Courage in Action – Doing What’s Needed Even When It’s Difficult -- webinar

2:00 – 3:30 p.m. PT, Wednesday, October 12, 2011

Cal-ICMA Coaching Program

*** Advance registration required for this no-charge webinar:
https://www1.gotomeeting.com/register/769759377

Courage in Action provides concrete examples and transferable lessons for employees and managers at all levels in local government. Now, more than ever, local government professionals face important opportunities to do what’s needed even when it’s difficult. Learn how you can thrive and be of valuable service in this environment.

Panel topics:
1. What’s a challenging situation (day-to-day circumstance, controversial issue, ethical issue, etc.) that you’ve been in that called for a difficult decision?
2. What was your process in dealing with it?
3. What did you learn from the experience?
4. How do you manage the risks of difficult decisions for your agency and your career?
5. What lessons are transferable to local government professionals at any level?
6. What are some effective ways for people to build their skills in handling difficult situations courageously?

Panelists:
• Ed Everett, Senior Fellow, Davenport Inst. for Public Engagement and Civic Leadership
• Suzanne Frick, Assistant City Manager, Long Beach, CA
• Connie Jackson, City Manager, San Bruno, CA

Target audience: all employees and managers

1. Register in advance for the webinar:
There is no charge for participating in the webinars, but each requires advance registration.
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2. Pick your audio option:
a. dial (630) 300-6276 (Caller PIN: 876422#) 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 listen to live audio at the "Live Audio and Archives" tab of www.cal-icma.org/coaching. If you choose to use the live audio via the web, please check that web page in advance to ensure that you have the appropriate software installed.
3. Ask questions:
You may submit questions anonymously via email to cal-icma@donmaruska.com either in advance or via the webinar during the panel discussion. As moderator for the session, Don Maruska will pose the questions.

4. Presenters’ bios and presentation materials:
We post these with the agenda at “Live Audio & Archives” tab of www.cal-icma.org/coaching. The PPT will be available about 2 hours before the webinar.

After a webinar occurs, a digital recording along with the PowerPoint materials and results of the polling questions will be available within 24 hours at the "Live Audio & Archives" tab of www.cal-icma.org/coaching.

Post-Webinar Group Discussions

Many agencies are organizing groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Use the 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 issues and opportunities does our agency face where we’ll need to be courageous?
2. What are ways in which each of us can do what's needed?
3. How can we help one another manage the risks of difficult decisions for our agency and our careers?

MORE RESOURCES--See the "Coaching Corner" at www.cal-icma.org/coaching for valuable resources to boost your career. Sign up for the complimentary email list to keep informed of future sessions and resources at www.cal-icma.org/coachingList.

We appreciate the sponsors for the Cal-ICMA Coaching Program. They include:

Platinum Sponsor: CA Communities Joint Powers Authority

Gold Sponsors: Public Agency Retirement Services (PARS) and Granicus

Silver Sponsors: California Redevelopment Association

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

Enjoy the resources and support to thrive in local government.

Don Maruska, Master Certified Coach
Director, Cal-ICMA Coaching Program
See "Coaching Corner" at www.cal-icma.org/coaching
Ed Everett, Senior Fellow, Davenport Inst. for Public Engagement and Civic Leadership, Pepperdine University

Ed Everett served as co-chair of Common Sense California's City/Regional Task Force from 2008-2010 and now serves on the Davenport Institute Advisory Council. He helped develop and co-facilitate the organization's training programs in public participation. Everett is a nationally-known speaker on issues related to public participation and community-building. 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 the University of California, Davis, and a graduate degree in urban affairs from Princeton University's Woodrow Wilson School, Everett 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.

Suzanne M. Frick, Assistant City Manager, Long Beach, CA

Suzanne Frick became Assistant City Manager for the City of Long Beach on December 10, 2007, after serving as the City’s Director of Planning and Building for more than two and one-half years.

Suzanne has been devoted to public service for more than three decades. Growing up in Riverside, California, her family activities emphasized community service, and one of her earlier jobs was as a Park Ranger in Yellowstone National Park.

During her career, Suzanne has experienced the rare opportunity to turn a vision into reality. She reorganized the Long Beach Department of Planning and Building, improving customer service and streamlining operations.

Earlier, Suzanne had worked in the Santa Monica Planning Department for more than 21 years, serving for 11 years as the Director of Planning and Community Development, which consisted of City Planning, Building and Safety, Code Enforcement, Transportation Management, Traffic Operations and the Parking Authority.

As Assistant City Manager for the City of Long Beach, her impressive background and exemplary management skills will help the City run as smoothly, efficiently and environmentally friendly as possible as Long Beach continues to grow into an even greater city.
Connie Jackson, City Manager, San Bruno, California

Connie Jackson is the City of San Bruno’s City Manager. She was appointed City Manager by the City Council in 2003. Prior to her appointment as City Manager in San Bruno, Ms. Jackson served as City Manager for the northern coastal community of Fort Bragg. She previously served as Assistant City Manager for the City of Hercules. Ms. Jackson holds a Bachelor of Arts degree in social and cultural anthropology from the University of California, Berkeley and completed the course work for a Master’s degree in business administration also at the University of California, Berkeley.
Courage in Action – Doing What’s Needed Even When It’s Difficult

Cal-ICMA
California Consortium
A State Affiliate of ICMA

Coaching Program
October 12, 2011
Coaching Program: 8th year
Preparring the Next Generation Committee

Platinum Sponsor: CA Communities Joint Powers Authority

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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)
Overview of Session

1. What's a challenging situation (day-to-day circumstance, controversial issue, ethical issue, etc.) that you've been in that called for a difficult decision?
2. What was your process in dealing with it?
3. What did you learn from the experience?
4. How do you manage the risks of difficult decisions for your agency and your career?
5. What lessons are transferable to local government professionals at any level?
6. What are some effective ways for people to build their skills in handling difficult situations courageously?

- **Ed Everett**, Fellow, Davenport Institute; City Strategist, Nextdoor.com
- **Suzanne Frick**, Asst., City Manager, Long Beach, CA
- **Connie Jackson**, City Manager, San Bruno, CA
- **Don Maruska**, Director, Cal-ICMA Coaching Program

...and polls and questions along the way.
Courage an Essential Ingredient of any Manager or Leader

Ed Everett
Retired City Manager/Community Engagement Consultant
Life expands or contracts in direct proportion to one's courage

Anais Nin
Courage and Fear

- We develop courage by facing our fears
- Most of us do not consciously acknowledge our fears
- Our unacknowledged fears manipulate us without us being aware of this
What Is Fear?

✓ It is personal and different for everyone
✓ It is more than worry, anxiety, concern
✓ The more you ignore a fear the bigger it gets
✓ It is visceral and embedded in us.
✓ Fight or Flight
Fear #1 Killer of Successful Managers/Leaders

The Fear of:
- Not knowing the answer
- Not being in control
- Making a mistake
- Conflict
- Getting fired
Handling Fear

- Identify/acknowledge your fears
- What is the worst case scenario?
- What is the likelihood that will happen?
- What is the cost to you personally and/or your organization of letting the fear affect your decision?
- Integrity trumps fear
- Knowing yourself
It’s all about being a good Dad and having balance in my life.
Job # 1 Keep the family happy

It’s about family!
Scenario #2

It’s all about “willing” a project to a successful conclusion

It’s all about leaving a legacy
Lessons Learned

- Face your fears
- State the worse case
- Define the probability that it might happen
- Weigh the cost of doing nothing against the benefit of taking action
- Let integrity and passion be your guide NOT Fear
My Conclusion

A safe, easy and risk free job is a boring and useless job

No one promised it would be easy

If you are not standing on the edge you are taking up too much room

Our profession needs courageous people
Proportionate Share

A Bold Approach to Reducing Long Beach’s Budget Deficit

“Courage in Action - Doing What’s Needed Even When It’s Difficult”

October 12, 2011
About Long Beach

Population: 462,257

Ethnicity: 42% Hispanic/Latino
29% White
13% Black/African American
13% Asian
3% Other

Age: 25% Under 18 Years
75% Over 18 Years

Median Household Income: $50,040

Residents Living Below Poverty Level: 20%
About Long Beach

- Major Port
- Commercial Airport
- Large University (CSULB)
- 7 Miles of Beaches
- Municipal Marinas (3,800 slips)
- 5 Municipal Golf Courses
- Water Department
- Gas & Oil Department
- Aquarium of the Pacific
- Queen Mary
- 17 Historic Districts
Like most cities, Long Beach has faced serious financial difficulties over the past decade due to increasing personnel costs and decreasing revenues.

Of the City’s $2.8 billion annual budget, only $393 million (14%) is in the General Fund.
Over a period of seven years (FY 04 - FY 10), the City implemented $163 million in General Fund deficit reduction solutions, including:

- Eliminating 477 positions, 15% of the General Fund workforce
- Consolidating departments and divisions
- Restructuring various City operations
- Cutting non-core services to focus on our most important services
- Eliminating 250 vehicles from the City’s fleet
- Increasing fees where appropriate

During this time, sworn Police and Fire positions were **exempted** from reductions.
• In a span of 10 years, the Police and Fire Departments’ (public safety) share of the General Fund increased by 11% ($70 million)
Background

• By FY 10, Police and Fire accounted for 68% of the General Fund
• If the City continued the past policy of exempting sworn staffing from reductions, the City’s General Fund would be consumed by Police and Fire by 2030.

Projected PD and FD Budgets
Percent of General Fund

<table>
<thead>
<tr>
<th>Year</th>
<th>Proportionate Share</th>
<th>Forecast with No Proportionate Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY03</td>
<td>56%</td>
<td>50%</td>
</tr>
<tr>
<td>FY05</td>
<td>66%</td>
<td>60%</td>
</tr>
<tr>
<td>FY07</td>
<td>72%</td>
<td>70%</td>
</tr>
<tr>
<td>FY09</td>
<td>82%</td>
<td>80%</td>
</tr>
<tr>
<td>FY11</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>FY13</td>
<td>96%</td>
<td>100%</td>
</tr>
<tr>
<td>FY15</td>
<td>100%</td>
<td>100.6%</td>
</tr>
</tbody>
</table>

(Using average 1.7% growth from FY 03 to FY 10)
A New Approach

• It became evident that wholesale exemptions for Police and Fire could not be supported without decimating all the other City services

• Quality of life services (parks and recreation, libraries, code enforcement) are essential to a healthy, productive city

• No longer could the City afford to reallocate public resources from crime prevention to crime suppression

• The challenge was to convince the City Council to follow a new approach - the “Proportionate Share” approach - in order to avoid the entire General Fund being dedicated to Police and Fire
• Simply put, the Proportionate Share approach requires that departments maintain their share of the General Fund from the prior year.

• Since Police and Fire comprised 68% of the budget, they would be required to take the majority of the reductions, resulting in the elimination of sworn positions.

• Of the 336 positions that would be eliminated in FY 11 and FY 12, 104 were Police Officers and 45 were Firefighters.
Local Headlines

“Long Beach leaders introduce budget proposal with heavy cuts”

“Long Beach council will consider canceling fire, police academies today”

“LB police cuts spur fears of safety impact”

“Long Beach fire cuts raise alarm”

“Long Beach police, fire cuts worry council”

“Top cop outlines budget woes”
The Drama

Protests
The Drama

National Media Attention

Budget Cuts: "Proportional Sharing" Is Ineffective

Written by Pat Lynch, Ph.D.
June 1, 2011

Government agencies, including police departments and fire departments, are scrambling to balance their budgets, which in most cases means making hard choices about resource allocation. One strategy that some public sector leaders are using is called “proportional sharing,” which means all departments and agencies must cut their budgets by the same percentage amount.

Sounds fair, doesn’t it?

One Long Beach, CA City Council member was quoted recently as saying, “I do believe in proportional sharing in terms of budget cuts, and it is a meaningful approach to managing quality of life in this city.”

She couldn’t be more wrong about ways to control government spending.

Rebuttal: Long Beach's Effective Use of "Proportionate Share" Budget Cuts

Written by Dan Oney
June 6, 2011

On Wednesday June 1, PublicCEO ran an editorial by Pat Lynch, where she introduced her claim that proportionate share budget cuts are ineffectual. PublicCEO is not taking sides on the issue, and as a part of being fair, we are publishing a rebuttal from the Long Beach city manager.

Receiving feedback from PublicCEO’s readers is one of the great joys of being Editor, so today we present city manager Patrick West’s response to Pat Lynch’s editorial.

This letter is in response to Pat Lynch’s editorial in the June 1, 2011 edition of PublicCEO.com regarding the use of “proportionate share” as a budget strategy. We could not disagree more with her points. Long Beach has effectively used the concept of proportionate share to manage our fiscal issues to fund critical public safety services while not completely eviscerating the quality of life services that make Long Beach such a great city.
Selling Proportionate Share

• To bolster the City Council’s support for continuing the Proportionate Share approach:

  ✓ Communicated to the public the importance of Proportionate Share through community meetings, social media, and specially developed written materials

  ✓ Illustrated the severity of impacts to parks, libraries, public works, if sworn positions were exempted

  ✓ Highlighted the importance of increased employee participation in their pensions in lessening deficit amounts and service reductions

  ✓ Engaged the entire executive team to deliver a consistent message

  ✓ Worked closely with the Police Chief and Fire Chief to craft impact statements that were neither alarming nor disingenuous
• We have been successful . . . . to date

• Since FY 04, the City’s General Fund has been reduced by more than $200 million, with more than 800 positions eliminated (25% of the workforce)

• The staffing levels for the Police and Fire Departments are now at historical low levels

• “Doing more with less” is the new reality for City staff

• The City will continue to provide core services and be more efficient, but ultimately reduced resources have resulted in reduced services
Lessons Learned

• Do you homework - know the facts and numbers
• Pay attention to “the opposition”
• React quickly
• Show your passion
• In the face of strong opposition, don’t back down
• Be prepared to lose your job for what you believe
Proportionate Share

A Bold Approach to Reducing Long Beach’s Budget Deficit
Courage in Action: the San Bruno Experience

CONNIE JACKSON
CITY MANAGER
SAN BRUNO CALIFORNIA
About San Bruno

- San Francisco Peninsula community of 44,000

- Quiet, somewhat old-fashioned residential community where residents know their neighbors and are proud to call “home”

- Public policy focus on local vs. regional or national issues
September 9, 2010

- 30” high pressure PG&E natural gas transmission pipeline explodes from underground
- Inferno ignited and consumes a residential neighborhood
- Over 600 police and fire personnel respond from throughout California
38 homes destroyed and over 60 more damaged

Dozens of people treated for injuries and 8 lost their lives

Community left traumatized and in mourning
The Aftermath

- San Bruno thrust into the limelight as the focus of national media attention

- New and complex issues of pipeline safety, state and federal legislation and regulation require the City’s attention
The Response

Deliberate Decisions

- To take control of the massive response and recovery effort
- To do what is necessary to support individual victims’ and the community’s recovery
- To establish new public policy priority to advocate for pipeline safety
- To maintain effective working relationship with PG&E, the pipeline owner
What We Learned

- Our training, skill and knowledge are essential components for effective action

- Still, this preparation is only the foundation for effective public service

- True service can only be accomplished by understanding the needs of those we serve

- Competing needs and interests can be balanced when difficult choices need to be made

- When action is needed, it is not the position or title that matters
What We Learned

Leadership Matters
What’s Next for San Bruno

Focus for Future Decisions and Action

- Continue to do what it takes to help victims to fully recover and to rebuild their homes and their lives
- Maintain community identity – tragedy will not define our future or be our legacy
- Use our experience to benefit others
Upcoming session

What Would You Do? Case Studies, Team Responses & Audience Polling

Cal-ICMA Coaching Program
2:00 – 3:30 p.m., PT, Wednesday, November 9
Resources and Feedback

Go to “Live Audio & Archives” tab at web sites 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

- **Ed Everett**, Fellow, Davenport Institute; City Strategist, Nextdoor.com; [EverettEd@comcast.net](mailto:EverettEd@comcast.net)
- **Suzanne Frick**, Asst., City Manager, Long Beach, CA; [Suzanne.Frick@longbeach.gov](mailto:Suzanne.Frick@longbeach.gov)
- **Connie Jackson**, City Manager, San Bruno, CA; [CJackson@ci.sanbruno.ca.us](mailto:CJackson@ci.sanbruno.ca.us)
- **Don Maruska**, Director, Cal-ICMA Coaching; [Cal-ICMA@DonMaruska.com](mailto:Cal-ICMA@DonMaruska.com)
Polling Results
for “Courage in Action – Doing What’s Needed Even When It’s Difficult”
Cal-ICMA Coaching Program, October 12, 2011
146 locations participating

[CLOSED] How many people are listening on your line?
- 63% 1 — just myself
- 26% 2-5
- 8% 6-10
- 1% 11-20
- 2% 21 or more

[CLOSED] Which fears do you experience?
- 33% not knowing the answer
- 33% not being in control
- 51% making a mistake
- 37% conflict
- 31% getting fired

[CLOSED] Which strategies for courage appeal to you?
- 57% identify/acknowledge my fears
- 64% clarify worst-case scenario and likelihood
- 45% consider cost of succumbing to fear
- 71% honor my integrity (truth of the situation)
- 66% know myself (limits and possibilities)

[CLOSED] Where would you like to be courageous?
- 45% expressing what I need to be balanced and productive
- 55% taking the initiative to move key initiatives forward
- 62% addressing hot topics that our agency needs to resolve
- 50% moving beyond my job description to do what’s needed
- 1% others (send us your thoughts)

[CLOSED] What will help you and your agency be courageous?
- 22% share stories and examples like we heard today
- 70% accurately identify the tough issues we face
- 35% take a stand with a compelling cause or theme
- 30% syndicate the commitment and risk with our team
- 35% just do it