

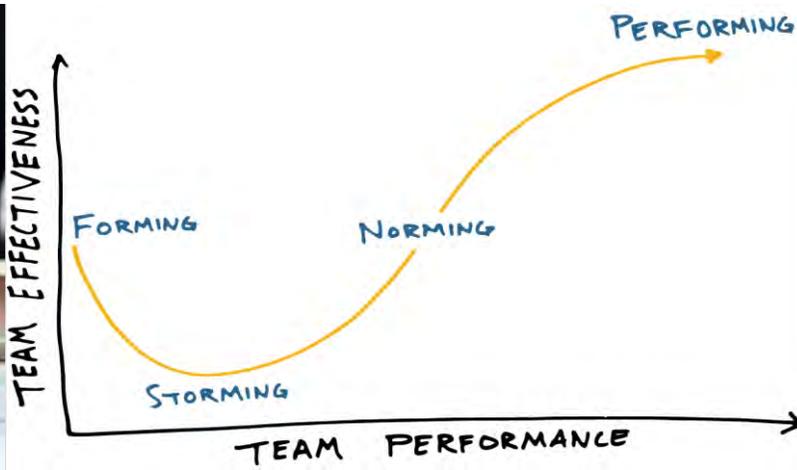
# State of the City's Operations

*A State of Change & Opportunity*

Dee Williams-Ridley

City Manager

May 11, 2019



# State of the City's Operations



team  
development



city  
operations



our  
opportunity



# Team Development



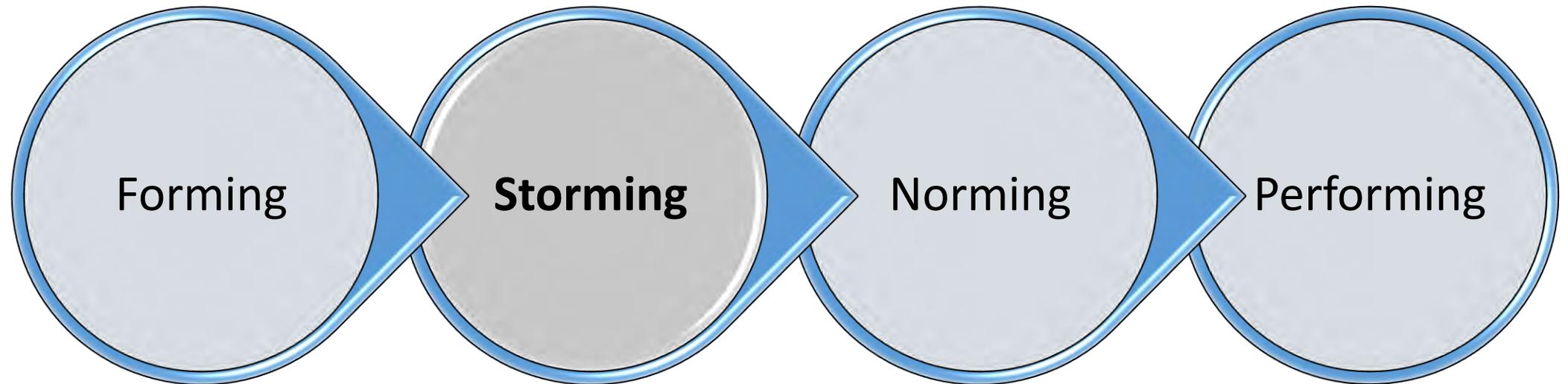
Visionary.



80%  
senior  
executives  
new  
to  
role



# State Of Our Team's Development



# The Path to a High-Performing Team

**Excitement!**  
 Wow - not enough hours in the day to have enough fun!  
 Anxiety  
 What's our vision?  
 Where are we going?  
 What's my place?  
 What's the plan?



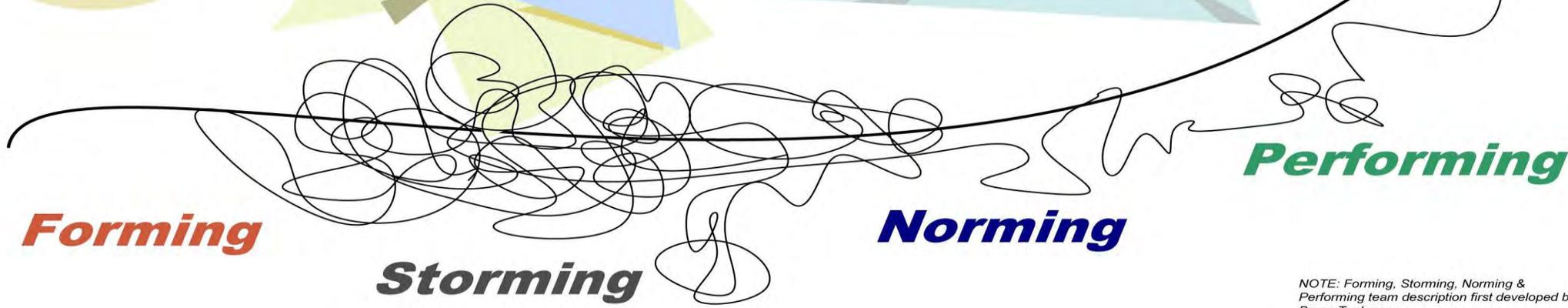
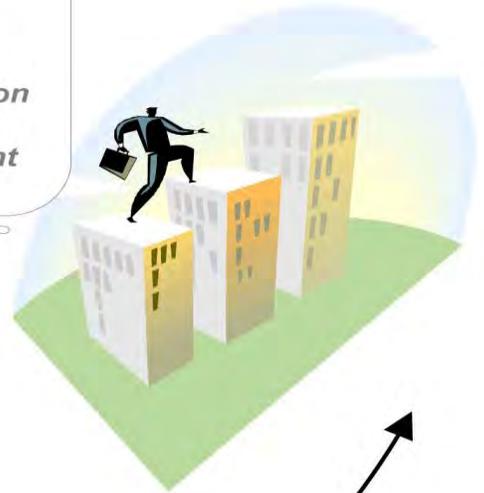
**Push / Pull**  
 Who are we? Who am I?  
 At last - change!  
 Who's steering this ship?  
 What process?  
 What's in it for me?  
 Another change?  
 This is too hard.  
 Not sure I can do it.  
 Another screw-up?  
 Who, me?  
 Not sure we can do it.  
 I'm tired. I'm depressed.  
 I'm ready to give up.



**Goals**  
 Processes  
 Communication  
 Involvement  
 I get it!  
 Commitment  
 Respect  
 Leadership  
 Collaboration  
 This is challenging!  
 Unity  
 Decisions  
 Teamwork  
 This can be fun!



**Shared Vision**  
 Strategy  
 Empowerment  
 Accountability  
 Self-directed  
 Positive  
 Conflict resolution  
 Coaching  
 Accomplishment  
 GROWTH



NOTE: Forming, Storming, Norming & Performing team description first developed by Bruce Tuckman

# why are we storming?

- Focus is too broad
- Loss of institutional knowledge
- Competing demands
- External mandates out of our control
- ***Enormity of change***
- Fear & anxiety
- Desire to maintain cutting edge leadership
- Overachievers



# challenging data

A little over half of voters give Berkeley's city services a positive rating. There has also been an uptick in negative views with 2-in-5 voters giving them a fair or poor rating.



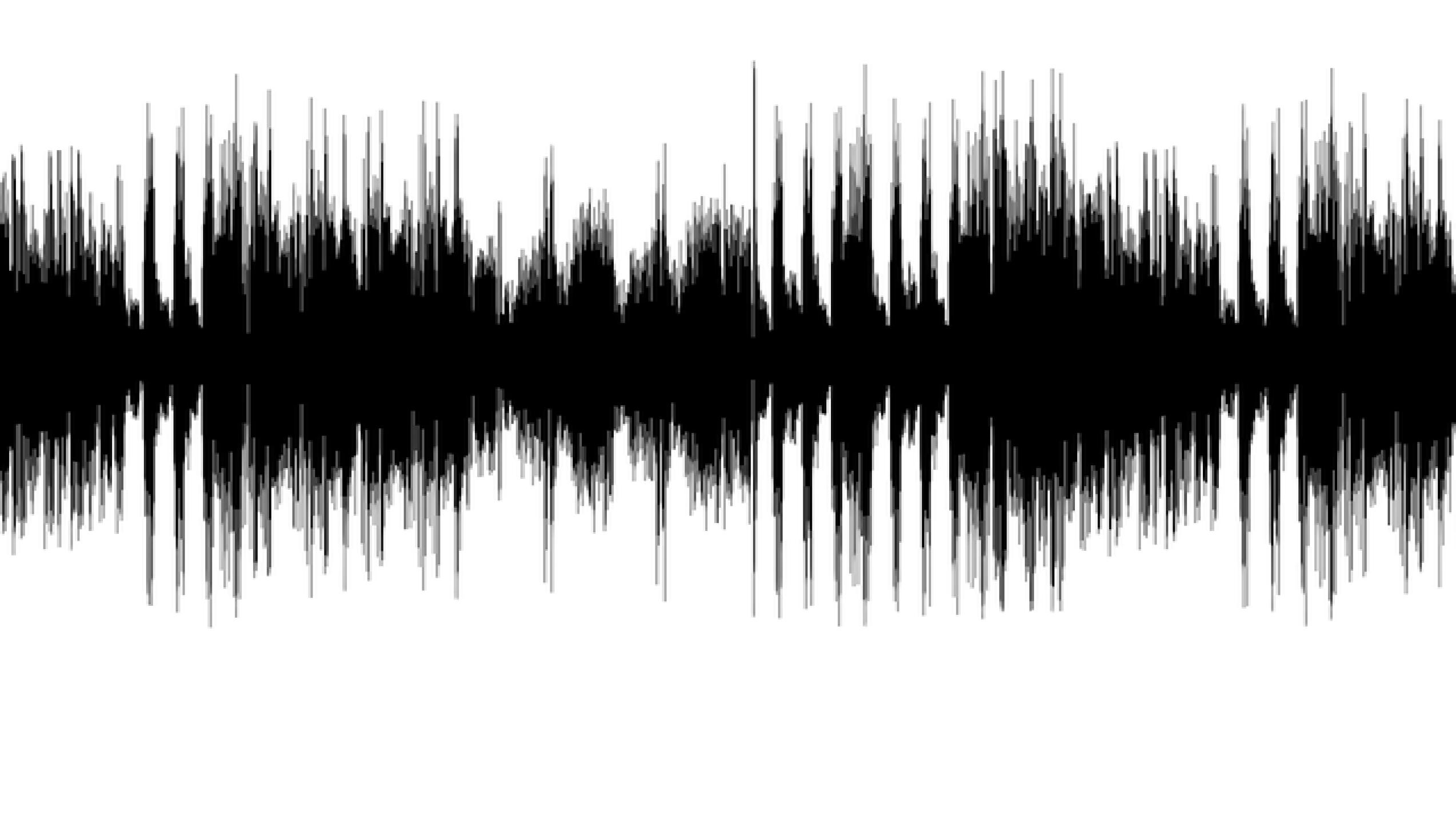


Let's FIX IT!  
I have a play  
date...

# We must address the volume







We must be able to hear each other



# What's changing?

## What

- Demographics
- Political Landscape
- Technology
- Baseline Services
- Community Trust
- Recruitment & Retention
- Fiscal Accountability
- Social, Racial and Environmental Justice
- Infrastructure Needs
- Workforce Morale

# What's the effect?

## Effect

- Workforce policies & Gentrification
- Loss of local control, new local laws
- Efficiency, return on investment
- Low customer satisfaction, unrealized goals
- Respect, trust in government
- Slow response times, loss of institutional knowledge
- Plan for future,
- Leave our city in better place
- Fix it first, beautiful, safe city
- Attract and retain best & brightest

# Effect of Change on Operations



Operations

Modernize.

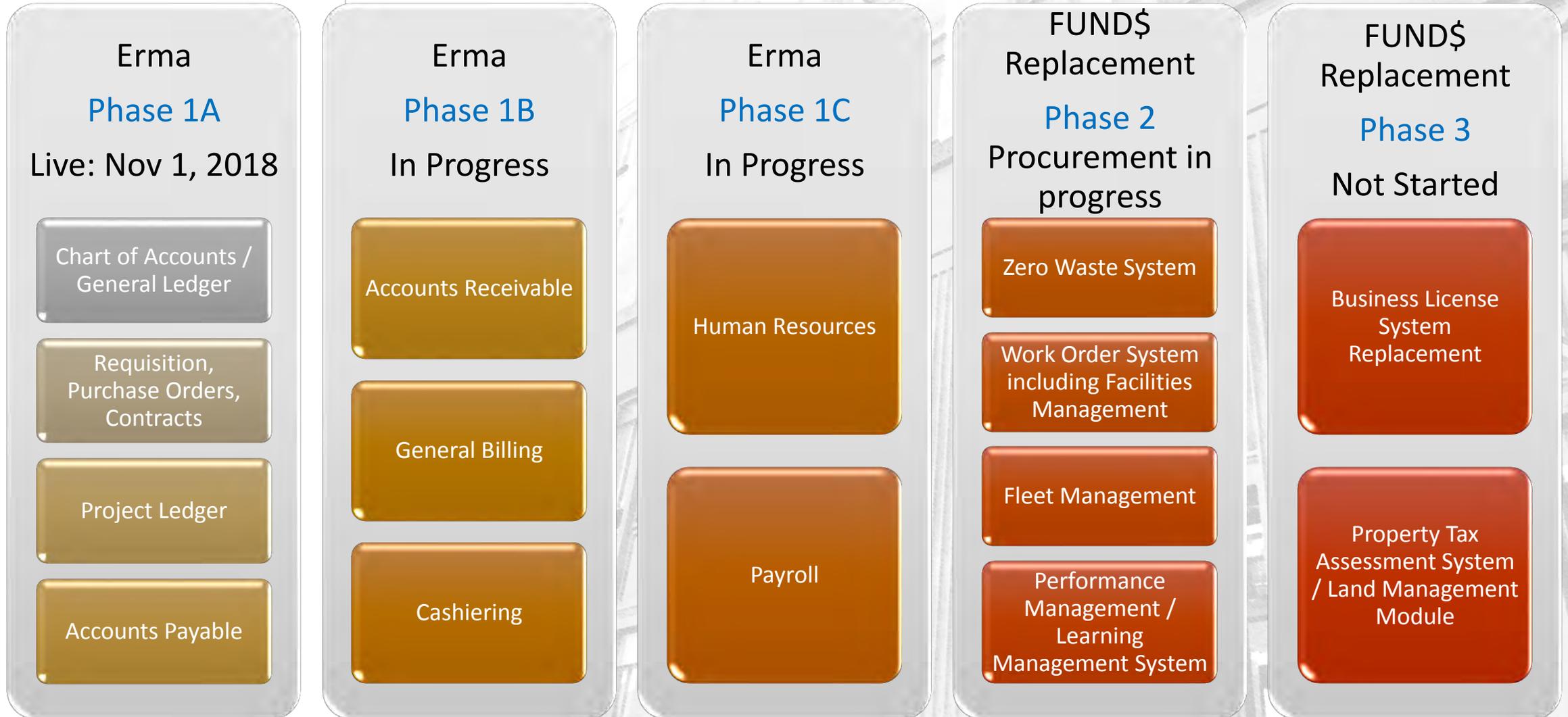
Revisit.

*Refresh.*



# DEPARTMENT OF INFORMATION TECHNOLOGY

## FUND\$ REPLACEMENT PROGRESS



# Staffing

Recruitment

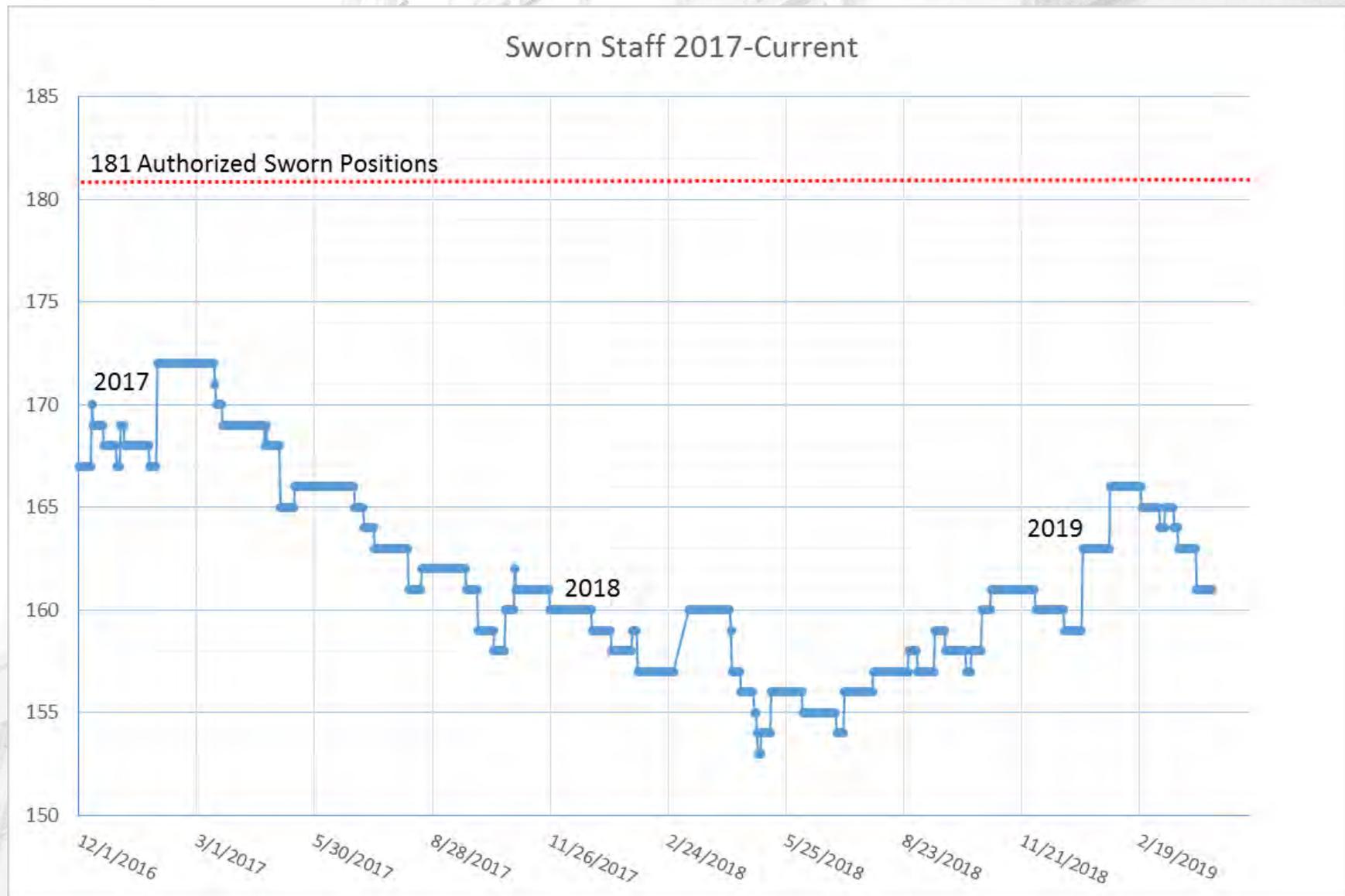
Retention

Hiring



# POLICE

# STAFFING



workforce is getting younger,

more diverse

15.7% asian  
22.7% black  
17.3% hispanic/latino  
39.6% white

city gov

community is getting older,

less diverse

19.7% asian  
8.60% black  
11.0% hispanic/latino  
60.2% white

city



Political landscape.

CITY ATTORNEY

# NEW MANDATES

## *Housing Mandates*

### CREATING & PRESERVING AFFORDABLE HOUSING

- SB 2
- SB 3
- AB 1505
- AB 1521
- AB 571

### ACCOUNTABILITY & ENFORCEABILITY

- AB 678
- AB 1515
- AB 72
- AB 1397
- AB 166
- AB 879

### PLANNING & ZONING

- SB 35
- SB 73
- SB 540

### PENDING LEGISLATION

- SB 50 – Planning & Zoning:  
Housing Development:  
Incentive
- SB 330 – Housing Crisis Act  
of 2019

# State impacts on local control...

zoning & housing

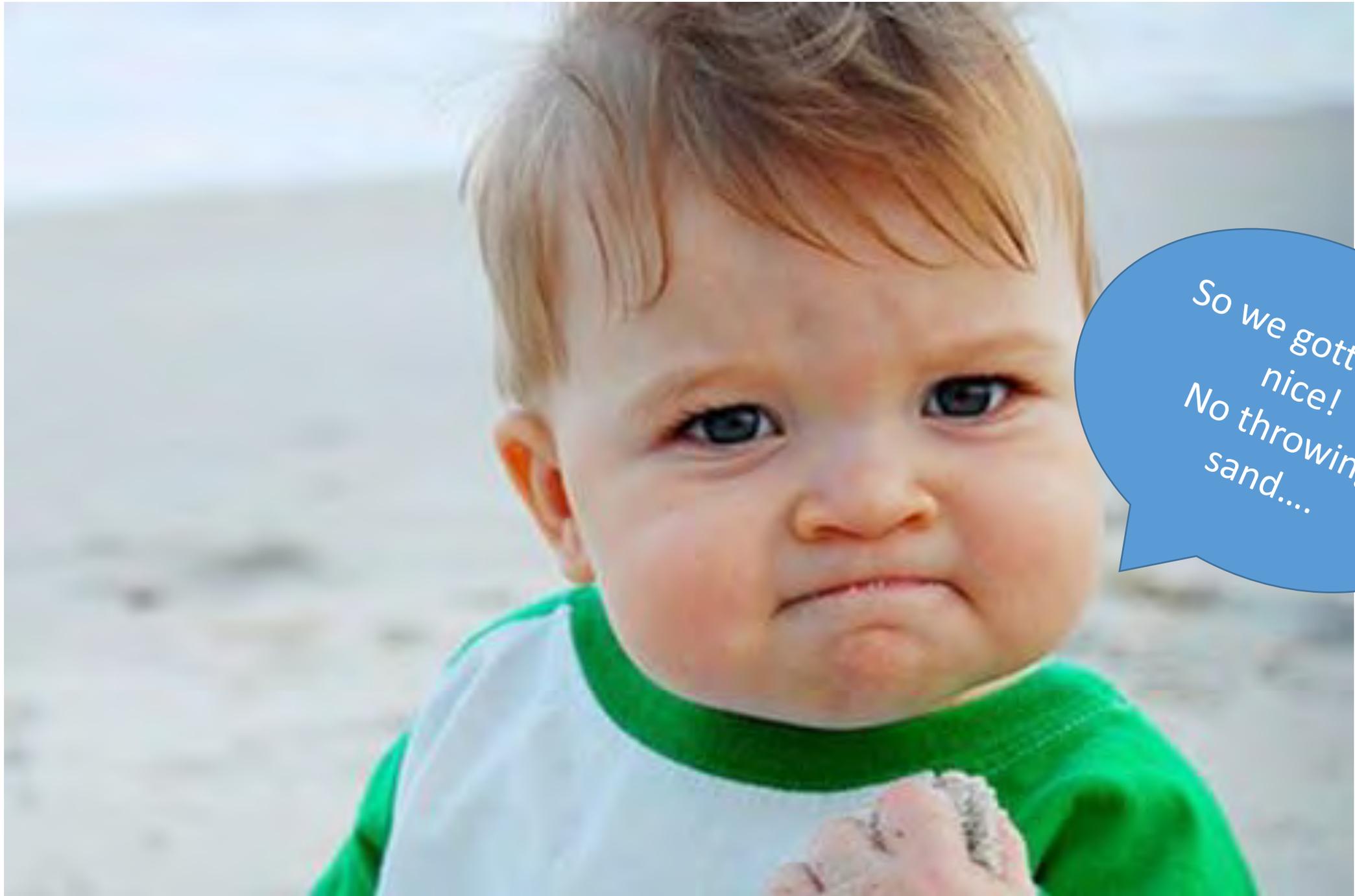


SB35

release of records



SB1421



So we gotta play  
nice!  
No throwing  
sand....

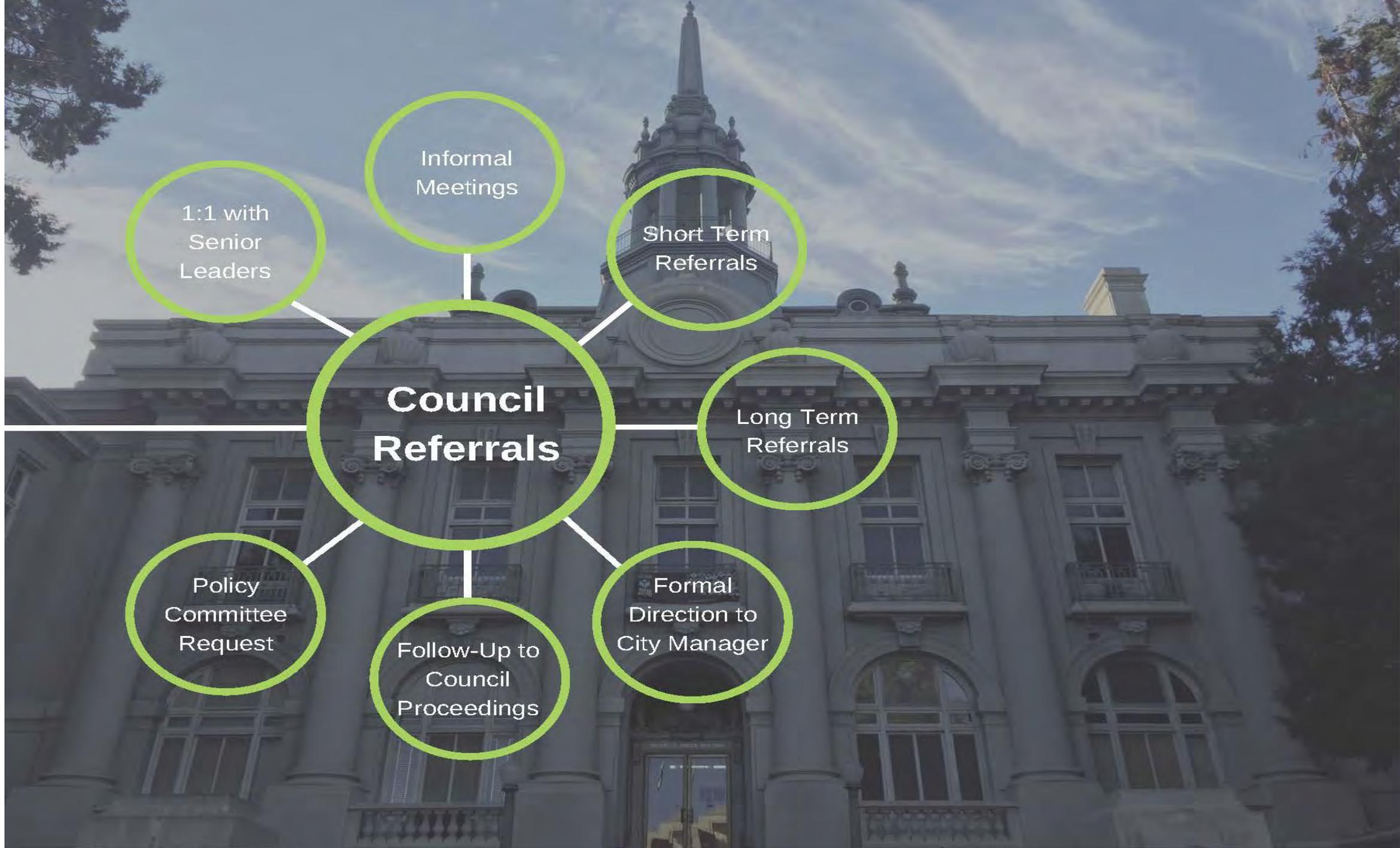
# Getting to norming



## How Work Comes In

The City of Berkeley receives work from many different stakeholders.





**Council Referrals**

1:1 with Senior Leaders

Informal Meetings

Short Term Referrals

Long Term Referrals

Formal Direction to City Manager

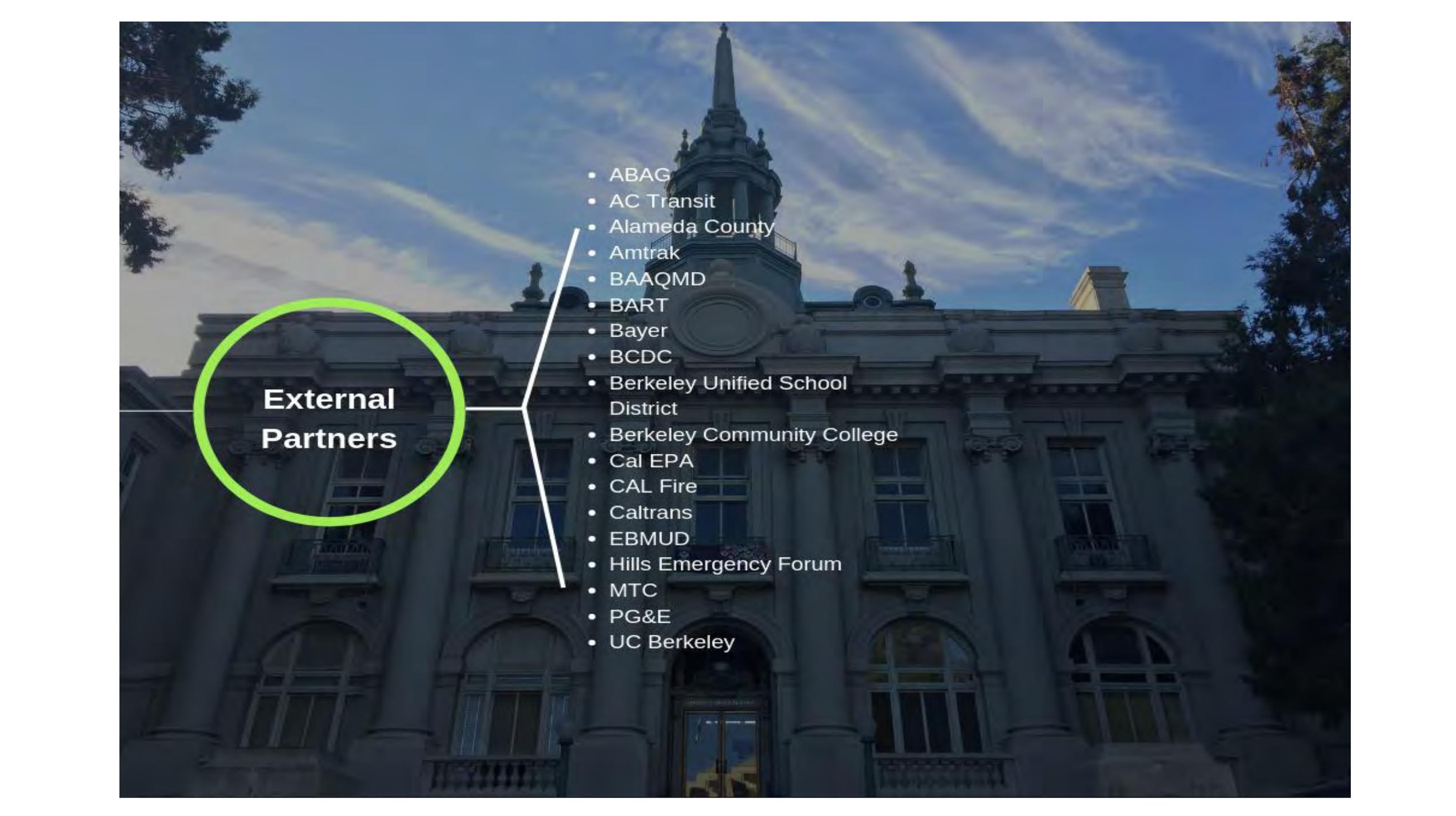
Follow-Up to Council Proceedings

Policy Committee Request



## Commissions (& Boards)

- Animal Care Commission
- Board of Library Trustees
- Cannabis Commission
- Children, Youth, and Recreation Commission
- Civic Arts Commission
- Commission on Aging
- Commission on Disability
- Commission on Labor
- Commission on the Status of Women
- Community Environmental Advisory Commission
- Community Health Commission
- Design Review Committee
- Disaster and Fire Safety Commission
- Elmwood Business Improvement District Advisory Board
- Energy Commission
- Fair Campaign Practices Commission
- Homeless Commission
- Homeless Services Panel of Experts
- Housing Advisory Commission
- Human Welfare and Community Action Commission
- Joint Subcommittee for the Implementation of State Housing Laws
- Landmarks Preservation Commission
- Loan Administration Board
- Measure O Bond Oversight Committee
- Mental Health Commission
- Open Government Commission
- Parks and Waterfront Commission
- Peace and Justice Commission
- Personnel Board
- Planning Commission
- Police Review Commission
- Public Works Commission
- Solano Avenue Business Improvement District Advisory Board
- Sugar-Sweetened Beverage Panel of Experts
- Transportation Commission
- Youth Commission
- Zero Waste Commission
- Zoning Adjustments Board



**External  
Partners**

- ABAG
- AC Transit
- Alameda County
- Amtrak
- BAAQMD
- BART
- Bayer
- BCDC
- Berkeley Unified School District
- Berkeley Community College
- Cal EPA
- CAL Fire
- Caltrans
- EBMUD
- Hills Emergency Forum
- MTC
- PG&E
- UC Berkeley

# Our Opportunity



# accomplishments

FLSA Overtime Calculations

Ethics Audit

New Code Enforcement Policy & Procedures Manual

New Public Records On-line Portal

Policy Committees

41% of pets adopted

Updated Records Retention Policy

ERMA

Cyber Resilience Plan

2020 Vision Website

Annual Report

Budget & Fiscal Mgmt. Award

Updated Commissioner's Manual

Zoning Amendments

Small Business Retention Program

Pathways

360 Performance

Implemented Public Financing Program

# accomplishments

SUDS-Single Use Disposables

Violent Crime down 11%

Local Emergency Housing Ordinance

Center Street Garage

\$3m Seismic Retrofit Program

Body Worn Cameras

Fire Dept. Audit

Active Shooter Trng.

ADU Standards

Commercial Waste

3,566 Bldg. Permits Issued

Hearst-complete streets

BART Plaza Expansion of goBerkeley

CAD Upgrade

NARCAN Program

Hwy 13 Corridor Improvements

Launch of Pay by Phone Mobile system.

# What's Next?

Shattuck Reconfiguration Project

Vision Zero

Expanded Wi-Fi to 13 City Locations

115 Pension Trust

- Lobbyist Registration Ordinance

Draft Adeline Corridor Plan

Civic Center Visioning Project

Performance Dashboard

Tech Exchange Fair

Website Redesign

Ethics Program

MOU Differences

Building EYE

IKE Kiosks

UC Berkeley LRDP

Rental Housing Safety Program

Festival Grants Program

GIS Community Portal

# What's Next?

Accelerate Greenhouse Gas Emissions

North Berkeley BART

Measure O Implementation

North Berkeley Sen. Center

Measure P Implementation

Citywide Restroom Assessment

Live Oak

Rose Garden

Adeline St. & Hearst Ave

Street Paving

Customer Service Initiative

San Pablo Park

Financial Audit- T-1

Risk Management Assessment

Citywide Community Day

George Florence Park

All Staff Appreciation

Smart Cities Initiatives

# What will performing look like

- Reduced volume
- Improved communications
- Telling stories that matter
- Answering the question-who cares?
- Stabilized & engaged workforce
- Excellent, core baseline services
- Measured outcomes
- Greater cross departmental collaboration
- Stronger team relationships & trust
- Customer service ratings exceed former levels

Performing!

