

Southern California Local Government Leadership Academy

By: Robert Neuber, Director of Human Resources, Covina

Like many public agencies, the City of Covina faces a talent shortage. A majority of our most talented and experienced employees will be eligible to retire in the next few years. In order to prepare our current employees to be ready to apply for these positions as they become available, City of Covina staff sent out an inquiry to see what other public agencies were doing for management/leadership training. Researching the information received and discussing the findings with other local cities and colleges led to the development of a cost effective joint venture - the Southern California Local Government Leadership Academy (SCLGLA) - a concept that can be used not

only by the cities who pioneered the program but any city or group of cities interested in providing leadership training for their employees.

In November of 2006, Covina Human Resources staff sent an inquiry to the League of California Cities Employee Relations ListServ asking Agencies for information on established Management/Leadership Training Programs (http://lists.cacities.org/pipermail/employee_relations/2006-November/001525.html). Thirteen Agencies responded to the inquiry. The results of their replies can be found at http://lists.cacities.org/pipermail/employee_relations/attachments/20061207/a2f70f54/LeadershipAcademySurvey-0001.xls. Staff also looked at information on

Leadership programs at GovLeaders.org, (<http://www.govleaders.org/training4.htm>). HR staff along with the Covina's Emerging Leadership Team reviewed the various programs that the agencies used or developed. Staff determined that based on our available resources, some kind of joint training would be most advantageous. Staff also determined that the California Joint Powers Insurance Agency's Leadership Academy and the Northern California Local Government Leadership Institute's Leadership Development Program run through California State University, Chico would be the model programs.

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New City Manager Appointments: Welcome!

Please join the Department in welcoming the following individuals to their new City Manager positions:

Elaine Aguilar, Sierra Madre
Richard Belmundez, Perris
Oliver Chi, Rosemead
Pat Glover, Chino
Pamela Jacobs, Los Gatos (Interim)
Greg Jones, Hayward
Charles Long, Pinole (Interim)
Steven Mendoza, Desert Hot Springs (Interim)
Adam Politzer, Sausalito
Wende Protzman, Atherton
Steve Rogers, Yountville
Carlos Sanchez, Sanger
Douglas Schmitz, Los Altos
Robert Van Nort, Gustine (Interim)
Peter Weiss, Oceanside
Pat West, Long Beach
Roger Wong, Greenfield

At-Large Officers

**Southern California Cities
Under 100,000 Population**
Bruce Channing
 City Manager, Laguna Hills
 (949) 707-2610
bchanning@ci.laguna-hills.ca.us

**Southern California Cities
Over 100,000 Population**
Ken Pulskamp
 City Manager, Santa Clarita
 (661) 255-4905
kpulskamp@santa-clarita.com

**Northern California Cities
Under 100,000 Population**
Linda Barton
 City Manager, Livermore
 (925) 960-4000
imbarton@ci.livermore.ca.us

**Northern California Cities
Over 100,000 Population**
Joe Tanner
 City Manager, Vallejo
 (707) 648-4575
jtanner@ci.vallejo.ca.us

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With this in mind staff initiated discussions with other local cities.

In January of 2007, Covina staff contacted several local cities regarding the idea of a joint Leadership Academy. Six cities (Arcadia, Baldwin Park, Irwindale, Monrovia, Pomona, and West Covina) agreed to work with Covina to develop the training. The group contacted local colleges to determine if they could provide us with the type of training that we envisioned. Cal Poly Pomona's College of the Extended University was able to take the best of the leadership training programs that we discussed with them, survey the needs of the participating cities, and develop a cost-effective program (less than \$110/student/day of training) to meet our needs.

In March of 2007, Covina's staff developed a shared training agreement, and Covina entered into a training partnership with Arcadia, Irwindale, Monrovia, Pomona, West Covina, and Cal Poly Pomona. Each City sponsored five participants in the program, which began this May. The thirty participants in the Academy will learn skills in leadership and managerial effectiveness to help prepare them to compete for the higher level positions in their organizations. The Academy is being held during the workday and on site at the participating cities' Council Chambers over a seven month period. By holding the Academy at the various participating cities' locations, participants get a chance to see how other cities function, and how city staffing, services, and funding can vary. The participating employees from the city hosting the training also make a short presentation on their city to the other Academy participants.

When asked, "What personal and professional accomplishments have you achieved these past three months that you believe can be attributed to being part of the SCLGLA Program?" the Academy participants' answers included: "I feel like I'm being generally more aware of my leadership and management style and of those around me." "Being more of a leader in my department." "I am able to look at my employees and find ways to make them achieve good things without having to change who they are." "Taking more initiative and leadership role in my projects at work and at home." "I feel I'm more open minded and, hopefully, more approachable to fellow staff."

The SCLGLA is made up of seven courses that cover such topics as redefining leadership, creativity and innovation, organizational communication, power and influence strategies, strategic thinking and decision making, the leader's role in budget and finance, and leadership ethics. All are one day six hour courses except for the course covering redefining leadership, which is a twelve hour course over two days. Several prominent City Managers and Assistant City Managers agreed to become involved in teaching the SCLGLA including Ray Patchett City Manager (CM) of Carlsbad, Rick Cole CM of Ventura, Mike Stover Assistant City Manager (ACM) from Lakewood, Bill Kelly CM of Arcadia, Scott Ochoa CM of Monrovia, Linda Lowry ACM of Pomona, and Fran Delach CM of Azusa.

Currently, Cal Poly Pomona's College of the Extended University will contract with public agencies to provide the Southern California Local Government Leadership Academy and offers a similar Leadership Academy at their site covering general supervisory and leadership training that is not specifically tied to public agency issues, (<http://www.ceu.csupomona.edu/courses/busadmin/leadershipacademy.asp>).

2007 League Strategic Goals

- **Infrastructure:** Ensure fair and effective implementation of the 2006 infrastructure bonds, consistent with the needs of California cities.
- **Eminent Domain:** Adopt statutory and constitutional reforms of the laws governing the use of eminent domain for private economic development purposes.
- **Affordable Housing:** Expand the supply of affordable housing by adopting reforms that reduce the barriers to improved planning and expand the financial resources available.

Colleague Recognition

Please take a moment to congratulate the following Managers who have recently retired, or announced their retirement for the near future. We wish them all the best, and hope they have a fantastic retirement!

Randy Anstine, Banning
 Jay Baksa, Gilroy
 Ron Bradley, Murrieta
 Lauraine Brekke-Esparza, Del Mar
 Doug Dunlap, Pomona
 Ed Everett, Redwood City
 Mike Fuson, Sonoma
 Vince Long, Cloverdale
 Kevin O'Rourke, Fairfield
 Ray Patchett, Carlsbad
 Tom Sullivan, Avalon