Entrepreneurial Solutions for Local Government
– Free Webinar

Wednesday, March 28
10:30 a.m.-12:00 p.m. PT (1:30-3:00 p.m. ET)

*** Advance registration required for this webinar ***
https://attendee.gotowebinar.com/register/4115724198837411330

Webinar Topics:
1. How can local governments innovate to boost their culture, strategy, available resources, and outcomes?
2. What are examples of new ways of doing business and best practices to apply them?
3. How can technology and other resources support these initiatives?

Presenters:
* Dan Johnson, City Manager, Richardson, TX
* Michael Davis, Strategic Initiative Manager, Durham County, NC, and Caley Patten, Management Analyst, City of Durham, NC
* John Keisler, Economic Development Director, Long Beach, CA

Audience: Any persons interested in ways to think outside of the box


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. Where does our agency need some fresh approaches to tackle challenging issues?
b. What examples from elsewhere offer insights for us?
c. What next steps would we like to take?
Biographical Sketches of Presenters

**Michael Davis**, Strategic Initiative Manager, Durham County, NC

Michael Davis is Strategic Initiative Manager for Durham County, NC, where he has worked since 2010. Michael leads a three-person team in the County Manager’s Office called Strategic Initiatives, which supports Durham County in strategic planning, innovation, change management, collaboration and capacity building. Michael is a graduate of the Masters of Public Administration Program at UNC-Chapel Hill’s School of Government. Prior to graduate school, Michael was a political reporter for the Chattanooga Times Free Press newspaper in Tennessee. In his free time, Michael likes sampling local beer, reading interesting biographies and dystopian novels, and playing rock and country music as a community DJ at WXDU, Duke University’s college radio station. Michael also is a contributing music writer for PopMatters.

**Caley Patten**, Management Analyst, City of Durham, NC

Caley Patten is a Management Analyst in the Office of Performance and Innovation at the City of Durham. In this role she works on Continuous Improvement, Strategic Planning, Performance Management, and special projects related to Design-Thinking and Behavioral Economics. Prior to this role, she served as the ICMA Local Government Management Fellow in Durham where she worked for both the City and County. She is passionate about developing a culture of innovation and continuous improvement within local government organizations. She obtained her undergraduate degree from The University of Georgia and has an MPA from the University of North Carolina at Chapel Hill.

**John Keisler**, Economic Development Director, Long Beach, CA

John Keisler is the Economic Development Director for the City of Long Beach. The mission of the department is to increase economic opportunities for workers, investors, and entrepreneurs in Long Beach through workforce, business, and property development programs.

After completing bachelor degrees in Philosophy and Religion at St. Olaf College, he joined Teach For America, teaching middle school literacy and civics in Newark, NJ. To address the chronic community challenges facing his students, he turned to a career in city management, working with the League of California Cities and completing his MPA at the USC Price School of Public Policy.

In 2005, John was hired as a Management Assistant by the City of Long Beach, and rotated through four departments. Over the next decade, he led multiple change-management projects throughout the City, serving as the Animal Care Services Bureau Manager, Business Operations Manager for the Parks, Recreation & Marine Department, CFO for the Police Department, and the City’s first Innovation Team Director.
John lives in Long Beach with his beautiful wife Laura and his two sons Christopher (7) and Benjamin (11), where he serves on a number of civic boards and coaches youth sports.

Dan Johnson, City Manager, Richardson, TX

Dan Johnson's 39 years as a public administrator have been served in a variety of capacities in the DFW Metroplex. Prior to his move to Richardson in 1996, Johnson served for 11 years at the City of Carrollton, Texas, including three years as City Manager, and eight years as Deputy City Manager. Earlier service included responsibilities as Director of Regional Services for three years at the North Central Texas Council of Governments (NCTCOG, D-FW metro area), and he was Budget Officer in Sherman, Texas, for five years.

Johnson was appointed to the position of City Manager by the Richardson City Council in 2012. Prior to serving as city manager, Johnson served as Richardson's Deputy City Manager from 1996 until his appointment to City Manager. As Deputy City Manager, Johnson served as the Chief Operating Officer (COO) for the City, and, was instrumental in the City's achievement of a AAA rating from both Standard & Poor's and Moody's, a distinction shared by only six other cities in Texas and 6 percent of cities nationwide.

Johnson also played a central role in Richardson's economic development impact. Johnson has been active in development initiatives around DART station-area Transit-Oriented and Mixed-Use Development land uses. He played a lead role in the use of planned development tools for the creation of the 200-acre "CityLine" development, anchored by State Farm and Raytheon. Johnson also served as project manager for the Eisemann Center for Performing Arts and Corporate Presentations at Richardson's Galatyn Park, and led the creation of a 900-acre Richardson Tax Increment Reinvestment Zone to support redevelopment initiatives along South Central Expressway.

Johnson holds a Bachelors degree in political science from Austin College, and a Masters in Public Administration from the University of North Texas. He is also a graduate of the Public Executive Institute of the LBJ School of Public Affairs. Johnson was named the “Administrator of the Year” by the Texas Municipal Library Directors Association (TMLDA) and is the 1995 Distinguished Alumni recipient for the Department of Public Administration at the University of North Texas. He is a Past-President for the Urban Management Assistants of North Texas (UMANT), the North Texas City Management Association (NTCMA), and the Texas City Management Association (TCMA).

Dan serves on the Methodist Richardson Medical Center Advisory Board, the University of Texas at Dallas Development Board and the Advisory Council for the UT Dallas School of Economic, Political & Policy Sciences. He also serves as Treasurer and Board Executive Committee Member of the North Texas Commission.

More Coaching Resources: See http://icma.org/coaching for valuable resources to boost your career.

ICMA Coaching Program Outreach Partners: CAMA, ELGL, IPMA-HR, League of Women in Government, LGHN, NACA, NFBPA, and WLG.
2018 ICMA Coaching Program

Entrepreneurial Solutions for Local Government

Wed., March 28, 2018
Welcome

ICMA coaching program

Platinum Sponsor: ICMA-RC
Gold Sponsors: ICMA and Cal-ICMA | ICMA State Associations Coaching Sponsors
Thank you, ICMA-RC

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

www.ICMARC.org
28 State Association Coaching Partners

Cal-ICMA
California Consortium
A State Affiliate of ICMA

Connecticut Town & City Management Association
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

NACCA
NATIONAL ASSOCIATION OF COUNTY ADMINISTRATORS

NFPA
National Forum for Black Public Administrators
Achieving Excellence since 1983

WLG
Women Leading Government
Overview of Session

**Webinar topics:**
1. How can local governments innovate to boost their culture, strategy, available resources, and outcomes?
2. What are examples of new ways of doing business and best practices to apply them?
3. How can technology and other resources support these initiatives?

**Presenters:**
* Dan Johnson, City Manager, Richardson, TX

* John Keisler, Economic Development Director, Long Beach, CA

* Michael Davis, Strategic Initiative Manager, Durham County, NC, and Caley Patten, Management Analyst, City of Durham, NC

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

How many people are listening on your line?
ICMA Coaching Program:

Entrepreneurial Solutions for Local Government Challenges

Dan Johnson
City Manager, City of Richardson, Texas
Wednesday, March 28, 2018
Our Term: “Entrepreneurship”

- Activities that:
  - Seek Out and Seize Opportunities and Engage Partners to Solve Problems or Fill Needs
  - Leverage Assets
  - Generate “Profit” and/or “Value”
“Creativity is seeing what everyone else has seen, and thinking what no one else has thought.”
— Albert Einstein

“It always seems impossible until it’s done.”
— Nelson Mandela

“When you innovate, you’ve got to be prepared for people telling you that you are nuts.
— Larry Ellison, Co-founder, Oracle

“There is no innovation and creativity without failure. Period.”
— Brené Brown
“State of the Art” - (Don’t get Hung-up!)

- “New” to Who?
- It’s more abstract in non-technology settings – context sensitive
- Scared to label it “Innovative”
- Who’s the judge?
The Art of *Idea Adaption*

- Beware of Direct “Idea Transplant”
  - Crude “Cut & Paste”
    - Usually Nuanced
- Some Key Adaption Factors:
  - Setting/Environment
  - Critical Pre-Requisites
  - Scale
  - Resourcing
  - Timing
- Seek this context information as much as the specific idea content
City of Richardson, Texas

- A First-Ring Dallas “Suburb”
- 300% Surge Population in late 1960-1980’s
- Population: 107,000 nighttime / 135,000 daytime
- Large host of companies & employment – “Telecomm Corridor”
- Four Rail Stations on Regional Transit System
- Trend: “Urbanizing” Suburb - densification
- AAA by Moody’s/S&P
Richardson, Tx Celebrations

- **Get HIIP** - An Economic (Re)-Development Contract with Residents

- **Help You Help Others** - Leveraging Care for Caregivers

- **Currencies for a Deal** - A Win-Win Transaction for the Woods
Innovation Comes In Many Forms

<table>
<thead>
<tr>
<th>Get HIIP</th>
<th>Help You Help</th>
<th>The Deal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Applied a commercial economic development incentive strategy to residential setting</td>
<td>• Built capacity to respond to an emergency without adding staff by engaging/training volunteers</td>
<td>• Created new value proposition for developer and community</td>
</tr>
<tr>
<td>• Maximized the incentive by not capping and front loading the payment</td>
<td>• Help seniors stay in their home longer without using city resources</td>
<td>• Future Payoff</td>
</tr>
<tr>
<td>• Minimized bureaucracy</td>
<td></td>
<td>• Entitlements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Strategic Public Works</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Solved long term maintenance question</td>
</tr>
</tbody>
</table>
Get HIIP:
Richardson’s Home Improvement Incentive Program

• **Purpose of the HIIP:**
  - Commitment by the City to *reinvest in residential neighborhoods*
  - Positively affect City’s housing stock by lowering the financial hurdle for owners to make significant improvements
  - **Distinguish the City** from other cities by providing an incentive to prospective buyers – regional competitiveness

• **The Incentive:**
  - The City provides an incentive equal to 100% of the increase in the City portion of the property taxes for the tax year following completion of an approved project multiplied by 10 (years)
  - The incentive is paid in a **single lump-sum**
Get HIIP: Richardson’s Home Improvement Incentive Program

- 1,100 home impact over 11 years
Get HIIP:
Richardson’s Home Improvement Incentive Program

• HIIP investment is exponential!
• Homeowners tend to **invest more** because they anticipate an incentive
• Home Renovators incorporate the incentive into **their business model**
• Use to **close the “redevelopment gap”**
  • Incentive in not capped – no limit
  • Use as “sales inducement”
  • Incentive is transferable once

$4.7M Paid in Incentive To Date

$73.9M Increase in Appraised Value of Properties that Participated
Help You Help Others:
Leveraged Support The Network

- City initiated **enhanced financial and in-kind support** specifically for strategic planning, board development and facilities
- Network of Community Ministries staff and volunteers provides assistance:
  - By **working with senior citizens** to abate code violations and install life safety devices
  - To the City’s Office of Emergency Management by helping coordinate activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and **recover from natural disasters**, acts of terrorism, or other man-made disasters
Help You Help Others: Leveraged Support to Our Non-Profits

- Important work being achieved via partnering
  - Orient staff of each organizations with roles and responsibilities during an emergency with attention to Donation management and After-incident Care Support
  - On-site visits to assess, plan, and coordinate assistance projects that will abate an outstanding code violation for a challenged senior citizen by volunteers
  - Provide staff and volunteers during emergency response and mitigation
  - City donates surplus property (computers, printers, etc.) to Network via economic development agreement
Currencies for a Deal: A Win-Win Transaction to Buy the Woods

- City purchased 58 acres of land adjacent to the existing Spring Creek Nature Area for $11M Cash now
  - More than double the nature area’s current size
  - Folks thought we already owned it!!
- Land previously had rights to develop up to 2,267 multifamily units – (valued at ~$10,000 per door/+$23 million value)
  - Property owner was allowed to shift multifamily development rights to other owned land parcels closer to the light rail station
- City reduced the maximum number of authorized units to 1,850
Currencies for a Deal: A Win-Win Transaction to Buy the Woods

- **Challenge: Redefine Deal “Currency”**
  - What can City uniquely do? Zone Land!/Enhance Value
  - What is Valuable to Them/No Biggie to Us? – Reroute a waterline to not bisect a parcel
  - A Future Commitment Tied to their future value – Tax Increment
  - Cashflow - What is debt capitalizable? – not front cash. Public Infrastructure (drainage, utilities)
Currencies for a Deal:
A Win-Win Transaction to Buy the Woods

• Tree preservation of a long-standing hardwood forest
• Expand Spring Creek Nature Area to compliment the area development
• Further reduce multi-family units and move them towards DART stations
• Secure the long-term caretaking of the Routh Family Cemeteries
• Maximize development potential around the Galatyn Light Rail Station
Supporting a Creative Organization

- **Recruit/Promote Talent** that includes inquisitiveness, creativity, risk-taking, and collaboration
- **Frequently refresh Strategic Planning** and related Community Assessments to identify and prioritize the “challenges”
- **Promote a setting:** environment and structure to foster great thinking – “mash-ups”
- **Celebrate** both Successes ... and Failures

- Normalize risk-taking efforts as part of the “Learning Organization”
- Honor the “Brain-Storming” phase
Three Ways to Be Engaged

1. Be Aware of our public administration profession’s “State of the Art”
2. Create a Supporting Environment for “Entrepreneurial Thinking”
3. Share Your stories to add to the “Body of Knowledge”
Best Wishes!
Polling Question #2

Which of these strategies for entrepreneurial action would you like to explore for your community?
Entrepreneurial Solutions for Local Government Challenges

John Keisler
Economic Development Director
City of Long Beach
March 28, 2018
Cities: More Important Than Ever

54% of the World's Population Now Lives in Cities
% of the population living in urban areas

Source: United Nations
Cities: Can’t Solve It All

**Challenges**
- Affordable Housing
- Low Wages & Poverty
- Mass migration
- Access to Basic Services
- Health Care
- Public Transportation
- Electricity, Water, Sanitation delivery

**Opportunities**
- Creating Platforms for Innovation & Creativity
- More Efficient & Environmentally Sustainable Development
- Clustering of Economic opportunities
- Diversity & Innovation
- More Inclusive & Equitable
- Leveraging Technology
- Education
- Opportunities for Partnerships and Collaboration
- Leveraging self-interest
Polling Question #3

What components do you see in the evolving role of local government?
Open Source Solutions

Built by non-profit tech company using Design Thinking principals. P3 innovation partnership includes funding from private foundations, local government, non-profit civic tech, and Commerce Department innovation challenge prize monies.

Launched October 2016, and open source code made available on Github to encourage innovation. 2nd City, Minneapolis launched its own BizPortal using Long Beach code from Github in 2018.

6-22-17 Award for Innovative Use of Technology at the 2017 American Planning Association (APA) Los Angeles Section Awards Gala.

9-17-17 Government Experience Award in the Government-to-Business category, by the Center for Digital Government.
Innovative Microfinance P3 between City, private foundation, Community Development Financial Institution, and non-profit financial technology “fintech” company.

Social and financial capital pool is leveraged from “community lenders” and “trustee” organizations to limit risk, verify identity, and encourage repayment.

Kiva is an international nonprofit, founded in 2005 and based in San Francisco, with a mission to connect people through lending to alleviate poverty. We celebrate and support people looking to create a better future for themselves, their families and their communities.
Innovative P3 identified through a Citymart “Open Procurement Challenge” in 2017 includes public, private, and non-profit development partners.

Mobile app assists businesses in beating national average survival rate for small businesses and startups.

Pilot launched January 2018 with multiple partners bringing different assets and subject matter expertise to the table.

“It’s government as an investor. It’s the government trying to stimulate the creation of new technology and new businesses”

John Keisler, Director Economic Development, City of Long Beach
Leverage Self Interest

**Innovative P3** between University, City, non-profit, and private organizations provides programming and mentoring to unlock the creative energy of students, faculty, staff, and the community that engages stakeholders across campus and in the community focused on the common goal of innovation and entrepreneurship.

Primary objective of the Institute is to **facilitate and strengthen entrepreneurial ecosystem** to create economic opportunities for the greater Long Beach community.

City funded 1st $25,000 **Fellowship** for University student to create Institute.

<table>
<thead>
<tr>
<th>Programs</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• City Fellowship</td>
<td>• Collaborative Work Spaces</td>
</tr>
<tr>
<td>• VK Day 2018</td>
<td>• Clinics</td>
</tr>
<tr>
<td>• Innovation Challenge</td>
<td>• Legal</td>
</tr>
<tr>
<td>• CBA Incubator</td>
<td>• Accounting</td>
</tr>
<tr>
<td>• Molina Speaker Series</td>
<td>• Social Media</td>
</tr>
<tr>
<td>• Entrepreneur Workshops</td>
<td>• Speakers and Mentors</td>
</tr>
<tr>
<td>• Climathon</td>
<td>• Ideator</td>
</tr>
<tr>
<td>• Woman-Owned Business Accelerator</td>
<td></td>
</tr>
</tbody>
</table>
Transfer Risks & Benefits

Innovative **Design, Build, Finance, Operate, and Maintain** (DBFOM) P3 partnership between 7 primary government and private sector partners.

$531 million construction of new City Hall, Port Headquarters, Main Library, Lincoln Park, and parking facilities. $400 million more in private investment.
Leverage Creativity of the Market

Innovative **P3 partnership** between public, private, and non-profit organizations to restore 82-year-old historic ship.

$600 million estimated development and construction of new retail, entertainment, and hospitality surrounding ship as centerpiece.

Generating revenue through land development, cruise passenger fees, and entertainment special events to reinvest in historic asset.

**Leveraging core competencies and self-interest across sectors** to address liabilities.
Create Hubs & Spaces

Innovative P3 partnership leverages core competencies of private, non-profit, government, and academic partners to create economic opportunity in underutilized City facility.

Innovation Center will offer low-cost co-working space and no-cost business advising to existing and new small businesses at no cost to the City (over term of the agreement).

Physical space is already attracting additional partnerships and resources like International Business Accelerator.
Key Take-Aways

1. Leverage Creativity of the Market
2. Develop Hubs for Interaction & Innovation
3. Use Open Source Solutions
Polling Question #4

Which of these approaches are of interest to your agency?
Collaborative Innovation
We. Love. Durham.
We. Love. Durham.
One City

One County

Two Organizations
Collaborative Innovation Approach
Evolving Collaboration in Durham

Begin the Begin (2012-2013)
- Strategic Plans
- Strategy positions collaborate
- Joint Initiatives

Pivot and Grow (2014-2016)
- Duke University Partnership
- IdeaLab
- Joint ICMA Fellowship
- Joint Resident Survey
- Innovation Academies

Bolder Directions (2017 and beyond)
- Data Community of Practice
- Internal Consulting & Capacity Building
Facilitation Capacity Building
Make Space for Innovation
Invest in Employees – IdeaStarter

#Durham City Council is now getting an update on our IdeaStarter program - which encourages & supports employee innovation projects. Here are our employee-finalists & their ideas to improve our organization & community.
Partnerships – Innovate Durham

DEMO DAY

January 11th 7:00 pm

Learn how local startups are bringing new ideas into City Hall. Come celebrate the 2017 Innovate Durham cohort.

Hayti Heritage Center
804 Old Fayetteville St. Durham, NC

Refreshments will be served!
durhamnc.gov/31657/Innovate-Durham
Capacity Building

DURHAM, NC: 2018 CHAMPION CITY

Encouraging Alternatives to Driving Downtown

The Problem
The city’s parking capacity and budget for street maintenance can’t keep pace with residents’ dependency on single-occupancy vehicles, negatively affecting more than 34,000 downtown employees and residents.

The Idea
The City of Durham will rigorously test four low cost methods that apply behavioral insights to nudge people away from single occupancy commutes.
City-County Data Community of Practice

Tips and Tricks to Make Data “Tasty”

- Encourage a culture of good data management
- Exposure to management on what information is available, how to access it and how it can be used
- Access to data that is easy to understand, sort and utilize
- Get others trained & involved—prepare for succession planning
- Centralize data collection as much as possible
Key Takeaways

• Form and Grow Partnerships
  • Neighboring local governments
  • Area universities
  • Entrepreneurial community

• Make Space for Innovation
  • Physical space – collaborative open space
  • Organizational chart – develop innovation teams/offices

• Build Capacity and Employee Networks

• Take Risks
THANK YOU!
Polling Question #5

Which of these steps are of interest to your agency?
Post-webinar discussion questions

a. Where does our agency need some fresh approaches to tackle challenging issues?

b. What examples from elsewhere offer insights for us?

c. What next steps would we like to take?
Find helpful resources online

http://icma.org/coaching

ICMA Coaching Program Webinars
Six live webinars spotlighting best practices featuring local government professionals are...

1-1 Coaching
Personal guidance in your local government career from a local government professional.

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

Career Compass
An ICMA Coaching Program column focused on career issues for local government...

Webinar Archives
Miss a webinar? Watch it anytime!

Coaching Resources & FAQs
These PDFs and videos will help you get started on your coaching journey.

Talent Development
Resources you can use independently, with a coach, or across your organization to create...

Coaching Program Partners & Sponsors
The Coaching Program thrives because of our state association partners, outreach partner...

Sign up for the ICMA Coaching Newsletter: http://icma.org/CoachingList
Polling Question #6

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

Presenters:

* Dan Johnson, City Manager, Richardson, TX Dan.Johnson@cor.gov

* John Keisler, Economic Development Director, Long Beach, CA John.Keisler@longbeach.gov

* Michael Davis, Strategic Initiative Manager, Durham County, NC, MDavis@dconc.gov and Caley Patten, Management Analyst, City of Durham, NC, Caley.Patten@durhamnc.gov

Don Maruska, Director, ICMA Coaching Program ICMACoaching@donmaruska.com
Register now for upcoming webinars

<table>
<thead>
<tr>
<th>Webinar Topic</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating a Culture for Cultivating Talent and Getting Results</td>
<td>Thursday, May 10&lt;br&gt;10 a.m.-11:30 a.m. PT (1-2:30 p.m. ET)</td>
</tr>
<tr>
<td>Recognize and Eliminate Bias: Keys to Being a Better Leader and Team Player</td>
<td>Wednesday, September 19&lt;br&gt;10 a.m.-11:30 a.m. PT (1-2:30 p.m. ET)</td>
</tr>
<tr>
<td>Taking Smart Risks and Rebounding from Setbacks</td>
<td>Thursday, October 25&lt;br&gt;10:30 a.m.-noon PT (1:30-3 p.m. ET)</td>
</tr>
<tr>
<td>Gaining Project Support from Your Team, Elected Officials, and the Public</td>
<td>Wednesday, November 14&lt;br&gt;11 a.m.-12:30 p.m. PT (2-3:30 p.m. ET)</td>
</tr>
</tbody>
</table>
Polling Results from “Entrepreneurial Solutions for Local Government” – webinar
March 28, 2018
527 locations; 1109 estimated participants in live audience