

Stretching Community Dollars Through Local and Regional Leadership

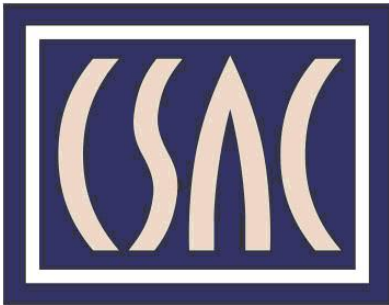
Mayors & Council Members Executive Forum
Friday, June 24, 2016
9:00AM – 3:00PM



INSTITUTE FOR
LOCAL GOVERNMENT

The Institute for Local Government

**ILG is the non-profit
research and education
affiliate of**



**California Special
Districts Association**
Districts Stronger Together

ILG Mission

- Promoting good government at the local level
- Practical, impartial and easy-to-use materials



Today's Learning 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

Today's Agenda

9:00AM	Welcome (Introductions, Learning Objectives, Agenda Review)
9:30AM	Exercise 1 - Current Community Challenges
10:10AM	Stretching Community Dollars: An Overview of Partnerships & Collaborations
10:30AM	BREAK
10:40AM	Collaborations for Health & Safety: Successes & Benefits
12:00PM	LUNCH
12:35PM	Your BIG Idea: Brainstorm
12:45PM	Deeper Dive: The Ins & Outs of Collaboration
1:25PM	Exercise 2 - Envisioning a More Collaborative Future
2:25PM	Your BIG Idea: Sharing & Feedback
2:45PM	Closing Statement
3:00PM	Adjourn

Presenters

- Oscar Villegas, Yolo County Supervisor
- Tom Schwedhelm, Vice Mayor, Santa Rosa
- Lisa Rosales, San Pablo PD Chief
- Martin Gonzalez, Director, Institute for Local Government
- Patrice Chamberlain, Director, CA Summer Meal Coalition

EXERCISE 1:

Current Community Challenges

1. Note one to two vexing challenges your community is facing. 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?
2. What current partnerships exist to address these challenges?
3. Which challenge presents the best opportunity to form a partnership?

Stretching Community Dollars: An Overview of Partnerships and Collaborations



Martin Gonzalez, Director, Institute for Local
Government

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.



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

Collaborative models can look like...

Coordination

Mergers

Contracts

Creation of new
entities

Cross
jurisdictional/
cross county

Agreements
(MOUs,
contracts)

Formation of a
JPA

Consolidated
districts/agencies

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



Challenges/Costs

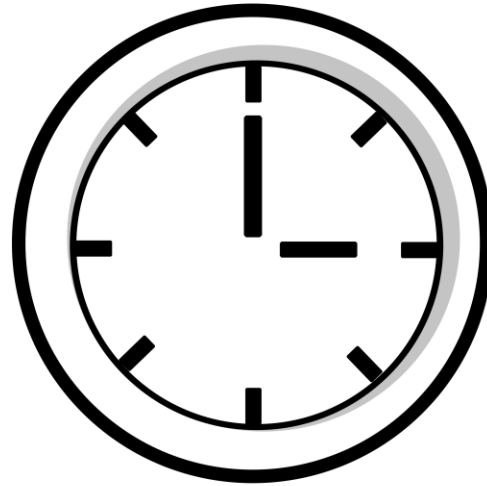
- Not a magic bullet
- Requires shared values, vision and outcomes, and an openness to share community cultures
- Must get past the “politics”
- Can be helpful to hire a neutral facilitator
- Don't shy away from conflict – some of the most creative and innovative solutions are born from conflict

What about the risk?

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



When is the best time to collaborate?



Who would you look to collaborate with?

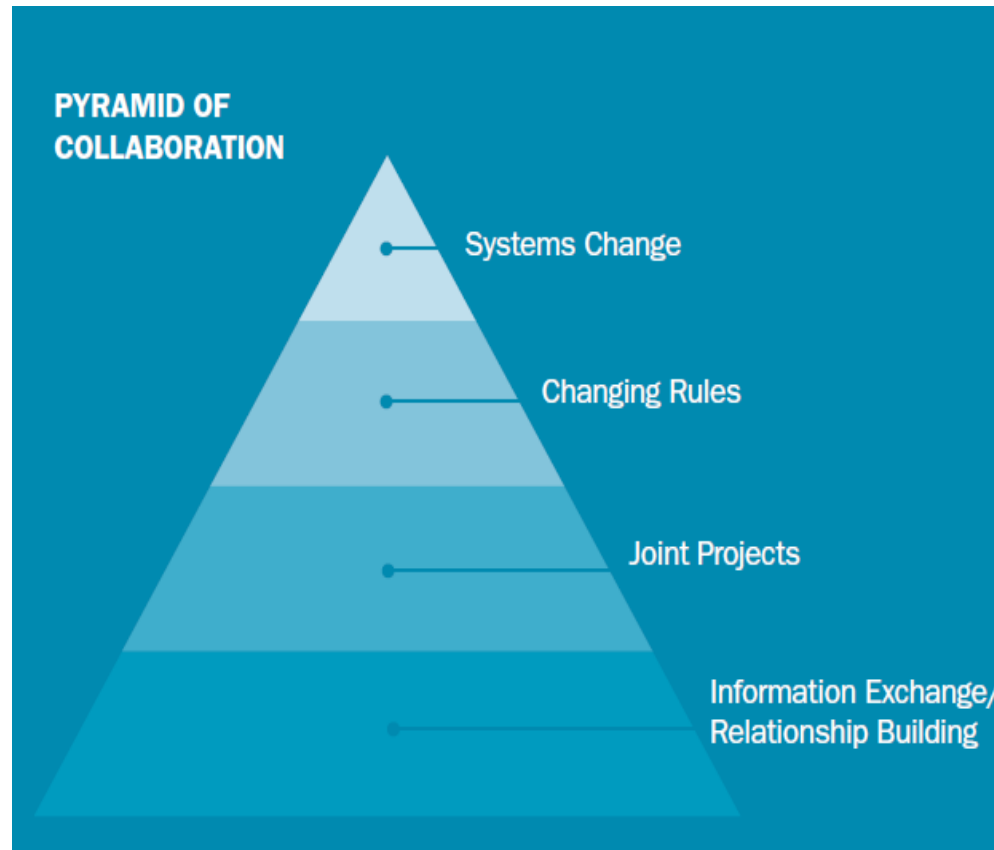
- Inter-agency collaboration
- Intra-governmental collaboration
- Cross-sector collaboration



Context Matters

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

Pyramid of Collaboration



Source: Building Healthy Communities, CSBA

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



Joint Projects

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

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

Changing the Rules (cont.)

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



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

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?

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



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

BREAK

Collaborations for Health & Safety: Successes & Benefits

- Oscar Villegas, Yolo County Supervisor
- Lisa Rosales, San Pablo PD Chief
- Patrice Chamberlain, Director, CA Summer Meal Coalition



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



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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



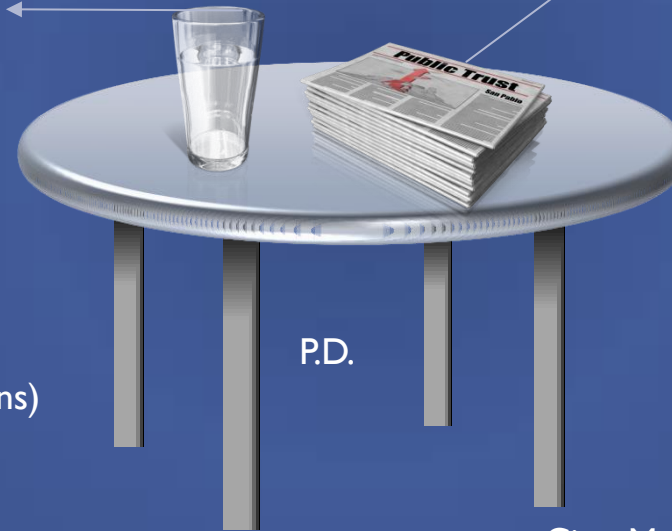
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Who Should be Engaged in Public Decisions ?

Transparency = Communication and Accessibility

Public Trust = Community Engagement



Community (& Commissions)

P.D.

City Council (& Sub-Committees)

City Manager (& City Staff)



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Maintain a Collaborative Relationship Over Time and Through Challenges



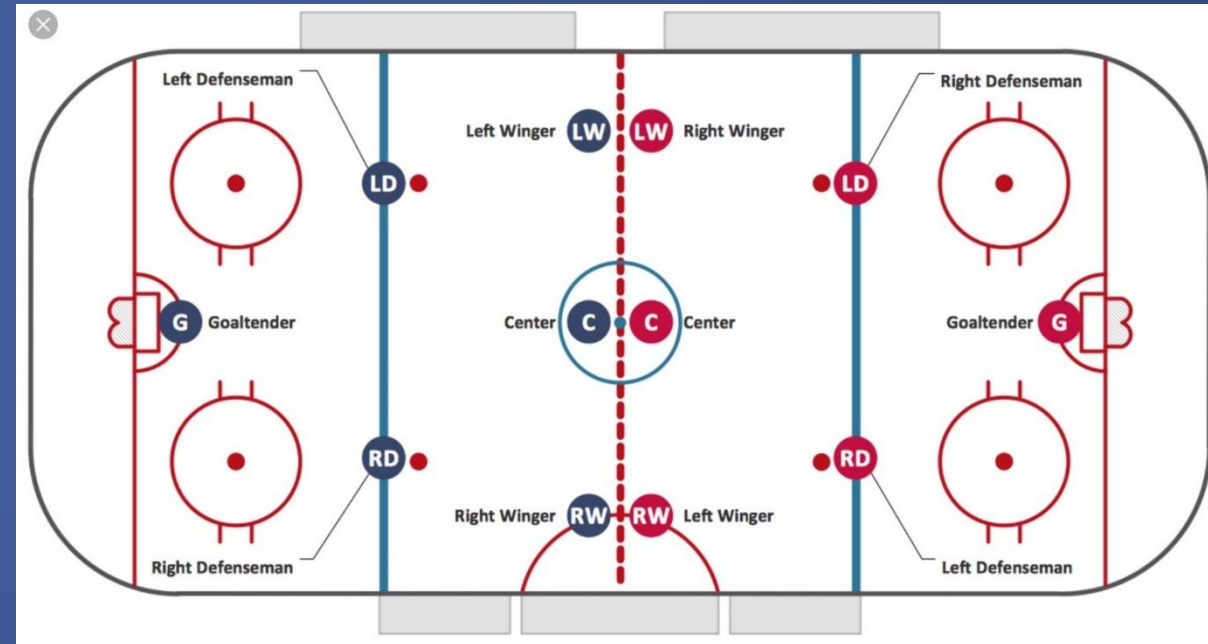
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How to Pursue Collaborative Opportunities?

- 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





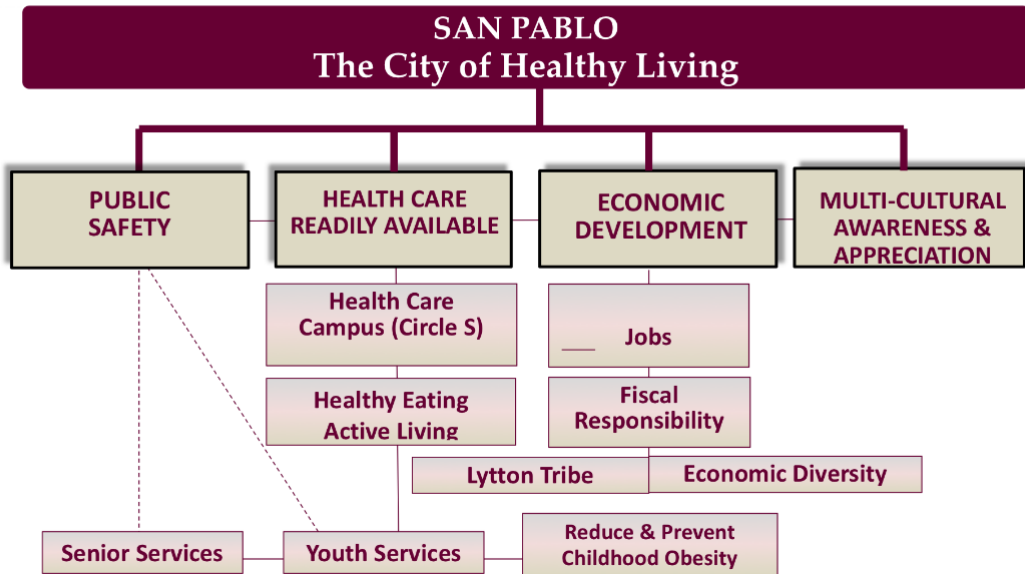
Yield Results Greater than any One Single Entity Could do on Their Own



San Pablo City Council
Priority Work Plan - Major Policy Goals

Mission Statement:

Dedicated to developing, preserving and protecting the quality of life and cultural diversity for all its residents, while maintaining high quality public services in partnership with our citizens.

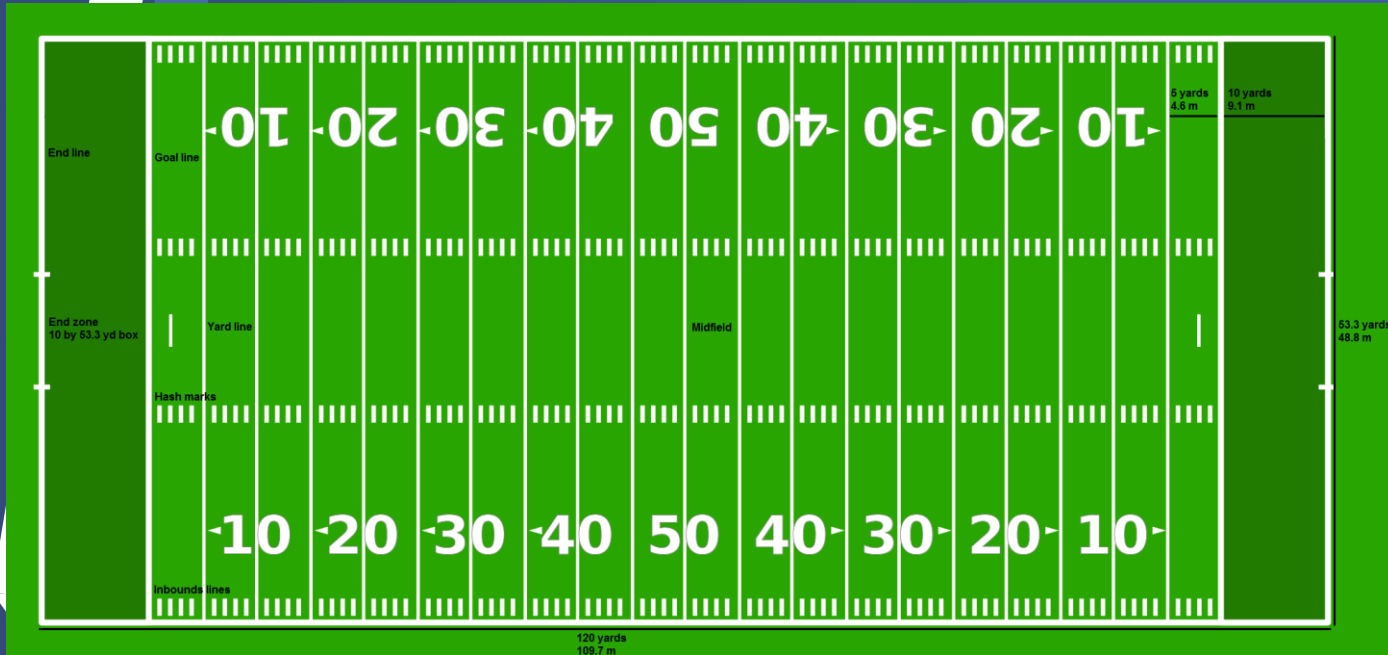


- Public Safety
 - Senior Services (Detectives)
 - Youth Services (G.R.E.A.T. Program)
- Health Care
 - Active Living (Participate in events)
- Economic Development (EDC participation)
 - New Businesses (Proactive work)
- Awareness & Appreciation
 - Rapport Building (CPA, Parent Project)
 - 3 Part Procedural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





What to do when starting and scaling Up a Collaboration?



- 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



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

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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



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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



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QUESTIONS ?



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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

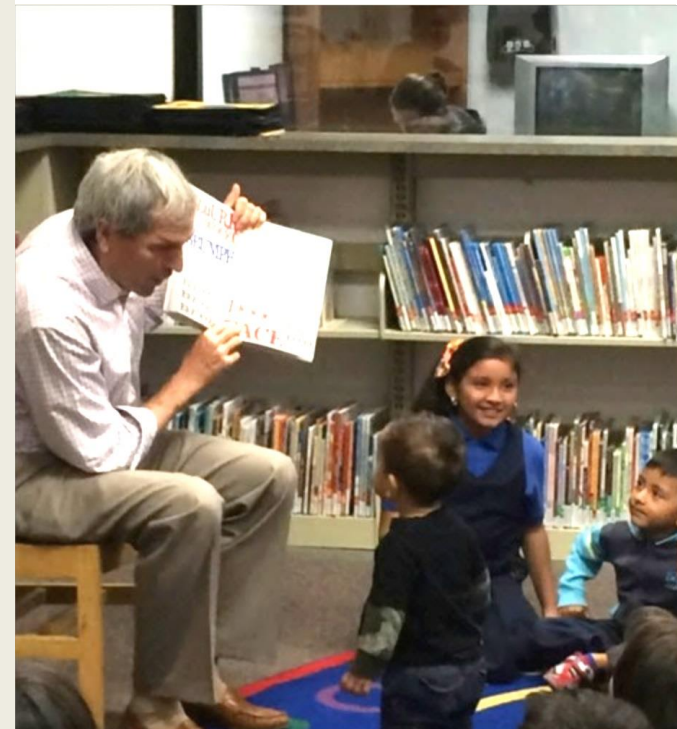
- USDA Summer Meal Programs=stop the summer nutrition gap
 - Free, healthy meals (breakfast, lunch, snack, or supper) for kids 18 and under in low-income neighborhoods
 - Meals available to all children – **No paperwork for families**
 - Brings federal dollars to CA communities
 - **Built on community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

LunchAtTheLibrary.org

Stretching Community Dollars through Local and Regional Leadership

Executive Forum with Institute for Local Government

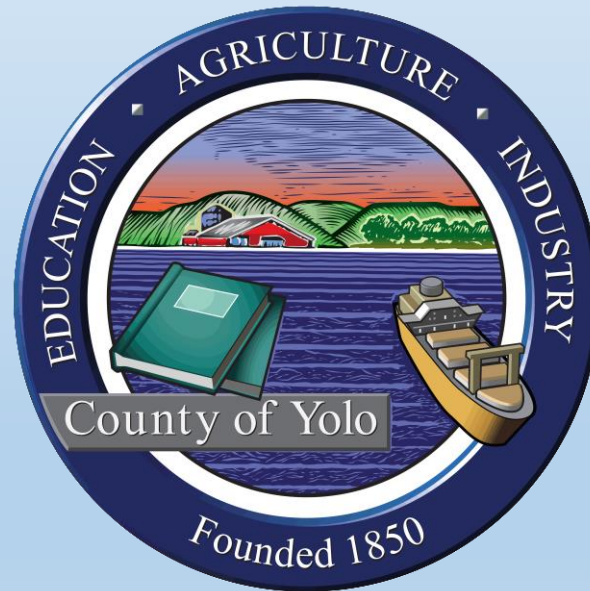
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Hyatt Regency, Monterey, CA

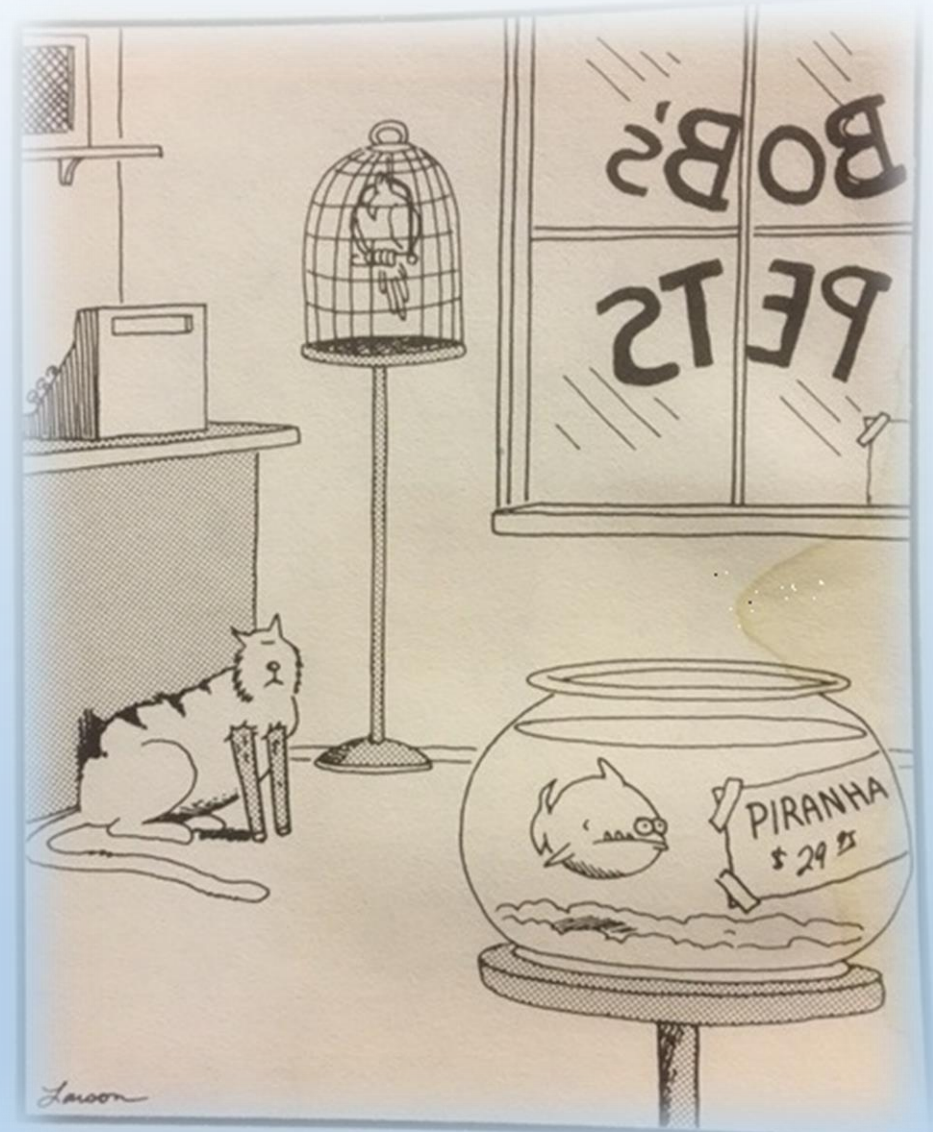
Oscar Villegas, Supervisor

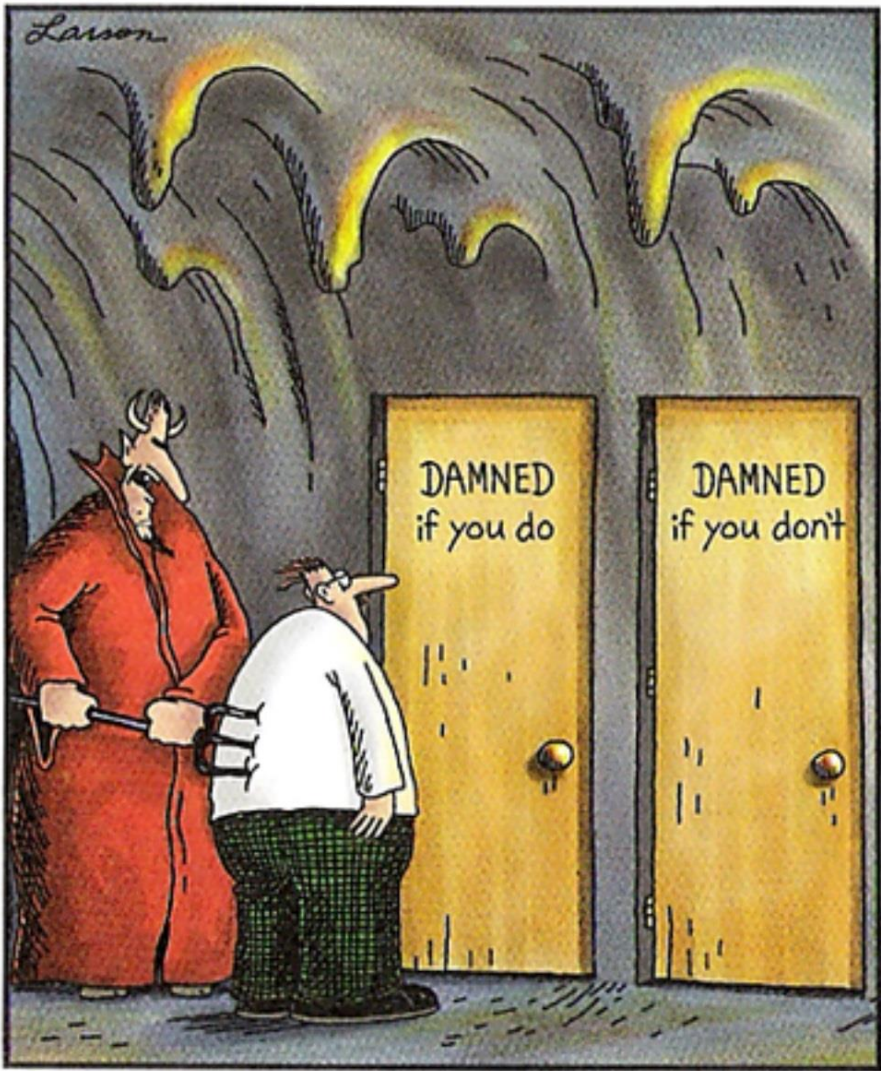
County of Yolo, District 1

(Representing West Sacramento and Clarksburg)



Reasons for Collaboration May Vary

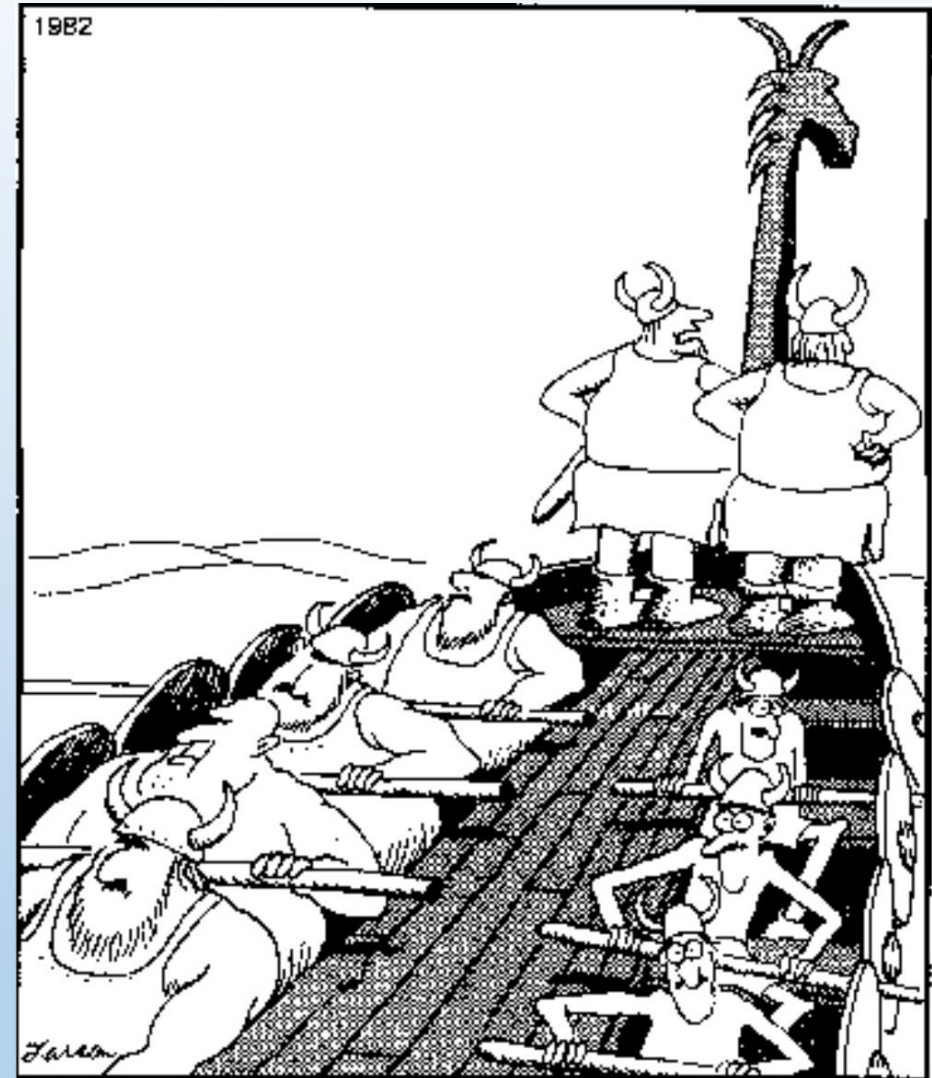




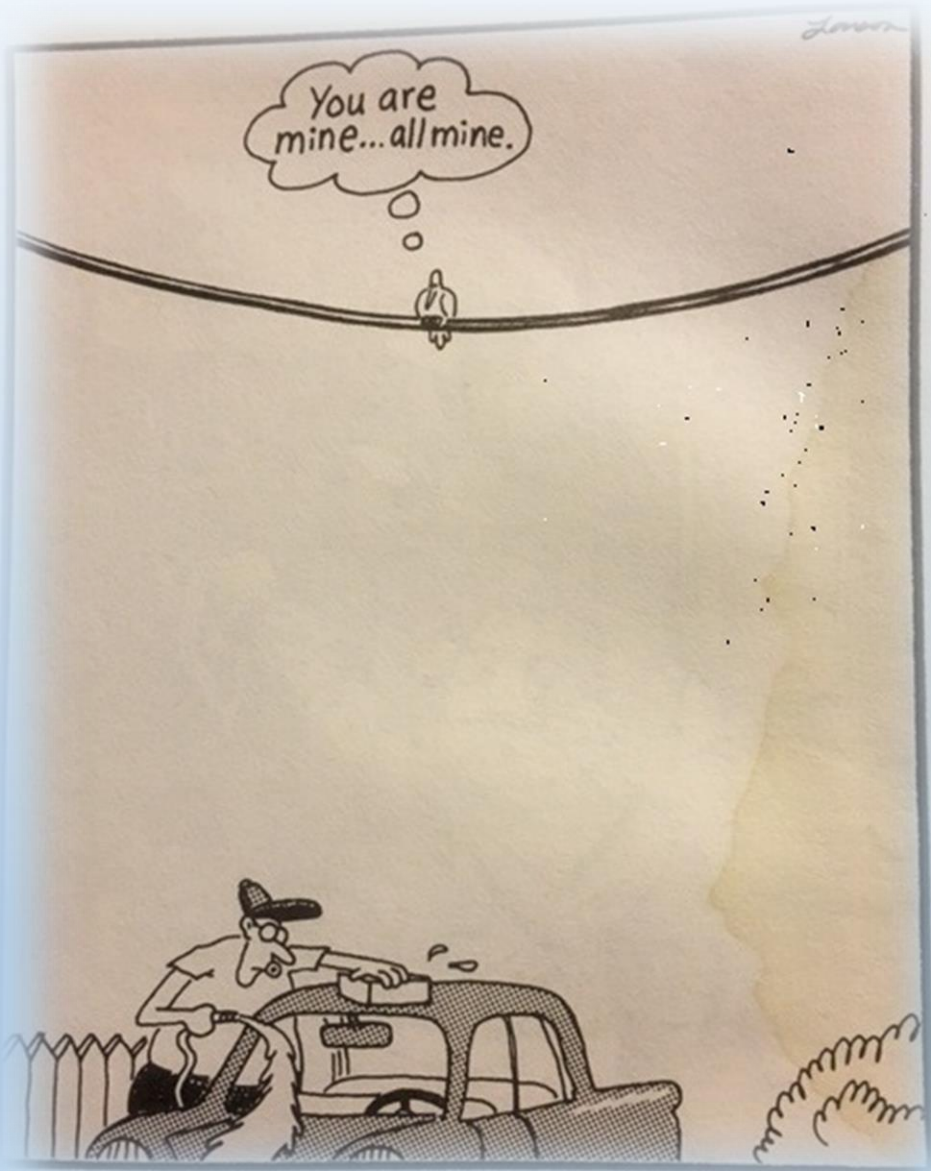
"C'mon, c'mon—it's either one or the other."

**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
Yolo County Board of Supervisor**

- oscar.villegas@yolocounty.org
- **(916) 375-6440**
- **625 Court Street
Woodland, CA 95695**

Your BIG Idea: Brainstorm

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?

1. What is the idea/project?
2. Who should be involved?
3. What is still needed?
4. What are my next steps?

City of Santa Rosa Violence Prevention Partnership



Tom Schwedhelm
Vice Mayor

Community Issue:

Rising number of gang related incidents

**Who are the first people you call to
respond to the problem?**

The Police!

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

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 a 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 following questions.
3. Each group will have a few minutes at the end to report out the most notable or interesting finding that came up in the group discussion.

EXERCISE 2:

Envisioning a More Collaborative Future

Questions to Explore in Your Small Group

- 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 ripe 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: Sharing & Feedback

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

1. Has your idea/project changed based on the presentations and exercises today?
2. *ASK A NEIGHBOR:* What is your idea missing? How can your idea be improved?
3. Next steps? 1 month? 6 months? 1 year?
4. What are key takeaways from today's workshop?

