

Changing the Boundaries

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ICMA Conference Presenter



Our Generation's Task

“To build entrepreneurial management into the existing public-service institutions may thus be the foremost political task of this generation.”

- Peter Drucker, Innovation and Entrepreneurship (1985)

Entrepreneurial Government

- The definition of entrepreneur is one who “shifts economic resources out of an area of lower and into an area of higher productivity and greater yield.” - J.B. Say (1800)
- Entrepreneurial governmental institutions habitually act this way – they constantly use their resources in new ways to maximize productivity and effectiveness. - Osborne & Gaebler (1992)

City of Rancho Cordova, California

- East of Sacramento, the State Capital
- Population 67,000
- City 10 years old
- 55,000 employees work in Rancho Cordova
- City – 65 empowered employees plus contractors for a number of services
- Many, many partnerships to serve community



**Any city budget is about 2%
of the local GDP**

Don't Waste the 2% by Providing Services

Use the 2% to **leverage** the 98% that is spent in the private sector, non-profit sector and families, and in other governments to accomplish the service needs of the citizens and the businesses.

Be a broker, catalyst,
facilitator, and educator

Leverage the **power, passion,**
and **resources** of the private
sector, non-profit sector, and
citizens

Rancho Cordova's Partnerships

- City of Rancho Cordova
- Cordova Community Council (CCC)
- Rancho Cordova Chamber of Commerce
- Rancho Cordova Travel and Tourism Corporation (RCTTC)
- Cordova Recreation and Park District
- Sacramento Children's Museum
- Assembly Member Ken Cooley



*Original
3-legged
stool*

CCC, Chamber of Commerce, RCTTC all in same suite

Sacramento Children's Museum



Results

- Rancho Cordova Sports and Entertainment Complex
- Economic Development Initiatives
 - *Center of it All* campaign
 - Branding project
- Community Events and Programs
 - 4th of July celebration
 - Leadership Rancho Cordova
 - International Festival (iFest)
 - California Capital Airshow (100,000 visitors; 1,000 volunteers)
 - Kids' Day
 - Holiday festival
 - Concerts and movies in the park



International Festival and California Capital Airshow



Results – Organizations CCC Nurtured

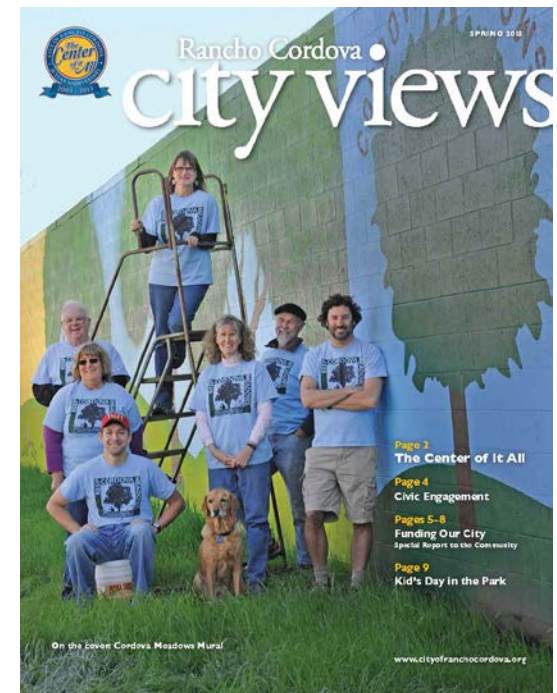
- Rancho Cordova Arts Committee
not City Arts Commission
 - Art Shows
 - Rancho Cordova Civic Orchestra
- Historic Society



Rancho
Cordova 
Passion Happens!

Leverage the Passion of Citizens

- Davenport Institute grant for citizen engagement
- Keep Cordova Meadows Beautiful
- Moving into more neighborhoods
- NextDoor so neighbors connect with each other



Result of Citizen Engagement

- Neighbors building relationships with each other
- Neighbors improving their own neighborhood
 - City supportive but not in lead
- “I stopped asking what the City could do for me and asked what I could do for my City.”
Cordova Meadows resident

Recent Partnership

- Entertainment center – private/public partnership
 - 73,000 sq. ft. movie theater, bowling, laser tag, ropes course, restaurant
 - \$28 million project – developer contribute
 - \$22 million; City \$6 million (mostly land)
 - City receives share of profits as payback

Entertainment Center



What businesses
can governments get out of?

What organizations, or group of
citizens, can help improve your
community?

How Do You Accomplish This?

- Bring different organizations together (better yet locate together) to explore ideas and solutions
 - City Hall co-location of many organizations
 - Regular 2 X 2 meetings with County, two school districts, park district, water and electric utility providers, fire district, and others
 - Big tent Management Team meetings

How Do You Accomplish This?

Employees serve as **brokers, catalysts, facilitators,** and **educators** in responding to community needs. They are not the traditional service provider.

Empower the public employee at all levels.

Empower and Mine the Minds of All Employees

- Office of New Ideas
- Advisory Team
- Matrix Management
 - Cross Training
 - Task Forces
- iTAG and Tech Tribe
- Reward employees with stock certificates so they feel like they own a “piece of the rock”
- Learning culture – require ongoing training
- Junior leadership
- All hands brainstorming sessions

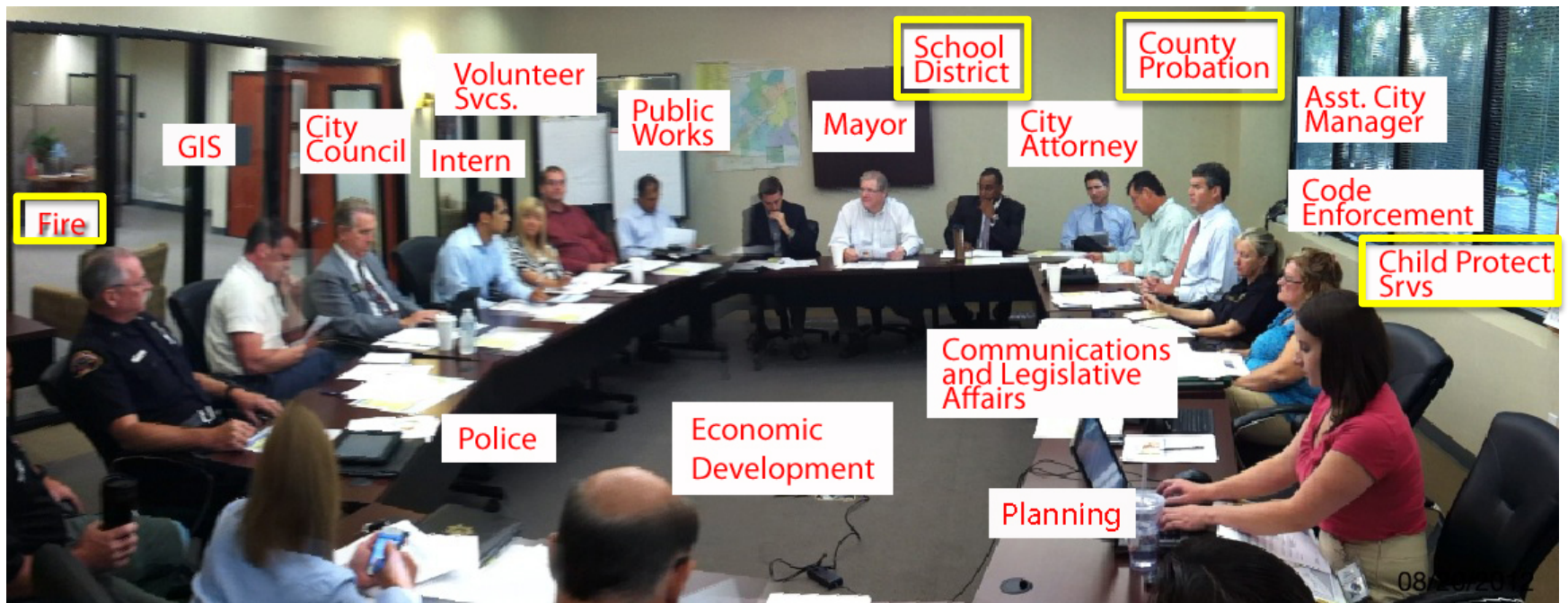


Matrix Management

- Use cross-departmental and cross-rank task forces
- Whose interested and passionate about the topic?
- Whose the project champion?
- Any rank person can lead the team
- Some matrix teams have members outside of City staff

Matrix Management

Growing Strong Neighborhoods (GSN)



Growing Strong Neighborhood Mission

- Improve the quality of life in Rancho Cordova and increase property values by encouraging **residents and business owners to enhance** their homes, property, street, and community.

- **Old Paradigm**

- Policy driven
- Controlled
- Cookie-cutter
- Conservative
- Top down



- **New Paradigm**

- Guidelines
- Empowered
- Originality
- Risk taking
- Horizontal/matrix management

Have Fun!

- Celebrate success
- Ping pong tournaments
- Halloween costume contest
- All hands lunches
- Monthly birthday celebration

FUN!



Great Places to Work Award





where? how? discover
 asking questions
 why challenge who?
QUESTIONS clues
 ask who? discover
 what?
 when? investigation
 knowing clues how
 why? knowing investigation



THANK YOU!

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