokee IOWA

CITY OF MANHATTAN BEACH
WWW.CITYMB.INFO
Polling Question #6

Which tools are you using in your agency?
Web Links

• City of Manhattan Beach:  citymb.info
• City of Fullerton:  cityoffullerton.com
  – Social Media Policy:  
    cityoffullerton.com/about/policy/social_media_policy.asp
• Granicus:  granicus.com
• MindMixer:  mindmixer.com
  – Omaha, NE:  engageomaha.com
  – Fullerton, CA:  collegetownfullerton.com
• Public Engagement Strategy Information
  – Institute for Local Government:  ca-ilg.org/PElibrary
Conclusion
Polling Question #7

How was this presentation of value to you?
Resources and Feedback

- Go to “Live Audio & Archives” tab at websites for recordings of this webinar and other professional development resources.

  www.cal-icma.org/coaching

- Please complete the follow up survey.
Contacts for Today’s Session

- **Brian Moura**, Assistant City Manager, San Carlos; Bmoura@cityofsancarlos.org
- **Doug Long**, Parks & Recreation Director, San Carlos; Dlong@cityofsancarlos.org
- **Clay Curtin**, Management Analyst, Manhattan Beach; CCurtin@citymb.info
- **Ariana Kennedy**, Management Analyst, Manhattan Beach; AKennedy@citymb.info
- **Don Maruska**, Director, Cal-ICMA Coaching; Cal-ICMA@DonMaruska.com
Polling Results

“What Would You Do?” interactive webinar

November 9, 2011, Cal-ICMA Coaching Program

99 locations participating; ~162 persons in live audience

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

- 83% 1 -- just myself
- 17% 2-5
- 3% 6-10
- 0% 11-20
- 0% 21 or more

[CLOSED] Which of the following areas for shared/contract services are of interest to you?

- 55% police
- 40% fire
- 48% parks maintenance
- 25% other [send a question via the webinar with your interest]

[CLOSED] Which approaches are of interest to your agency?

- 84% contracting for shared or contract services
- 63% providing contract services to others
- 11% converting a shared department to city department
- 7% other options [please send comments via Question in webinar]

[CLOSED] How was the presentation of value to you?

- 59% stimulated ideas for new approaches to service delivery
- 42% provided a framework to address the topic
- 33% identified some issues and strategies to consider
- 67% gave concrete examples that we can share
- 3% other [send comments via Question on webinar]

[CLOSED] What’s the interest among your constituents in public engagement?

- 27% high -- we have many people/groups seeking more involvement
- 27% growing -- becoming more of a pressing issue
- 31% moderate -- varying levels of interest
- 12% emerging -- not a big issue now but anticipate increase
- 4% low -- not a hot topic for our agency
[CLOSED] Which tools are you using in your agency?

- 74% social media — Facebook, Twitter, blogs
- 26% agenda e-comments, meeting live minutes, etc.
- 15% on-line idea forums for projects or programs
- 14% other [send comments via Question on webinar]

[CLOSED] How was this presentation of value to you?

- 35% highlighted need to be proactive about public engagement
- 77% offered ideas about tools to consider
- 32% presented interests and perspectives of up and comers
- 35% provided examples that we can apply in our agency
- 0% other [send via Question tool on webinar]