

The Resilient Government 2.0

California Society of Municipal Finance Officers

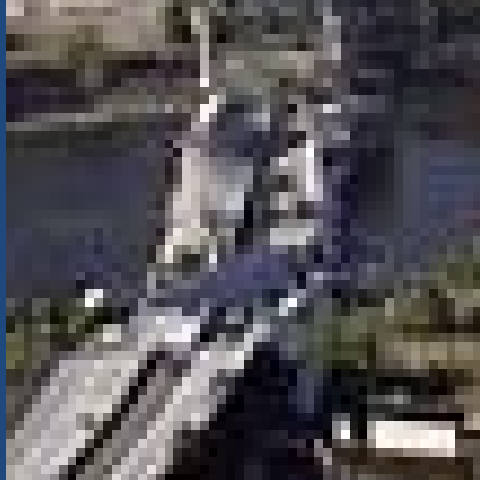
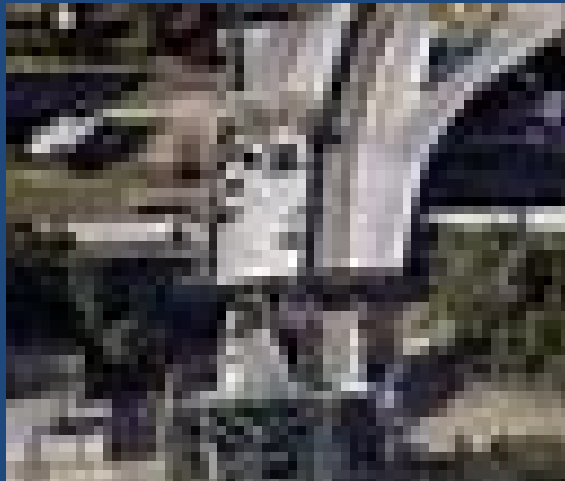
March 2, 2016



Ronnie Campbell, Finance Director, City of Camarillo, CA
Heather Johnston, GFOA President & City Manager, Burnsville, MN
Phil Bertolini, Deputy County Executive/CIO, Oakland County, MI



35W Bridge Collapse

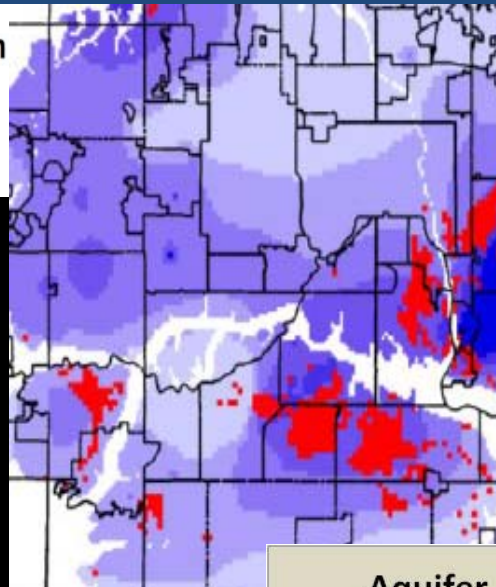
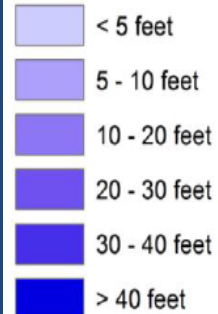


Burnsville Water Partnership

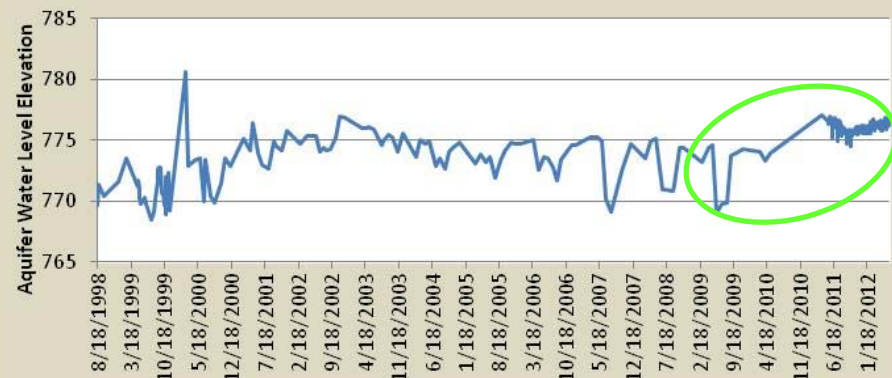
2040 Model-projected Drawdown Prairie du Chien-Jordan Aquifer

 Drawdown exceeds 50% Available Head

Drawdown

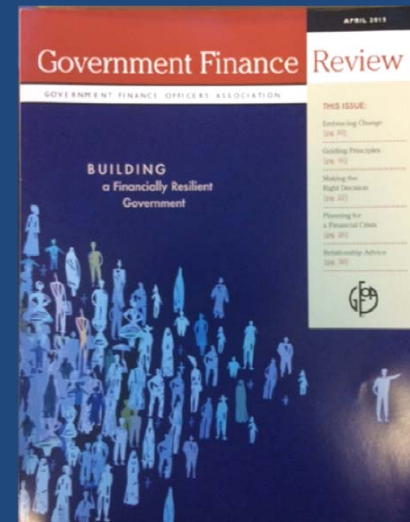


Aquifer Level Change in the Prairie du Chien- Jordan Aquifer 1998-2012 Savage Fen



GFOA Resiliency

- Resiliency Task Force 1.0
 - Focus on Financial Resiliency
 - Issue of Government Finance Review
 - Best Practices



GFOA Resiliency

- Resiliency Task Force 2.0
 - Focus on Finance Professionals
 - How to recruit, retain and motivate
 - Field testing is underway



@GFOA President
#GFOA Resiliency

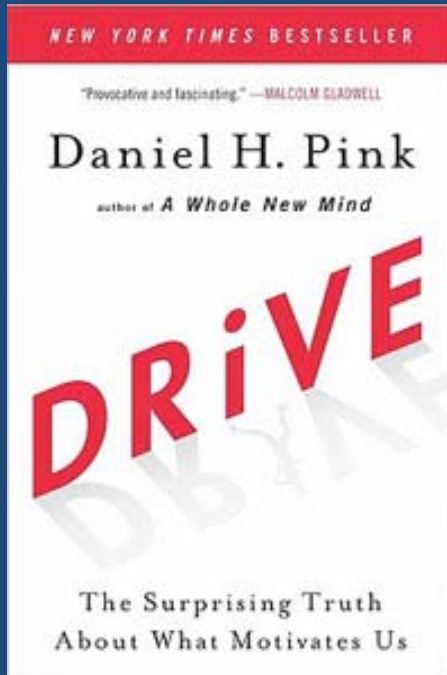
GFOA Resiliency Task Force 2.0

- 20 Finance Professionals from the United States and Canada
- Mission: To research, develop and test practical ideas to recruit and retain engaged employees into public finance.
- Reviewing current literature
- Developing practical information

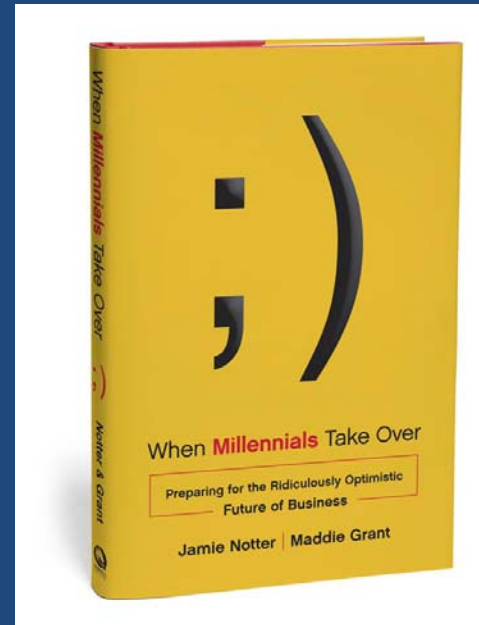
Task Force 2.0: Mission Statement

- Research, develop and test practical ideas to recruit and retain engaged employees into public finance.
- Emphasize ideas applicable to all generations, with special attention to millennials
- Engage finance employees as true partners
- Developing practical information

Reviewing the Literature



- Autonomy
- Mastery
- Purpose



- Digital
- Clear
- Fluid
- Fast

Ideas to Explore

“Drive” by Daniel H. Pink

- Autonomy – Don’t micromanage – allow time for creativity (“FedEx Days”)
- Mastery – Increase engagement and set clear goals
- Purpose – Explain the reason behind the task, what goals you are trying to achieve and the “why” behind what we do

Ideas to Explore

“When **Millennials** Take over” by Jamie Notter and Maddie Grant

- Digital – Focus on the user; make sure processes are changed with technology
- Clear – Share information with employees; include others in decision making
- Fluid – Be flexible when possible; allow others to make decisions
- Fast – Make information accessible to public

What's the Problem?

- Developed Small Groups based on research
 - Strategies for Attracting Millennials
 - Autonomy
 - Purpose
 - Mastery
- Brainstorming, then narrowing the focus

Testing the Theory: Four Groups

- Special/Self-Directed Time
- Engaging your Staff in Decision-Making Meetings
- Stretch Assignment Field Test
- Action Planning

What does this Look Like?

- Articles in Government Finance Review
- Practical tools
- Just get started!!

What else?

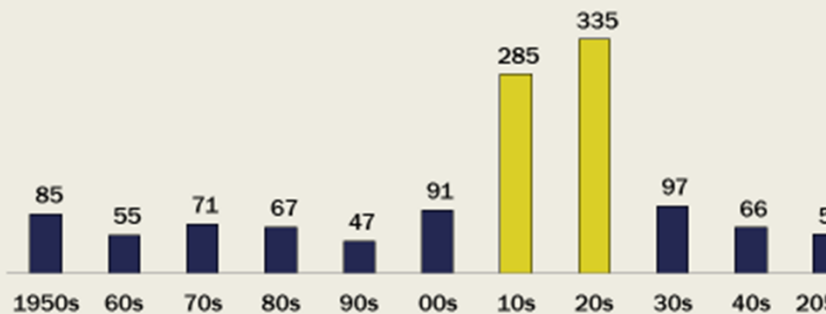
What is Succession Planning?

- A. Replacing the person who just left the organization
- B. A new iPhone game
- C. The current past-time of Prince William and the Duchess of Cambridge
- D. Thinking strategically about the needs of your organization and how to address them

Why Do It?

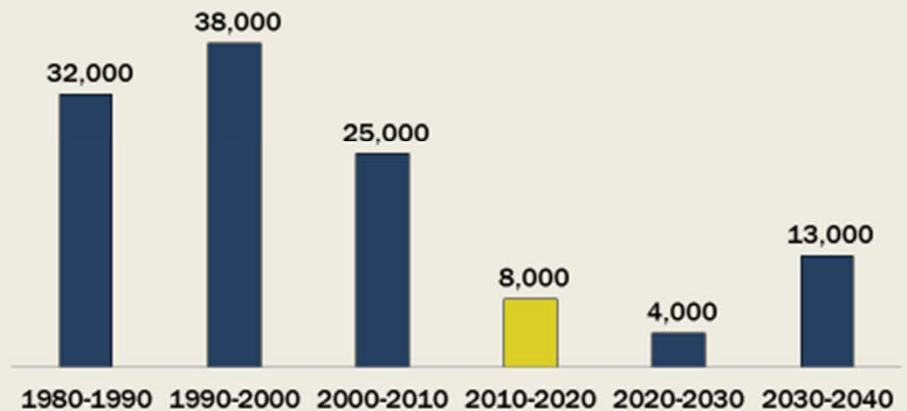
GROWTH IN MINNESOTA'S "OLDER ADULT" POPULATION

Change in older adults, age 65+ (Thousands)



Sources: U.S. Census Bureau, MN State Demographic Center

AVG. WORKERS ADDED PER YEAR MINNESOTA, 16+



Source: U.S. Census Bureau, Minnesota State Demographic Center Projections

Succession Planning

Case Study: Burnsville, MN

- Burnsville, MN: A third-ring suburb of the greater Minneapolis/St. Paul metro area
- Geographic Area: 27 square miles
- Population: 61,300
- City Budget: \$102 million
- 270 employees, 5 unions

Simple Start to the Conversation

- Management Team Discussion
- Ask the Questions
 - When?
 - Who?
 - What is our Need?
- Identify a strategy
- Partner with Human Resources

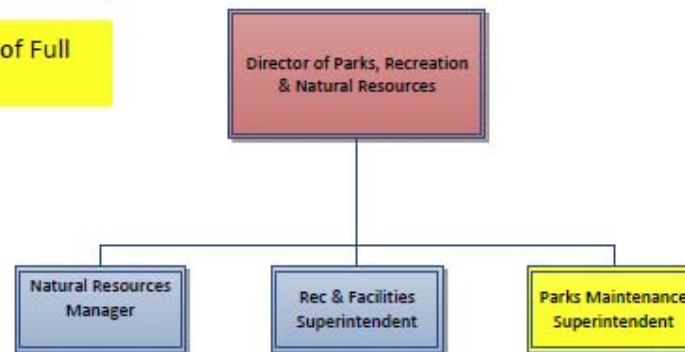
Simple Start to the Conversation

PARKS, RECREATION & NATURAL RESOURCES

Succession Planning

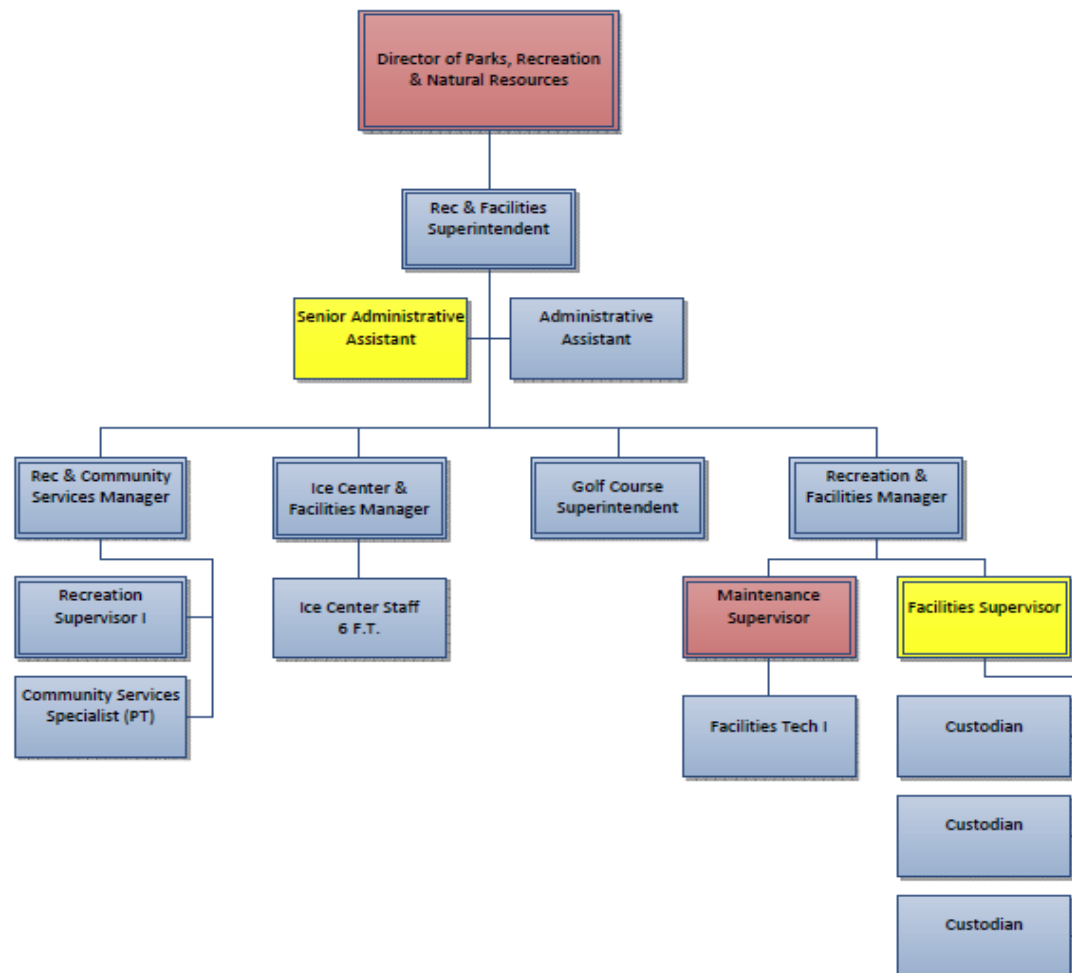
RED = Currently Eligible for Full Retirement

YELLOW = Within 5 years of Full Retirement



Talk about the Future

RECREATION & FACILITIES



Action Steps

- Identify the gaps
- Establish Future State
- Engage the incumbent
 - Skill assessment
 - Knowledge transfer
- Evaluate internal readiness

GFOA Resiliency Definition

- Recognize risks!
- Be flexible!
- Be robust!
- Exercise foresight!
- Adapt!
- Look deeper!
- Build relationships!

How to Stay Informed and Share Your Ideas?

- Ask Your Colleagues
 - Ronnie Campbell, Director of Finance, City of Camarillo
 - Drew Corbett, Finance Director, City of Menlo Park
- Contact GFOA
 - Shayne Kavanagh
 - Elizabeth Fu
- Email Me at Heather.Johnston@burnsvillemn.gov

- Join the Birds

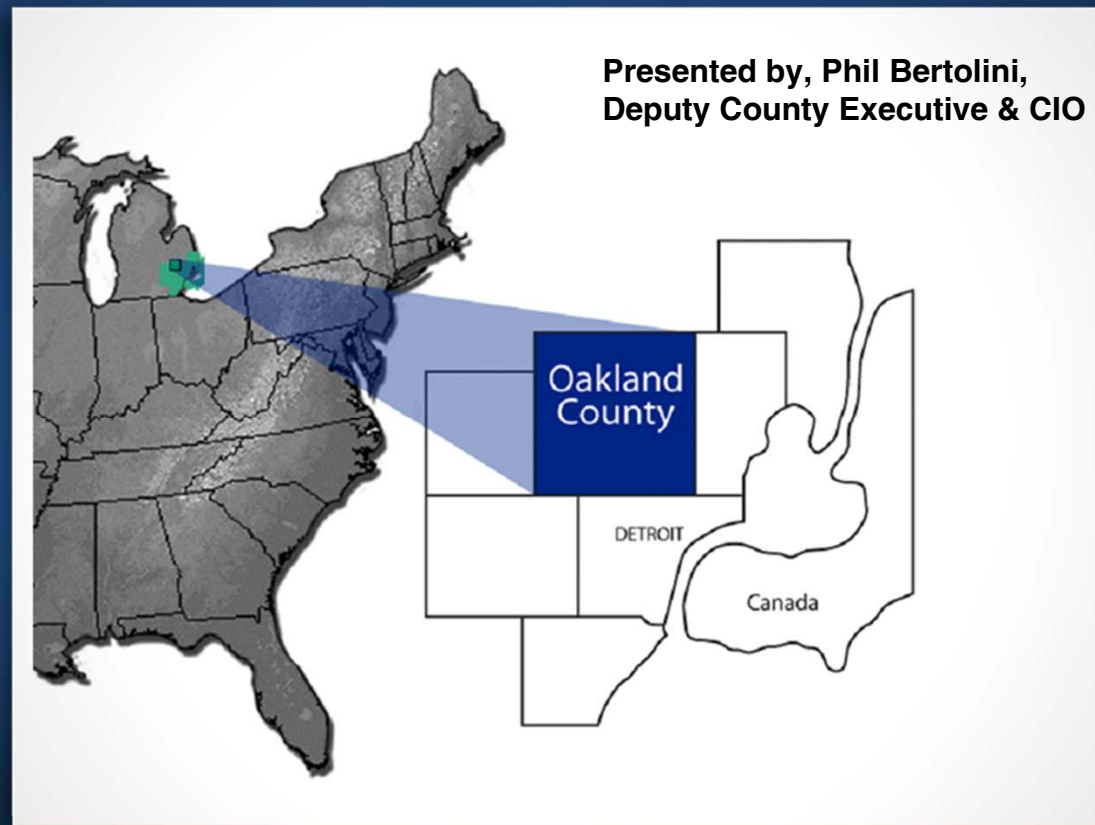


@GFOA President

#GFOA Resiliency

Workforce & Resiliency

“The right people make a difference!”



March 2016

Doing **More**
With Le\$\$

Doing **Less**
With Le\$\$

The Perfect Combination

The perfect combination



VETERAN



Millennial

Recruiting and Retaining the New Professional

- **Compensation**
- **Longevity (3 to 5 years)**
- **Training**
- **Work/Life Balance**
- **Opportunities to learn and grow the organization**

Oakland County Plan

Three Pronged Attack

1. Salaries and Benefits
2. Flexible Work Hours
3. Workplace/Environment

Oakland County Plan

Salaries & Benefits

Performed a Salary Study

Base salaries were adequate
Top of salary range was 30% low
Added steps on range

Helped with recruiting and retention

Oakland County Plan

Flexible Work Hours

4 X 10 work weeks

Flex hours

Telework

**Flexible hours attract the new
workforce**

Oakland County Plan

Workplace Environment

Constructing a modern workplace

Removed all walls

Adding stand/sit desks

Adding white noise system

Started in Application Services

**Changes will have a positive effect on
recruiting and retaining IT workers**

Before



After



Oakland County Results

Staff Recruitment & Retention

Improved from 30% to 12%

Morale has gone up

Productivity on the rise

What Do We Do?

- **Accept that people will move on**
- **Don't take it personal**
- **Everyone is replaceable**
- **Build a modern workplace**
- **Sell innovative work & being home for dinner with the family**
- **It's all about the people**

Q & A

Phil Bertolini

Oakland County, Michigan
Deputy County Executive/CIO

Email: bertolinip@oakgov.com