



STRETCHING COMMUNITY DOLLARS THROUGH LOCAL AND REGIONAL LEADERSHIP

**Mayors and Council Members Executive Forum
Friday, June 24, 2016
9:00 AM to 3:00 PM
Monterey, California**

WORKBOOK

Mission

The Institute for Local Government (ILG) promotes good government at the local level with practical, impartial and easy-to-use resources for California communities.

Vision

The Institute envisions a future in California in which:

- People value their local public institutions.
- Local agencies effectively deliver public services.
- All segments of the community are appropriately engaged in key public decisions.
- Decision-makers make informed policy choices based on their best sense of the public's interest.

Connecting with the Institute for Local Government

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Agenda

- 9:00AM Welcome and Opening Remarks**
L. Dennis Michael, Mayor, City of Rancho Cucamonga and President, League of California Cities
- 9:20AM Introductions and Agenda Review**
- 9:30AM Exercise 1 – Current Community Challenges**
- 10:10AM Stretching Community Dollars: An Overview of Partnerships and Collaborations**
Martin Gonzalez, Director, Institute for Local Government
- 10:30AM Break**
- 10:40AM Collaborations for Health & Safety: Successes and Benefits**
Lisa Rosales, Chief of Police, City of San Pablo
Patrice Chamberlain, Director, CA Summer Meal Coalition
Oscar Villegas, Supervisor, Yolo County, District One
- 12:00PM Lunch**
- 12:30PM Welcome Back**
- 12:35PM Your BIG Idea: Brainstorm**
- 12:45PM Deeper Dive: The Ins and Outs of Collaboration – Santa Rosa Violence Prevention Partnership**
Tom Schwedhelm, Vice Mayor, City of Santa Rosa
- 1:25PM Exercise 2 – Envisioning a More Collaborative Future**
- 2:25PM Your BIG Idea: Sharing & Feedback**
- 2:45PM Closing Statement**
- 3:00PM Adjourn**

Workshop Description

Local elected officials have a unique and important role in the development, resilience and success of their communities. Collaborations in the form of shared services, staffing, joint use and planning yield results greater than any one single agency could achieve on its own. Through partnerships, officials recognize and work within the constraints and opportunities other community leaders operate in. In successful collaborations, clarity prevails in leveraging and maximizing finite human and economic resources. In this workshop, participants will engage with and learn from local leaders about best practices and lessons learned in building and furthering collaborations through the framework of the updated Stretching Community Dollars Guidebook.

Workshop Objectives:

- When and how to pursue collaborative opportunities
- Who participates in a collaborative process
- What to do when starting and scaling up a collaborative
- How to design, evaluate, and maintain a collaborative relationship over time and through challenges

Funding for this workshop provided by Kaiser Permanente



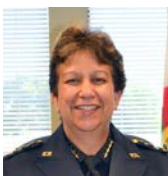
The Institute for Local Government's Healthy & Vibrant Communities project is part of its 2015-2016 work program supported by Kaiser Permanente Northern California Community Benefit Programs. Work in this area aims to:

- Increase awareness of **collaborative solutions** and approaches among city, county and school officials and staff
- Develop materials on **best practices** for policy development and program implementation
- Support and increase **collaborative efforts** by cities and counties with capacity to focus on community-based solutions for safety, violence-prevention and healthy eating-active living.

Presenters



PATRICE CHAMBERLAIN directs the California Summer Meal Coalition, a statewide collaborative of state and local leaders working to combat childhood hunger and obesity by increasing access to USDA summer meal programs. She brings more than 15 years of experience in communications, partnership development, program management and collaborative leadership to the Coalition.



LISA ROSALES was appointed Chief of Police for San Pablo in April 2014. Prior to serving with San Pablo, she served twenty-seven years with the Pasadena Police Department where she worked her way through the ranks to the rank of Commander. Chief Rosales holds a Bachelor's degree in Liberal Arts, a teaching credential and a Master's degree in Public Administration. In 2007, she graduated POST Command College and was the recipient of the prestigious Hank E. Koehn leadership award. Chief Rosales is most proud of her commitment to youth by establishing the Youth Accountability Board in Pasadena and the Cadet program in San Pablo.



TOM SCHWEDHELM is currently the Vice Mayor of Santa Rosa after being elected to the City Council in 2014. Tom retired from the Santa Rosa Police Department in 2013 as the Chief of Police after a 31-year career with the Department. Tom's formal education includes a Bachelor's degree in Business Management and a Master's degree in Psychology with a focus on Organizational Development.



OSCAR VILLEGAS was elected to the Yolo County Board of Supervisors representing District 1 (West Sacramento and Clarksburg) in June 2014. In 2000, he was elected to the West Sacramento City Council and served as a continuous member for four terms. Supervisor Villegas has been employed by the California Board of State and Community Corrections since 2008 and serves as a Field Representative in the County Facility Construction Division. A lifelong resident of West Sacramento, Supervisor Villegas possesses a B.S. in Criminal Justice from CSU Sacramento (1990).

Institute for Local Government Team



MARTIN GONZALEZ is the director of the Institute for Local Government. He brings a diverse background to ILG, including a distinguished and responsible tenure with the California School Boards Association (1999 to 2014), state agencies and the Legislature.



RANDI KAY STEPHENS is a program coordinator for the Local Government Basics Program and the Cities Counties Schools Partnership. Prior to joining the Institute, Randi Kay served as a staff member to an elected official with the City of Sacramento and as a volunteer services coordinator for the Sacramento Public Library.



HANG TRAN is a program coordinator for ILG's Local Government Basics and Collaboration and Partnership Program. Prior to joining the Institute, Hang worked in public relations and government affairs where she developed and helped foster government relationships with clients as well as manage stakeholder outreach and coalition building.

Welcome Remarks

L. Dennis Michael, Mayor, City of Rancho Cucamonga and President, League of California Cities



Mayor L. Dennis Michael was elected to the Rancho Cucamonga City Council in November 2004 and again in 2008 and was then elected Mayor in 2010. He is actively involved in a number of regional and state boards and committees. Dennis serves as the 1st Vice President for the League of California Cities and is past President of the League’s Inland Empire Division. Mayor Michael represents the City of Rancho Cucamonga on the San Bernardino County Associated Government’s Board of Directors where he serves as Past President. Mayor Michael also serves on the Inland Empire Economic Partnership Board of Directors. In addition to his work in local government he is civically active in numerous community and statewide organizations including the State Board of Fire Services, the California Fire Chiefs Association, the San Bernardino County Emergency Medical Care Committee, the West End Communications Authority, the Fire District Association of California, the San Bernardino County Fire Chiefs Association, the Rancho Cucamonga Family YMCA, the Boy Scouts, the Rancho Cucamonga Rotary Club, and the Burn Institute – Inland Empire (which he helped form).

Notes:

Exercise 1: Current Community Challenges

Instructions:

Over the next 10 minutes, please consider the questions below. Think beyond the typical challenges and be as specific as possible. Describe why this challenge is difficult. What is happening or not happening? How is it impacting your community? We will then discuss the challenges as a larger group.

<p>Note one to two vexing challenges your community is facing.</p>	
<p>What current partnerships exist to address these challenges?</p>	
<p>Which challenge presents the best opportunity to form a partnership?</p>	
<p>Who is impacted by this challenge and how would you involve them in a collaborative effort?</p>	

Stretching Community Dollars: An Overview of Partnerships & Collaborations

Presenter:

- *Martin Gonzalez, Director, Institute for Local Government*

<p>How is this presentation and discussion relevant to the mission of your organization?</p>	
<p>How is the presentation and discussion relevant to the day-to-day work you are involved in?</p>	

Notes:

Stretching Community Dollars: An Overview of Partnerships and Collaborations



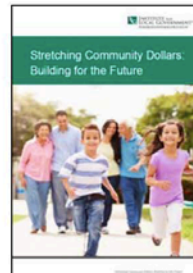
Martin Gonzalez, Director, Institute for Local
Government

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Stretching Community Dollars

- Local leaders grapple with a variety of community development and public health challenges as they craft and approve policies impacting children and families, including:
 - Healthy Eating-Active Living
 - Violence Prevention
 - Safety
- Local governments are harnessing partnerships and collaborations to effectively and efficiently deliver services and leverage existing human and financial resources.



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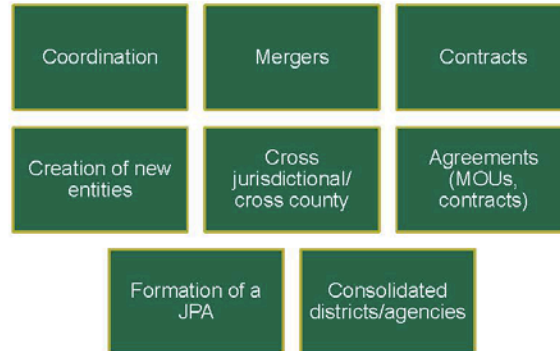
The world that we've made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking which created them.

~ Albert Einstein

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Collaborative models can look like...



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Opportunities/Benefits

- Reduces costs
- Creates efficiencies in service delivery
- Produces innovative and creative solutions
- Creates “buy-in” and a sense of ownership of the process and outcomes
- Strengthens the sense of culture and community



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Challenges/Costs

- Not a magic bullet
- Requires shared values, vision and outcomes, and an openness to share community cultures
- Must get past the “politics”
- Can be helpful to hire a neutral facilitator
- Don't shy away from conflict – some of the most creative and innovative solutions are born from conflict

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What about the risk?

Make sure the opportunities and benefits identified outweigh the challenges and costs. The risk must be worth the reward.



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When is the best time to collaborate?



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Who would you look to collaborate with?

- Inter-agency collaboration
- Intra-governmental collaboration
- Cross-sector collaboration



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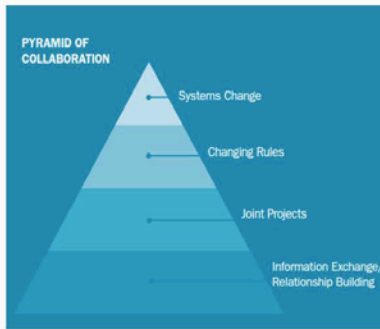
Context Matters

- What is happening with your partners?
- Examples:
 - Local Control Funding Formula (LCFF)/ Local Control Accountability Plan (LCAP)
 - Realignment
 - Redevelopment

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Pyramid of Collaboration



Source: Building Healthy Communities, CSBA

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Notes:

Information Exchange/ Relationship Building

- Understand the current environment
- Focus on getting to know each other, not what you need from each other
- Assess needs
- Brainstorm collaborative solutions



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Notes:

Joint Projects

- “Low hanging fruit”
- Create a sense of accomplishment
- Identify contributions
- Develop planning documents
- Focus on what you agree on - compromise

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Changing the Rules

- Change mindset – first response to a new challenge/opportunity is to call partners
- Change policy
- Align funding streams
- Focus on evaluating the process of collaboration, not just the joint project itself

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Changing the Rules (cont.)

- Are your policies aligned to support the vision of the collaborative?
- Is your budget designed to support the objectives?



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Systems Change

- Takes place overtime
- Sustained leadership /renew commitment and shared vision
- Sustained and continuous learning
- Collective funding, staff, accountability focused on goals and concerns

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Systems Change (cont.)

- Has your county adopted a resolution in support of the vision/objectives of the collaborative?
- Is progress being made, being measured?
- Are accomplishments being recognized and celebrated?

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Keys to Success

- YOUR leadership matters
- Relationships matter. Develop and nurture them with all stakeholders.
- Gather and lead a guiding coalition
- You're the one with the authority and influence to gather the necessary resources
- Communicate and engage early and often
- Ensure that intentions of all partners are aligned



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Keys to Success (cont.)

- Is the culture of your organization collaboration ready?
If not, get it there
- Identify the roles in the collaborative process and determine where everyone fits in
- Respect the process. Collective impact that is embedded into the community culture is created and over time not overnight.
- Demonstrate civility
- As leaders, you are responsible for leading processes and people through change in a way that creates systemic and sustainable transformation

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Collaborations for Health & Safety: Successes & Benefits



Panelists:

- *Lisa Rosales, Chief of Police, City of San Pablo*
- *Patrice Chamberlain, Director, CA Summer Meal Coalition, Institute for Local Government*
- *Oscar Villegas, Supervisor, Yolo County*

Moderators:


- *Randi Kay Stephens, Program Coordinator, Institute for Local Government*
- *Hang Tran, Program Coordinator, Institute for Local Government*

Notes:






Collaborations for Health & Safety: Success and Benefits

Presented to: Institute for Local Government
 Mayors and Council Members Executive Forum
 By: Lisa G. Rosales, Chief of Police




CITY OF SAN PABLO June 24, 2016

Role of the City Council

- Directing the enforcement of city ordinances*
- Ensure the delivery of public services*
- Appointing administrative personnel (City Manager and City Attorney)
- Make informed policy decisions based on public's interest*
- Managing the city's financial operations*
- Protecting the welfare of the city and its inhabitants*
- Providing Community Leadership and Partnerships through outreach*

*Also role of the Chief of Police



CITY OF SAN PABLO June 24, 2016




Who Participates in the Collaborative Process?

Royal Blue Areas symbolize Roles and Responsibilities in Common such as:

- Providing Community Leadership
- Directing Enforcement of City Ordinances
- Managing the City's Financial Operations
- Deliver Public Services
- **Green** Area symbolizes "Our Community"
- Together as One "WE" Protect the welfare of our community



City Council

City Manager & City Staff

Chief of Police and All Members of the PD

CITY OF SAN PABLO



June 24, 2016




Who Should be Engaged in Public Decisions ?

Transparency = Communication and Accessibility

Public Trust = Community Engagement



Community (& Commissions)

P.D.

City Council (& Sub-Committees)

City Manager (& City Staff)

CITY OF SAN PABLO




June 24, 2016





Maintain a Collaborative Relationship Over Time and Through Challenges



Lack Clarity = Lack of Respect

Mistrust = Public Scrutiny

Community Police Department

City Council City Manager



June 24, 2016

CITY OF SAN PABLO







How to Pursue Collaborative Opportunities?

- Wayne Gretzky Quote:
 - A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be.
- Collaboration in the form of shared:
 - Services
 - Staffing
 - Joint Use
 - Planning
- Yield Results greater than any one single entity could do on their own



CITY OF SAN PABLO June 24, 2016

Yield Results Greater than any One Single Entity Could do on Their Own


San Pablo City Council
Priority Work Plan - Major Policy Goals

Mission Statement:
Dedicated to delivering, promoting and protecting the quality of life and optimal planning for all its residents, while maintaining high quality public services in partnership with our citizens.




SAN PABLO
The City of Healthy Living

PUBLIC SAFETY	HEALTH CARE READY AVAILABLE	ECONOMIC DEVELOPMENT	MULTI-CULTURAL AWARENESS & APPRECIATION
	Health Care Campus (Circle S)	Jobs	
	Healthy Eating Active Living	Fiscal Responsibility	
		Lytton Tribe Economic Diversity	
Senior Services	Youth Services	Reduce & Prevent Childhood Obesity	

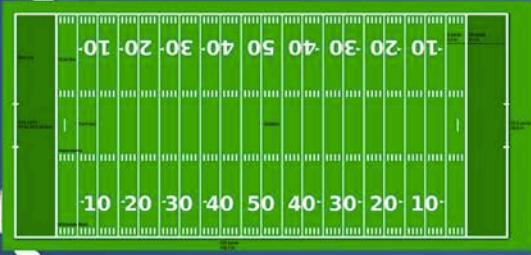
- Public Safety
 - Senior Services (Detectives)
 - Youth Services (G.R.E.A.T. Program)
- Health Care
 - Active Living (Participate In events)
- Economic Development (EDC participation)
 - New Businesses (Proactive work)
- Awareness & Appreciation
 - Rapport Building (CPA, Parent Project)
 - 3 Part Procedural Justice Training



CITY OF SAN PABLO June 24, 2016






What to do when starting and scaling Up a Collaboration?



Respectful and Supportive of Each Others Roles while Still Accomplishing your own objective(s).

- Information Exchange/Relationship Building
 - Scouting
- Joint Projects
 - Community Outreach
- Changing Rules
 - Draft Day/Picks and trading; computer simulations
- Systems Change
 - Knowledge of the rules
 - Draft board; assessment of team



CITY OF SAN PABLO June 24, 2016




Successful Collaborations

- Clarity prevails in leveraging and maximizing finite human and economic resources
 - Information Exchange/Relationship Building
 - Town Hall Meetings and Community Events
 - Public Safety sub-committee
 - Meeting Prep = Success
 - Invite to all PD events (Coffee with Cops, 1 yr. Anniversary, etc.)
 - Joint Projects
 - Congressman DeSaulnier's Latino Leader Roundtable
 - Emergency Preparedness, Crude Rail Oil Transport + FEMA
 - NNO, All-American City Award
 - Groundbreaking and Ribbon Cutting events



CITY OF SAN PABLO
June 24, 2016






Successful Collaborations, continued



- Changing Rules
 - City Council, City Staff, etc. seen as one entity
 - Environment of Scrutiny
 - Procedural Justice (Warrior vs Guardian)
 - 3 part training grant from COPS office/University of Illinois
- Systems Change
 - To avoid personal or city liability, city officials should gain a working knowledge of the laws that regulate city government. Whenever there is doubt about the validity of an action or procedure, city officials should consult their attorney. (City Attorney and Police Chief working ability)
 - Problem Oriented Policing to Priority Oriented Policing
 - Citizen Police Academy to Community Police Academy



CITY OF SAN PABLO
June 24, 2016



QUESTIONS ?



CITY OF SAN PABLO

June 24, 2016

Out-of-School Time: The Right Time for Collaboration



Patrice Chamberlain
Director, California
Summer Meal
Coalition



Food Brings People Together



What happens when school's out?

- **Food insecurity** → developmental, cognitive, behavioral, physical issues; negative impact on brain development
- Harder for low-income families to make ends meet in summer → **difficult choices**
- Lack of access to healthy food and safe places to play → **risk of childhood obesity**
- Summer learning loss → **widening achievement gap**
- Without access to *positive* activities...



USDA Summer Nutrition Programs

- **USDA Summer Meal Programs=stop the summer nutrition gap**
 - Free, healthy meals (breakfast, lunch, snack, or supper) for kids 18 and under in low-income neighborhoods
 - Meals available to all children - **No paperwork for families**
 - Brings federal dollars to CA communities
 - **Built on community collaboration**



Lunch @ the Library

- Partnership with California Library Association to establish public libraries as summer meal sites
 - Literacy and STEM, computer access, other library services
 - Generated community-wide collaborations with a range of agencies
 - Opportunities for community engagement

- 2013: 17 libraries → 22,000 meals
- 2014: 65 libraries → 88,000 meals
- 2015: 100 libraries → 140,000 meals
- 2016: 130 libraries



Storytime with Congressman DeSaulnier

Possibilities through Partnership

- Schools, offices of education
- Libraries
- Community clinics, hospitals
- Food banks
- Park & Rec., other city agencies
- Faith-based organizations
- Local business
- CBOs, social service agencies
- YMCA's, Boys & Girls Clubs
- Universities, community colleges
- Local agriculture, farmers
- Intergenerational connections
- Youth volunteer opps/jobs
- STE(A)M



Opportunities for City Leaders

- City/Countywide outreach campaign
- Create high quality sites
 - Activities/programming
 - Youth jobs
 - "Adopt a Week"
 - Kick-offs /BBQs
- National League of Cities grant opportunity



Contact



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Institute for Local Government
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pchamberlain@ca-ilg.org

SummerMealCoalition.org

LunchAtTheLibrary.org

Stretching Community Dollars through Local and Regional Leadership

Executive Forum with Institute for Local Government

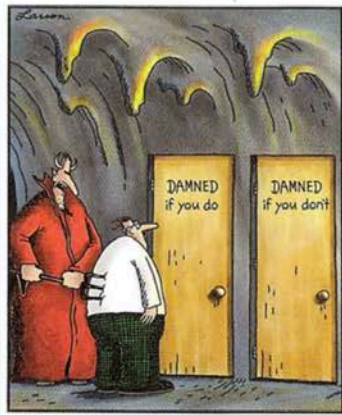
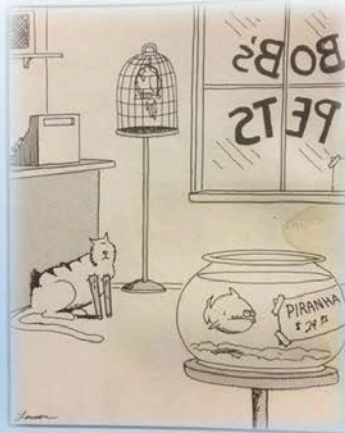
June 24, 2016

Hyatt Regency, Monterey, CA

Oscar Villegas, Supervisor
County of Yolo, District 1
(Representing West Sacramento and Clarksburg)



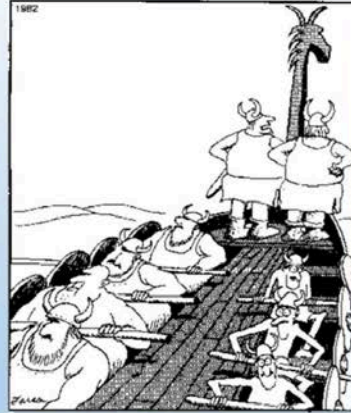
Reasons for Collaboration May Vary



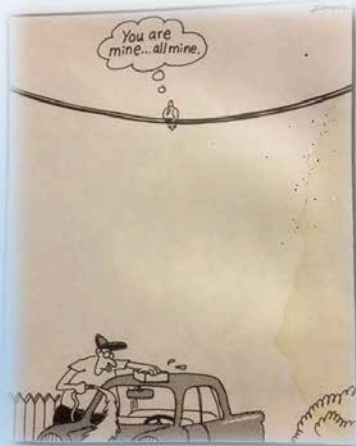
"C'mon, c'mon—it's either one or the other."

Think about the goal but be prepared for concessions.

Recognize early that your partners in collaboration may have a very different understanding of the final goal to be achieved.



I've got it too, Omar...a strange feeling like we've just been going in circles.



Just when you think you've got it all figured out – be prepared for the unexpected.

Thank you – You can reach me at the following:

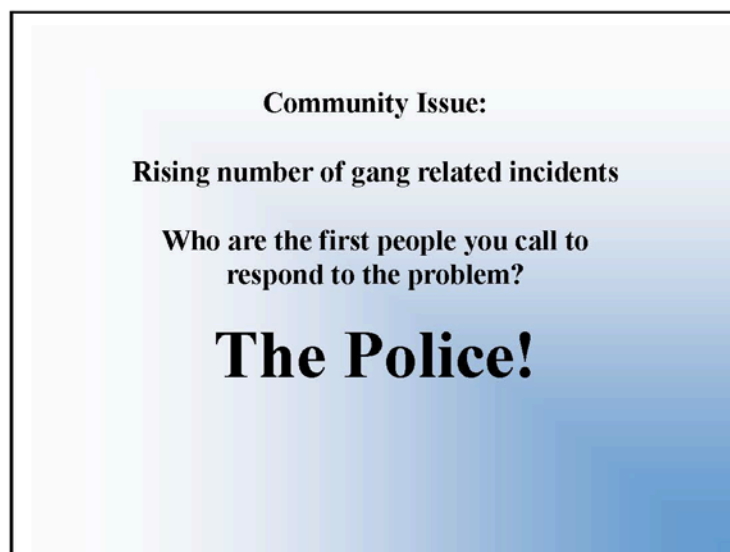
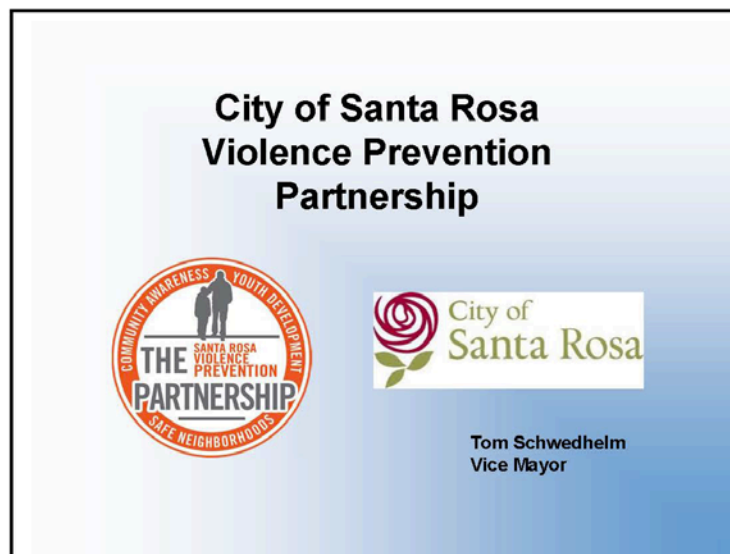
**Oscar Villegas, District 1
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- (916) 375-6440
- 625 Court Street
Woodland, CA 95695

Deeper Dive: The Ins and Outs of Collaboration – Santa Rosa Violence Prevention Partnership

Presenter:

- **Tom Schwedhelm, Vice Mayor, City of Santa Rosa**



Let's look at root causes. Why do kids join gangs?

- **Sense of “Family”**
- **Need for food or money**
- **Protection**
- **Peer Pressure**
- **Family History**
- **Excitement**

Are the Police the most qualified to deal with these issues?

In 2003, the City of Santa Rosa realized a couple of things:

- **We can't arrest our way out of the problem**
- **Gang violence is a community-wide issue that requires a community-wide response**
- **Reducing the level of violence in our community is a shared responsibility**

In 2003, Mayor Sharon Wright formed the Mayor's Gang Task Force. It was based on the City of San Jose model

- **Policy Team (3 person leadership team) collaborating with Policy makers throughout the community**
- **Operations Team (City staff and community service providers)**

In 2004, the voters of Santa Rosa passed (72%) Measure O – a quarter cent sales tax for the next 20 years.

- **40% Police**
- **40% Fire**
- **20% Gang Prevention**

Early Challenges

- **Getting the right folks on the bus in the right seats**
- **Identifying key metrics**
- **Building community support**

Sustaining the Effort

- **Electeds and staff changes**
- **Consistent messages**
- **Value to all**
- **The Great Recession**
- **Importance of Collaboration**

Rebranding the Effort

- **Mayor's Gang Prevention Task Force**
- **Violence Prevention Partnership**

**The Rebranding included
expanding our scope by adopting
a public health approach**

- **An up-stream approach of
understanding the root causes
of violence**

**Safety is more than just crime
statistics**

We now look at 17 indicators across four
main domains

- **Economic Conditions**
- **Crime and Safety**
- **Family and Community Connectedness**
- **School Conditions**

Policy Team was solicited to learn of their areas of subject matter expertise.

- **Recruitment is now partially based on the four domains**
- **More relevant for stakeholders**
- **Helps maintain the commitment to the SRVPP**

Embedding it in our culture

City Council presentation:

- **Program Manager**
- **Chief Probation Officer**
- **School Superintendent**
- **Director of Health Services**
- **Asst. Director of Human Services**

Similar approach now being applied to another complex social issue:

- **Homelessness**

“It’s amazing what can be accomplished if you do not care who gets the credit”

Harry S. Truman

Contact information:

Tom Schwedhelm
tschwedhelm@srcity.org
(707) 326-4495

**Santa Rosa Violence Prevention
Partnership**
www.thepartnershipsr.org

Exercise 2: Envisioning a More Collaborative Future

Instructions:

This section will provide an opportunity to have deeper discussion in small groups. We will focus on a number of the vexing community challenges identified this morning.

1. Pick the small group focusing on the topic area that is of most interest to you.
2. Each group will explore and discuss their challenge using the questions below.
3. Each group will have time at the end to report out the most notable or interesting finding that came up in the group discussion.

**Is this issue *ripe* for collaboration?
Consider the following criteria for
determining 'ripeness':**

- **Could most benefit from a regional approach**
- **Readiness of potential partners and leaders**
- **Presence of external levers such as local/state/federal funding initiatives**

What type of collaboration does the issue need? Who are the potential partners?

What are the challenges to a collaboration?

What benefits would your successful collaborative efforts have for your community?

What specific next steps can you take to realize these benefits?

What role can you play as an elected city official?

Your BIG Idea: Brainstorm

Instructions:

Over the next 5 minutes, please consider the questions below. Based on the discussion and presentations, is there an idea or project that you want to develop a collaborative approach to?

<p>What is the idea/project?</p>	
<p>Who should be involved?</p>	
<p>What is still needed?</p>	
<p>What are my next steps?</p>	

Sharing & Feedback

Instructions:

Over the next 10 minutes, revisit your original big idea based on the presentations and discussion from today as well as the questions below.

Has your idea/project changed based on the presentations and exercises today?

ASK A NEIGHBOR:

What is your idea missing? How can your idea be improved?

Next steps:

- 1 Month:
- 6 Months:
- 1 Year:

What are key takeaways from today's workshop?

Resources to Learn More about How to Develop / Enhance a Regional Collaborative

ILG Resources on Collaborations and Partnerships

- **Potential Areas of Shared Services & Intergovernmental Collaboration**
www.ca-ilg.org/post/shared-services-and-joint-use-resources-and-tools
- **Stretching Community Dollars Guidebook**
www.ca-ilg.org/resource/stretching-community-dollars-guidebook
- **Leader to Leader Meetings**
www.ca-ilg.org/resource/leader-leader-meetings
- **Working with Others to Achieve Goals**
www.ca-ilg.org/working_together
- **Tips for Public Engagement on Shared Services or the Joint Use of Facilities**
www.ca-ilg.org/post/public-engagement-and-shared-services-and-joint-use
- **Importance of Written Agreements**
www.ca-ilg.org/post/importance-written-agreements
- **Case Stories and Examples**
www.ca-ilg.org/post/shared-services-and-joint-use-case-stories-and-examples
- **California Summer Meal Coalition**
www.summermealcoalition.org
- **Cities Counties Schools Partnership**
www.ca-ilg.org/ccs-partnership

Additional Organizations and Resources

- **“Collective Impact,” Stanford Social Innovation Review**
http://ssir.org/images/articles/2011_WI_Feature_Kania.pdf
- **ChangeLab Solutions**
www.changelabsolutions.org

