“What Would You Do?” -- interactive webinar
Cal-ICMA Coaching Program

Case Studies, Team Responses, and Audience Polling

2 – 3:30 p.m. PT, Wed., Nov. 4

*** Advance registration required for this no-charge webinar: https://www1.gotomeeting.com/register/142508329

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

Topics:
* Community Engagement: Getting out of hot water
* Ethical Issues: Handling difficult employee issues
* Talent Development: Finding a path forward

Case preparers:
* Ed Everett, City Manager (retired), Redwood City
* Ken Hampian, City Manager, San Luis Obispo
* Clay Holstine, City Manager, Brisbane
* Jan Perkins, Management Partners
* Ken Pulskamp, City Manager, Santa Clarita
* Cathy Standiford, Asst. City Manager (retired), Santa Ana

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 evaluate 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.

Panel Call Etiquette

* Please put your phone on mute, except when you are asking a question or making a statement.
* Do not put the call on hold, especially if you have music or a message that plays and will disrupt other callers.
* Kindly disable call waiting or other phone features that will interrupt your participation in (and others listening to) the call.
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.

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, and Keenan & Associates.

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 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, and complimentary, confidential management style profile reports to be more effective and fulfilled in your work.

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

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“What Would You Do?”

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Community Engagement (Ed Everett, Ken Hampian)
Ethical Issues (Cathy Standiford, Jan Perkins)
Talent Development (Ken Pulskamp, Clay Holstine)

Civic Engagement Case Study: Getting Out of Hot Water

Watertown (population 25,000) had just experienced significant flooding due to above normal rainfall during the winter and a totally inadequate storm drainage infrastructure. In order to rectify this problem, Watertown hired a top-notch engineering firm to design a storm drainage system, which would be paid for by a benefit assessment district.

Watertown did not appropriately manage or provide enough direction to the engineering firm. The City Council approved the engineering firm’s recommendation for a Cadillac storm drainage system and a benefit assessment district process. All residents received a “draft” assessment prior to conducting the public hearing. The “draft” assessments were extremely high on all properties.

2000 residents showed up at the public hearing, which had to be held at the high school gym, to protest the assessment district. The Council voted down the assessment district and 4 of the 5 council members came under a recall effort with the actual recall vote scheduled 4 months later.

Watertown had just hired a new City Manager. At the 1st meeting that the new City Manager attended, the Mayor, without talking to the new city manager, stated that their new manager was skilled in handling complex and sensitive issues. The Mayor also proceeded to say the new city manager would be making a recommendation to the council on how to proceed with upgrading the storm drainage system given the political environment.

You are the new City Manager. What is your recommendation?
Ethics Case Study*: Handling Difficult Employee Issues

*Developed by the International City/County Management Association.

As a seasoned city manager, you have encountered pretty unusual requests by employees to “moonlight” over the years but nothing like the request you are facing today. The police chief advises you that a dispatcher for the department wanted “permission” to take a part-time job as a dancer in an adult nightclub located just outside the city limits. Before making a decision, you sit down with the police chief to read the city’s personnel policies and guidelines.

The policy includes a separate article on outside employment, which in part, reads: “Outside employment by a full-time employee is permitted only when such outside employment: (1) is considered secondary to service with the city; (2) does not interfere with the performance of duties for the city; and (3) no legal, financial, or ethical conflict of interest results from such dual employment.”

After reading the city’s policy, you are not convinced that the police chief could easily disapprove the dispatcher’s request to be an exotic dancer. To complicate matters, other city department heads routinely approved “moonlighting” jobs for their employees, especially police officers working security details.

What are the issues involved? What should the Police Chief do?
Talent Development Case Study: Finding a Path Forward

Sherry Carey picked up an employment opportunity with the City Manager’s Office of her home town Happyville right after graduating from Stanford University with a major in Political Science and a minor in Communications. She was a smart, motivated and an energetic employee, and her youth allowed her to provide a fresh take on controversial issues. She had big dreams and aspirations and she one day hoped that she could move up in the administrative hierarchy, and perhaps eventually even become City Manager. The current presiding City Manager of Happyville, Larry Magana, was a wise man who recognized the importance of embracing and nurturing young talent like Sherry Carey. However, the assistants whom she worked under were not so empathetic. They often felt threatened by the vivacity and potential of unseasoned new employees like Sherry Carey. They prevented her from participating in programs that could guide and direct her as she advanced in her government career.

After about ten months of working for the city, Sherry found out about a Future City Manager’s Workshop that guaranteed professional growth and development and seemed to include boundless networking and learning opportunities. Yet it cost $1,500 to attend. When Sherry appealed to her advisors to see if the cost of the conference could be covered she was told that $1,500 was unreasonable. They explained that if they paid for Sherry to go to the conference, they would have to offer this same opportunity to all the employees on her level, and in the current trying economic situation this was simply impossible. Sherry understood this, but later offered to pay half of the registration fee. Sherry’s supervisor still found this to be unreasonable.

A week later Sherry Carey received an invitation to have lunch with the City Manager. Being the responsible employer that he is, Larry Magana thought it was very important to reach out and connect with his staff. At lunch, he asked Sherry how she liked working for the City of Happyville, and what her hopes and ambitions were for the future of her career. Sherry Carey remembered the conference she was so desperate to attend, and she knew that the City Manager would support her desire to develop her leadership abilities. Though, she felt as if she could not bring up the conference without tattling on her superiors and most likely offending them. Sherry’s professional dreams and goals were being stomped on by her supervisors, and she felt trapped between her occupational duties and responsibilities and her personal objectives.

What should Sherry Carey do?
### Coaching Program: 6th year

Preparing the Next Generation Committee

<table>
<thead>
<tr>
<th>Organization</th>
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<tbody>
<tr>
<td>CA City Mgmt. Foundation</td>
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<td>CPS Human Resources</td>
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<td>Int’l City/County Mgmt. Assn.</td>
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<td>Keenan &amp; Associates</td>
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[www.cal-icma.org/coaching](http://www.cal-icma.org/coaching)
Solving Tough Issues – Key Cases

- Civic Engagement
- Ethics
- Talent Development
Format

1. Outline of Case from Preparers
2. Presentation from Team
3. Questions & Comments from Preparers
   – Clarifications
   – What worked well
   – What could be strengthened
4. Questions & Comments from Viewers (send in via webinar)
5. Audience Feedback (polling)
6. Take Away Points from Preparers
   -- Suggestions for handling situations like this
Civic Engagement Case

- Ed Everett, CM (retired), Redwood City
- Ken Hampian, CM, San Luis Obispo
Civic Engagement – getting out of hot water

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You are the new City Manager. What is your recommendation?
Civic Engagement Team

Ian Kaiser, Special Projects, Vallejo

Avan Gangapuram, Planning Division Manager, San Pablo

Mike Heller, Recreation Division Manager, San Pablo
Getting Out of Hot Water

What are the issues

- Inadequate infrastructure
- Protocols not in compliance
- Lack of community participation
What are the Outcomes

- Develop a working relationship between manager, council and public
- Bring protocols into compliance
- Implement plan to fix storm drainage
Take Ownership

- Investigate and evaluate protocols and staff
- Set up a community oversight committee
- Outline and publish proper procedures
Next Steps

- *Meet monthly with Review Committee, City Manager and Public Works*

- *Provide web updates and feedback mechanism weekly*

- *Council begins planning assessment district ballot process*
Implementation

- Redefine guidelines, feasibility and RFP
- Explore scope and develop alternatives
- Create contract with timely goals, performance measurements that rewards quality work
Evaluate

- Conduct completion survey with public
- Public ceremony with Mayor and Council
Questions & Comments

Questions & Comments from Preparers
- Clarifications
- What worked well
- What could be strengthened

Questions & Comments from Viewers
(send in via webinar)

Audience Feedback (polling)

Take Away Points from Preparers
- Suggestions for handling situations like this
Ethics Case

Jan Perkins, ICMA Senior Advisor
Cathy Standiford, Senior Manager, Management Partners
Ethics – handling outside employment

As a seasoned city manager, you have encountered pretty unusual requests by employees to “moonlight” over the years but nothing like the request you are facing today. The police chief advises you that a dispatcher for the department wanted “permission” to take a part-time job as a dancer in an adult nightclub located just outside the city limits. Before making a decision, you sit down with the police chief to read the city’s personnel policies and guidelines.

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After reading the city’s policy, you are not convinced that the police chief could easily disapprove the dispatcher’s request to be an exotic dancer. To complicate matters, other city department heads routinely approved “moonlighting” jobs for their employees, especially police officers working security details.

What are the issues involved? What should the Police Chief do?
Ethics Case Study: Handling Outside Employment

Alexandra Miller, Management Analyst, City of Rancho Cordova

Jeff Miller, Police Chief, City of Hollister
Dispatcher requesting outside employment position . . . as an adult nightclub dancer

Compliance with personnel policies

Other employees’ outside jobs (i.e. police officers as security guards)

Police Chief requesting City Manager’s guidance
Issues

- **Outside Employment Policy**
  1. Secondary to service with the City
     - Puts dispatcher in an awkward position under calls for service, mutual aid scenarios
  2. Does not interfere with the performance of duties for the city
     - Adult nightclub hours – dispatchers need to have full attention to duties
     - Hostile work environment – protecting the employee and department morale
Issues

3. No legal, financial, or ethical conflict of interest results from such dual employment
   - The nature of the employment and connection with other crimes
   - Dispatchers have access to confidential information
   - Conflicts with many Police Departments’ missions and values

4. Other potential issues
   - Discredits the department
   - Neighboring city: mutual aid situations, crime “knows no boundaries”
Police Department Values . . .

- Fremont PD: Integrity, professionalism, dedication
- Rancho Cordova PD: Concern for our community, for our duties, for our fellow employees, and for our profession
- Prince William County, VA: Integrity, honesty, equality
- Hollister PD: Integrity, professionalism, respect, commitment, accountability
Recommended Action

- Check issues with City Attorney (i.e. First Amendment rights and so forth)
- Advise Police Chief to deny the employee’s request and explain reason for action
- Take the opportunity to work with management staff and clarify the existing policy
Questions & Comments

- Questions & Comments from Preparers
- Questions & Comments from Viewers (send in via webinar)
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- Take Away Points from Preparers
Talent Development Case

Ken Pulskamp, CM, Santa Clarita
Clay Holstine, CM, Brisbane
Talent Development -- finding a path forward

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What should Sherry Carey do?
What Would You Do?
Talent Development Case Study

Joni Pattillo
City Manager, City of Dublin

Dave White
Program Manager, City of Fairfield

November 4, 2009
Dissecting The Case – What We Know

- Sherry is a recent grad that has been on the job for 10 months.

- Characterization of the Assistants – “not so empathetic”, “often felt threatened”, “prevented her”

- Interested in attending workshop – “that guaranteed professional growth and development and seemed to include boundless networking and learning opportunities” ($1,500)

- “Sherry’s professional dreams and goals were being stomped on by her supervisors and she felt trapped between her occupational duties and responsibilities and her personal objectives.”
Dissecting The Case – What We Don’t Know?

- Not much about Sherry -- job performance, skills, etc.
- History of the organization and past experiences
- Details about the conference – Where is it? Who typically attends? What is it about? Who is it sponsored by?
- Alternatives to the proposed training
Meeting With The City Manager

Two Choices……
1) Focus on the Workplace
2) Career Development
Downward Spiral
Taking Charge

“IF YOU FAIL TO PLAN, YOU PLAN TO FAIL”*

- Determine Where You Want To Go
  - Self reflection
  - Speak to colleagues in the field
  - Seek a mentor

- Identify Strengths and Development Areas

- Make a Career Development Plan

*Attributed to Norman Vincent Peale, Fairfax County, Strategic Workforce Planning Workbook, August 2003
Taking Charge

Step 1: Determine where you want to go

Step 2: Identify strengths and development areas

Role of Managers: Support employee development at all steps

Step 3: Make a career development plan

Step 4: Getting closer to your goal

Development Must Be:
- Organizationally Supported
- Manager Facilitated
- Employee Driven

Meeting With The City Manager

“Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming” – John Wooden

PREPARE, PREPARE, PREPARE

- Discuss Career Development Plan
- Engage City Manager Regarding Career Path
- Prepare and Evaluate Alternative Training Opportunities
  - MMANC
Questions & Comments

- Questions & Comments from Preparers
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- Take Away Points from Preparers
Please Provide Your Feedback

- Kindly, respond to the survey for this session.

- Offer your comments, suggestions, and requests for the 2010 Cal-ICMA Coaching Program.

Thank you!
Resources for You

www.cal-icma.org/coaching
Polling Results from "What Would You Do?"
[77 locations participated in the webinar]

<table>
<thead>
<tr>
<th>Question</th>
<th>Percentage Distribution</th>
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<tbody>
<tr>
<td>How important are civic engagement issues in your community?</td>
<td>41% Critically important, they have huge impact&lt;br&gt;25% Somewhat important, we need to give them more attention&lt;br&gt;31% Important, we need to give them continued attention&lt;br&gt;3% Not important, no major engagement issues</td>
</tr>
<tr>
<td>How do you rate the Civic Engagement presentation?</td>
<td>4% Excellent -- strong analysis and recommendations&lt;br&gt;64% Good -- solid approach and workable recommendations&lt;br&gt;32% OK -- basics are there, but needs work to fly in our agency&lt;br&gt;0% Not workable -- we'd need a much different approach</td>
</tr>
<tr>
<td>How important are ethics issues in your agency?</td>
<td>64% Critically important, they have huge impact&lt;br&gt;18% Somewhat important, we need to give them more attention&lt;br&gt;16% Important, we need to give them continued attention&lt;br&gt;2% Not important, no major engagement issues</td>
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<tr>
<td>How do you rate the Ethics presentation?</td>
<td>60% Excellent -- strong analysis and recommendations&lt;br&gt;33% Good -- solid approach and workable recommendations&lt;br&gt;7% OK -- basics are there, but needs work to fly in our agency&lt;br&gt;0% Not workable -- we'd need a much different approach</td>
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</table>
[CLOSED] How many people are listening on your line?

- 69% 1 -- just myself
- 23% 2 - 5
- 2% 6 - 10
- 6% 11 - 20
- 0% 21 or more