"Engaging Your Public: Key Skills for Civic Leadership" -- webinar

2:00 – 3:30 p.m. PT, Wednesday, October 6, 2010

Cal-ICMA Coaching Program

*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/317344457

Panel Topics:
1. What’s the value of civic engagement?
2. What’s a spectrum of different approaches and how do they work?
3. How can you use civic engagement as both outreach and input for effective governance?
4. What important behavior changes must occur for the three main participants in a civic engagement process: elected officials, staff, and residents?
5. What are practical ways to get started and be successful?
6. How can civic engagement help fill service gaps in tight budget times?
7. What are case studies of civic engagement success on critical policy issues in a multicultural environment?

Panelists:
- Ed Everett, co-chair Common Sense California’s City/Regional Task Force
- Dave Knapp, City Manager, Cupertino
- Pete Peterson, Executive Director, Davenport Institute for Public Engagement and Civic Leadership, Pepperdine University

Target audience: all employees who serve the public

1. Register in advance for the webinar:
There is no charge for participating in this webinars, but it requires advance registration.
*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/317344457

2. Pick your audio option:
a. dial (646) 519-5883 [callers’ PIN 7592#] to participate. You will pay whatever your regular telephone carrier charges are for this call. OR
b. access live audio via the web [powered by Granicus] -- As an alternative to the dial-in number, you can now listen to live audio at the "Live Audio and Archives" tab of www.cal-icma.org/coaching.

3. Ask questions:
You may submit questions anonymously either in advance via email to cal-icma@donmaruska.com or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the emailed questions. After a
panel conference call occurs, a digital recording will be available at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to listen to the calls (live or recorded) and discuss the topics among themselves after the calls. 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. Here are some discussion starters for this session.

1. What are we already doing regarding civic engagement and how are the efforts working?
2. What are key service needs or policy issues, which present opportunities for more effective civic engagement?
3. Which of the models look like they’d be good fits for our agency and community?
4. What do we need to do to prepare for constructive engagement?

The Cal-ICMA Coaching Program receives funding through the generosity of: ICMA, California City Management Foundation, Municipal Management Association of Northern California, Municipal Management Association of Southern California, the County Administrative Officers Association of California, California Communities Joint Powers Authority, California Redevelopment Association, Bob Murray & Associates, CPS Human Resource Services, Granicus, Pacific Gas and Electric Company, Piper Jaffray, the Public Agency Retirement Services, Keenan & Associates, Personnel and Employee Relations Department, and Common Sense California.

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. These include listings of future Telephone and Webinar Panels, recordings of past sessions (including a free subscription to podcasts), the expanded "Dear eCoach" offering (that invites you to ask questions anonymously--check out some of the hot topics), expanded One-to-One Coaching opportunities, Career Compass columns, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work, and.

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
Ed Everett, everetted@comcast.net
Ed Everett is co-Chair of Common Sense California’s City/Regional Task Force. He is the recently-retired city manager of Redwood City, where he held the position since 1992. Prior to that, he served as city manager of Belmont, assistant county manager for Washoe County, Nevada, and program analyst/fire chief for the City of Palo Alto. After obtaining a degree in economics from U.C. Davis and a graduate degree in urban affairs from Princeton University’s Woodrow Wilson School, Ed gained valuable experience during several years as a VISTA volunteer. While overseeing what some call the renaissance of Redwood City, he focused a great deal of research and study on the concept of “community building” – what makes a real community.

David Knapp, davek@cupertino.org
City Manager
City of Cupertino
10300 Torre Ave
Cupertino, CA 95014-3202

Degrees Held: MS University of Southern California, MS University of Southern California, BA University of the South
Work History:
7/00 - present City Manager, Cupertino, CA
7/90 - 7/00 Town Manager, Los Gatos, CA
6/89 - 4/90 City Manager, Boulder, CO
5/84 - 6/89 Assistant City Manager, Boulder, CO
2/79 - 5/84 Deputy City Manager, Boulder, CO
10/75 - 2/79 Assistant Finance/Management Director, San Diego, CA
4/72 - 10/75 CMPP Director, San Diego, CA
12/70 - 3/72 Assistant Director, Model Cities, CA
9/63 - 10/70 US Air Force, USA
Pete Peterson, p.peterson@commonsenseca.org.

Pete Peterson is Executive Director of Common Sense California. He developed and manages the organization's annual Citizen Engagement Grant Program, which has provided over $200,000.00 in grants over the last two years to municipalities and school districts across the state. Pete has consulted on several of these "participatory planning" and "participatory budgeting" projects in cities ranging from Eureka to San Diego. Pete has co-created and currently co-facilitates the training seminar, "Public Engagement: The Vital Leadership Skill in Difficult Times" - a program offered to California leaders from city planners to regional officials. To date over 300 city, county, school district, and non-profit officials have attended these seminars. Pete earned his BA in History from George Washington University, and his Masters in Public Policy from Pepperdine's School of Public Policy. He was also a Public Affairs Fellow at The Hoover Institution in 2006.
Engaging Your Public: Key Skills for Civic Leadership

Cal-ICMA Coaching Program
October 6, 2010
Coaching Program: 7th year
Preparing the Next Generation Committee

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<th>CA City Mgmt. Foundation</th>
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Overview of Session

Principles and Practices of Civic Engagement

*Pete Peterson*, Executive Director, Davenport Inst., Pepperdine Univ.

*Ed Everett*, Senior Fellow, Davenport Inst., retired CM, Redwood City

Building Civic Engagement Block by Block

*Dave Knapp*, City Manager, Cupertino

*Don Maruska*, Master Certified Coach, Moderator

…and polls and questions along the way.
Engaging your Public: The Key Skill for Leadership

Cal – ICMA Webinar
October 6, 2010

Ed Everett, Pete Peterson
Davenport Institute – Pepperdine School of Public Policy
Key Topics:

1. What is “civic engagement”?
2. Why engage the public?
3. The shift from “Customers” to “Citizens”
Views of Civic Engagement:

1. Institutional Control Model/ Moynihan

2. Neighborhood-Organizing Model/ Alinsky

1. Is there a “Third Way”? 
A Story from Kauai...
Sometimes Necessary, but Not “Legit” Public Engagement, is…

• Not Selling the public on...
• Not Getting votes for...
• Not Convincing the public to....
• Not A process for council meetings
Civic Engagement is a **Continuum** of Activities

**INFORMATION** ↔ **CONSULTATION** ↔ **ACTIVE PARTICIPATION**

*Increasing level of engagement and citizen/community influence*
Purpose Determines Process

1. Role of Government: Informer vs. Convener
2. Process Advisory Group? If so, what for?
3. Timeline?
4. Discussion Structure: Outbound vs. Inbound
5. Facilitation?
6. Conclusion: How is information used?
“Customer” Characteristics:

- Give away power
- Allow others to define their needs
- Consumers not creators or problem solvers
- Think in terms of “I”/”me”
- Entitlement mentality
“Citizen” Characteristics:

• Accountable
• Committed
• Determines the future
• Exercises ownership
• Acknowledges change through citizens
So...are they “customers” or “citizens”???

YES! (they’re both)...

Customers: Water, Rec Programs, Permits/Licenses

Citizens: Land use (General Plan), Balancing tough budgets, Education programs, Some public safety issues
Partnership Wheel – Local Government at Center

From: Ray Patchett, Retired CM, Carlsbad
Partnership Wheel – Issue at Center

From: Ray Patchett, Retired CM, Carlsbad
Necessary Changes:

• Change the discussion

• Staff and council must change the way they perceive and engage the public...

• Citizens must change how they see their role
Attitude Controls Behavior:

Views of the "Public" by Staff/Elected's

- Negative ("stupid", "special interest", "unreasonable", "NIMBY")
- Positive ("engaged", "local knowledge", "committed")
Suggested Meeting Steps

1. Framing the issue
2. Set “Ground Rules”
3. Build relationships
4. Discuss hopes and dreams
5. Focus on possibilities (and “assets”)
6. Have real conversations
7. Don’t push for resolution prematurely
Staff Behavior Changes:

• Partner/consultant

• Open to alternative ideas

• Understand the importance of citizen values

• Let go of being in control of outcome...move “control” to process

• Listen, listen, listen
Council/Board Behavior Changes:

- Move to “outward” from “inward”/”upward” outlook
- Don’t have to know all the answers
- Don’t always be at the head of the room
- Don’t have to control the outcome
- Listen
- Be open to new ideas
- Know when to follow
- Understand the power of the process
How do we engage the public? Our Positive/Challenging Experiences...

Case Studies:

- Redwood City: Recycled Water
Block Leader Program
In a democracy, the people are the government.

- Local government is much more than a service business
- Residents are much more than customers.
In a community, people accept responsibility for each other.

- In an emergency, neighbors will be the first responders.
- Police can respond to burglaries, only neighborhoods can prevent them.
In neighborhoods, people come first

- In neighborhoods, people from a variety of cultures interact.
- The power of diversity is released when people work together on issues of mutual concern.
HOW TO BUILD COMMUNITY

- Turn off your TV
- Leave your house
- Know your neighbors
- Greet people
- Look up when you're walking
- Sit on your stoop
- Plant flowers
- Use your library
- Play together
- Buy from local merchants
- Share what you have
- Help a lost dog
- Take children to the park
- Honor elders
- Support neighborhood schools
- Fix it even if you didn't break it
- Have pot lucks
- Garden together
- Pick up litter
- Read stories aloud
- Dance in the street
- Talk to the mail carrier
- Listen to the birds
- Put up a swing
- Help carry something heavy
- Barter for your goods
- Start a tradition
- Ask a question
- Hire young people for odd jobs
- Organize a block party
- Bake extra and share
- Ask for help when you need it
- Open your shades
- Sing together
- Share your skills
- Take back the night
- Turn up the music
- Turn down the music
- Listen before you react to anger
- Mediate a conflict
- Seek to understand
- Learn from new and uncomfortable angles
- Know that no one is silent though
- Many are not heard
- Work to change this
4 Reasons to Get to Know Your Neighbor
A Glimpse at Cupertino’s Neighborhood Programs

1. Party in the Streets
Neighborhood Block Party Program
Through the block party program, the city temporarily closes residential streets so neighbors can stay in touch at their front doorsteps.
This free program is a great opportunity for neighbors to become acquainted before an emergency.
Residents may request appearances by County Fire and Sheriff’s units at block parties. Block parties may be held for celebrations, sports games, barbecues, and other neighborhood activities.
For more information, contact Laura Denmon Lee at 408.777.3331, or email communityrelations@cupertino.org. To obtain a block party application, go to www.cupertino.org.

2. Prevent Crime
Neighborhood Watch
The Neighborhood Watch program trains residents to recognize and report suspicious activities. Program participants also learn about home security and other crime prevention techniques.
Residents who complete the Neighborhood Watch program receive window placards and street signs warning outsiders of their participation in the program. Posters are available to homeowners’ associations, clubs, schools, and neighborhood community groups.
For information about Neighborhood Watch and other public safety programs in Cupertino, call Stefanie Turnai at 408.777.5177, or email neighborhoodwatch@cupertino.org.

3. Beat the ‘Quake
Neighborhood Preparedness
When disaster strikes and you’re not home, who will check on your family, pets, or home?—Your neighbors, of course. Many Cupertino neighborhoods have organized for earthquakes and other disasters and have created a safer, friendlier place to live.
Cupertino’s emergency preparedness program, administered by the Santa Clara County Fire Department and the city of Cupertino, assists residents with neighborhood organization.
Community Emergency Response Team (CERT)
Emergency services will be overwhelmed for the first 72 hours following a major earthquake, fire, or flood. This 30-hour course offers hands-on training in life safety skills to help you and your family be better prepared for emergencies.
To learn more about Emergency Preparedness programs, contact the Cupertino Office of Emergency Services Coordinator at 408.777.3335, or email ces@cupertino.org.

4. Create Community
Neighborhood Block Leaders
Cupertino block leaders provide the essential communication that brings neighborhoods together and serve as vital links between the City and the neighborhoods.
The City provides basic training on how to meet and maintain contact with neighbors. Block leaders also are informed of City issues that affect their neighborhoods.
New and established block leaders meet twice each year to trade neighborhood tips and learn communications and safety updates. For information, call Laura Denmon Lee at 408.777.3331, or email communityrelations@cupertino.org.

To learn more about the City of Cupertino, go to www.cupertino.org, or call 777-CITY.
Why You Should Become a Cupertino Block Leader

Good neighborhoods are those where neighbors work together on common issues and look out for each other. The Cupertino Block Leader program helps to improve communication, increase public safety, and enhance cultural understanding in the neighborhoods.

Improve Communication
The Block Leader Program:
- Connects neighbors to each other and builds community neighborhood by neighborhood.
- Connects the City and the neighborhoods so residents feel more comfortable accessing City services and the City can provide pertinent information to neighbors.

Block leaders:
- Develop and share rosters
- Organize block parties
- Organize Neighborhood Watch
- Organize emergency response capabilities
- Relay neighborhood concerns to City
- Provide City information to neighbors

Increase Public Safety
- The single most important determinant of our safety is the extent to which we know our neighbors. In a major event, such as an earthquake or flooding, neighbors will be the first responders because of their proximity and because emergency staff will be overwhelmed.

- The best way to deter crime is Neighborhood Watch in which neighbors get to know each other and work together to recognize and report suspicious activities.

Enhance Cultural Understanding
Building community in our diverse environment can serve as a model for how the world can get along as the 21st century unfolds. World peace begins with each of us. And as immigration continues in Cupertino, organized neighborhoods become a “welcome wagon” and reduce the stress of newcomers and long-timers alike.

To learn more about the City of Cupertino Block Leader Program, call 777-3331, email communityrelations@cupertino.org, or access: www.cupertino.org/blockleader.
Cupertino Community Improvement Grant Program

Jumpstart your new idea and help to build community on your block, your street, or in your neighborhood with a Community Improvement Grant.

Grants up to $300 are available for projects that increase communications among neighbors, improve the physical condition of a neighborhood, or enhance neighborhood pride and identity.

A great community begins with you and your neighbors. By bringing people together for a neighborhood improvement project, you are helping to strengthen the Cupertino community.

The city of Cupertino shares your goal of improving your neighborhood. The Community Improvement Grant program is our way of helping to create a successful project.

Eligibility

Community Improvement Grants are available for projects that bring neighbors together for a common benefit.

To be eligible, your project must meet the following requirements:

Your neighborhood must:
Participate in the Cupertino Block Leader program. The free city-sponsored program helps residents to improve communication, increase public safety, and enhance cultural understanding in the neighborhoods.
(Log on to www.cupertino.org/blockleader, email communityrelations@cupertino.org or call 777-3333, to learn more about Cupertino Block Leaders.)

Your project needs to:
- Provide an identifiable benefit or positive impact to your street, block, or neighborhood. It can be either a physical project or an activity that brings neighbors together.
- Grants are also available for expanding the scope or outreach of existing neighborhood projects.
- Include the active involvement of at least three neighboring households. The more neighbors involved, the better the project!
- Have a specific timeline, clearly defined steps and outcomes, and a breakdown of the costs.

Project Examples

Here are a few examples of projects that might be eligible for grants:

- Volunteer projects,
- cleanup and beautification activities
- Organizing events that encourage neighbors to get to know each other
- Startup funds for a neighborhood newsletter

Awards Process

Applications are reviewed once a month. Once funds are approved and made available, your project must be completed within six months. When the project is completed, submit pictures, itemized expenses, and a final report describing the project’s success.

How to Apply:
Applications are available on the city’s website (www.cupertino.org/blockleader) and in City Hall, City Manager’s Office.

City of Cupertino
Office of the City Manager
10300 Torre Ave.
Cupertino, CA 95014
408-777-3212
communityrelations@cupertino.org
www.cupertino.org
Community Improvement Grant Program (CIGP) Application

Thank you for your interest in the Community Improvement Grant Program. Applications may be submitted to the City Manager's office, 10300 Torre, CA 95014 by fax 777-3366 or by e-mail at davek@cupertino.org.

Contact Person Information

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<tr>
<td>Email:</td>
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Project/Event Information

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Describe the Project/Event (What you plan to do, how you plan to do it, what results you plan to achieve):

Names of individuals working in this project with you (minimum of three different households are required)

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City Support

- ½ time Community Relations Coordinator
- Quarterly Dinner Training Sessions / Awards
- CERT / Neighborhood Watch Training
- Block Party Support
- $300 Grants
- Emergency Drills
- Information Specific to Neighborhoods
- ID Badges / Shirts
- Copying / Laminating Support
Benefits

- Neighborhoods Take Responsibility
  - Barking Dogs
  - Trash
  - Driving
  - Neighborhood Disputes
  - Special Problems

- Saves City Time and Money

- Builds Support
Upcoming sessions

Landscape of Multigenerational Leadership
Live video webcast from MMANC Conference, S.J.
3:00 – 4:15 p.m., PT, Saturday, October 16

What Would You Do? Case Studies, Team Responses & Audience Polling
Interactive webinar with MMASC
2:00 – 3:30 p.m., PT, Thursday, November 4
Resources and Feedback

Go to “Live Audio & Archives” tab at website for recordings of this webinar, presentation materials, and other professional development resources.

www.cal-icma.org/coaching

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

- **Pete Peterson**, Executive Director, Davenport Inst., Pepperdine Univ.  [pete.n.petersen@pepperdine.edu](mailto:pete.n.petersen@pepperdine.edu)

- **Ed Everett**, Senior Fellow, Davenport Inst., retired CM, Redwood City, [everetted@comcast.net](mailto:everetted@comcast.net)

- **Dave Knapp**, City Manager, Cupertino  [davek@cupertino.org](mailto:davek@cupertino.org)

- **Don Maruska**, Director, Cal-ICMA & CSMFO Coaching  [Cal-ICMA@DonMaruska.com](mailto:Cal-ICMA@DonMaruska.com)
“Engaging Your Public: Key Skills for Civic Leadership”

Cal-ICMA Coaching Program

October 6, 2010

[polling results with 94 locations participating]
### Where do you see room for improvement in civic engagement?

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<td>83% Staff behavior changes</td>
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<td>79% Council/Board behavior changes</td>
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<td>78% Public meeting process and dynamics</td>
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### How important do you feel improvements in civic engagement will be for your community?

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<td>50%</td>
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<td>0%</td>
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<td>1 - not important</td>
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