Stretching Community Dollars Through Local and Regional Leadership

Mayors & Council Members Executive Forum
Friday, June 24, 2016
9:00AM – 3:00PM
The Institute for Local Government

ILG is the non-profit research and education affiliate of

www.ca-ilg.org
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

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<td>Deeper Dive: The Ins &amp; Outs of Collaboration</td>
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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 over time
- 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
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
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
Who Should be Engaged in Public Decisions?

Transparency = Communication and Accessibility

Public Trust = Community Engagement

Community (& Commissions)
City Council (& Sub-Committees)
P.D.
City Manager (& City Staff)
Maintain a Collaborative Relationship Over Time and Through Challenges

Lack Clarity = Lack of Respect

Mistrust = Public Scrutiny
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

- 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
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).

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
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
QUESTIONS ?

CITY OF SAN PABLO
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
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
Patrice Chamberlain
Director, California Summer Meal Coalition
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
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.thepartnershipsrsr.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?
THANK YOU