

# Is a Virtual Workforce Our New Normal?



Promoting and encouraging *excellence* in city management

Thurs. October 8, 10:45am

League Annual Conference

# Your Panel



President  
**Aaron Adams**  
City Manager,  
Temecula



**Bob Bell**  
Managing Partner,  
Peak Point  
Consultants



**Grace Leung**  
City Manager,  
Newport Beach



**Michele  
Williams**  
Chief Information  
Officer, Culver City





# ISSUES AND CHALLENGES

# WERE YOU PREPARED?

There was NO Playbook.



# CITY OF TEMECULA, CA



**Centrally Located:** 1 Hour Away from OC , Downtown SD, Palm Springs and 1.5 hours away from LA



**Average Household Income:** \$128,000



**Population:** 111,970 (within city limits) and 1.2M people within 25 mile trade area



**Sales Tax Per Capita:** Top 15% in CA



**Tourism:** 3M Annual Visitors/ \$1.1 Billion in Tourism Travel Spending



**FUN FACT:** In 2019, Wine Enthusiast Magazine named Temecula Valley one of its 10 Best Wine Getaways in the World.... I invite you to come visit us!

# CITY OF TEMECULA, CA



## March- The Shutdown. 72 hours to convert



- Investment in technology and platforms
- Managing community expectations/PR
- Public Counter and Public Service
- Community Services
- Closure of buildings, Cancellation of events



## Technology and workforce

- “Essential vs Non-Essential”
- Teleworking policy exist? No, temporary created
- Labor/Union conversations
- IT Support available for virtual workforce
- Trust. Supervisor responsibility.
- Productivity & Efficiency measured
- Can all services continue in a virtual environment?
- Stagger staffing operations vs 100% telework
- Distance learning (School) and affect on employees
- Political Support and government optics

# Michele Williams

Sprinting to a Virtual  
Workforce in Culver City

*Culver* CITY



# Culver CITY



1917

YEAR OF INCORPORATION



**FULL SERVICE CITY**

with police, fire, transit and refuse  
collection /recycling

710

**EMPLOYEES**

(Full-time)

5

**SQ. MILES**

Located on the West side of LA

40K

**RESIDENTIAL POPULATION**

200K

**DAYTIME POPULATION**



The IT Charge:  
Spin up  
Virtual  
Workforce



Infrastructure



Procurement Challenges



Training



Technical Support

## The IT Charge: Virtual Meetings

- Internal Meetings
- Public Meetings



The IT Charge:  
Cybersecurity



Virtual Workforce  
Vulnerabilities



Reducing Risk



Physical Security

## The IT Charge: Online Services



Virtual City Hall



Digital Transformation

# Grace Leung

Culture and Implementation  
Challenges





# Virtual Workforce: City Culture and Accessibility

Grace Leung  
Newport Beach City Manager

# Newport Beach



# Full-Service City





# WORKPLACE EVOLUTION DURING COVID

- Full shut-down in March
  - Only critical PD, Fire, Public Works, Utilities & EOC staff reporting on-site
- Expanded “essential worker” definition
  - Building inspectors, permit technicians delivered no-contact services
- Launched virtual recreation and curbside library services
- Temporary assignments in other departments
  - Increased beach clean-ups needed

# WORKPLACE EVOLUTION DURING COVID

- Transitioned back to offices in late Spring
  - In coordination with opening of City Hall
- Created “A” and “B” office teams in July as COVID cases increased among City staff
  - No in-person contact between A & B teams
- Loosened “A” and “B” office teams in September
  - Steady decline in County numbers
  - Limited number of cases in the City

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# CHALLENGES

- Handling crisis response virtually
  - EOC, disaster training designed for close-contact teamwork
- Managing diverse service delivery and many different types of jobs
  - Local government not like other businesses
  - Delivery of services is our core product
  - Largely defined by geography, community, sense of place

# CHALLENGES

- Building a “One City, One Team” culture remotely
- Maintaining employee engagement, morale, support when working from home
- Adapting the organization to changing workplace
- Virtual City Council, Commission meetings
  - Strained IT staff
  - Engagement difficult on long Zoom calls
  - Inability to read body language

# SUCCESSSES

- Adopting a more flexible mindset with telecommuting
  - Not necessarily “all or nothing”
- Hybrid City Council meetings
  - Council Members in-person, distanced in chambers
  - Public comment by phone and remote video
- Integrating virtual tools into crisis management
  - Remote teamwork will now have greater role in disaster planning

# SUCCESSSES

- Daily COVID employee emails
  - Transparency on staff cases
  - Reminders to stay safe
  - Encouraging tone
- Enhanced virtual services in library and recreation
  - First O.C. city to launch online recreation center
  - Library curbside service has distributed 114,000+ items since April 1
- Held First Virtual Employee Appreciation Event
  - Teamwork Award – Citywide for Response to Pandemic

# Bob Bell

The Future of Virtual Work in  
Public Agencies





# LEADING A DISTRIBUTED WORKFORCE

LEADERSHIP MIND SET / SKILL SET / TOOL SET

THE ESSENTIALS TO LEAD, COLLABORATE AND ENGAGE A DISTRIBUTED  
WORKFORCE

PEAK POINT CONSULTANTS [WWW.PEAKPOINTCONSULTANTS.COM](http://WWW.PEAKPOINTCONSULTANTS.COM)



## THIS SECTION WILL COVER:

**MANAGEMENT MIND SET FOR REMOTER SUCCESS**

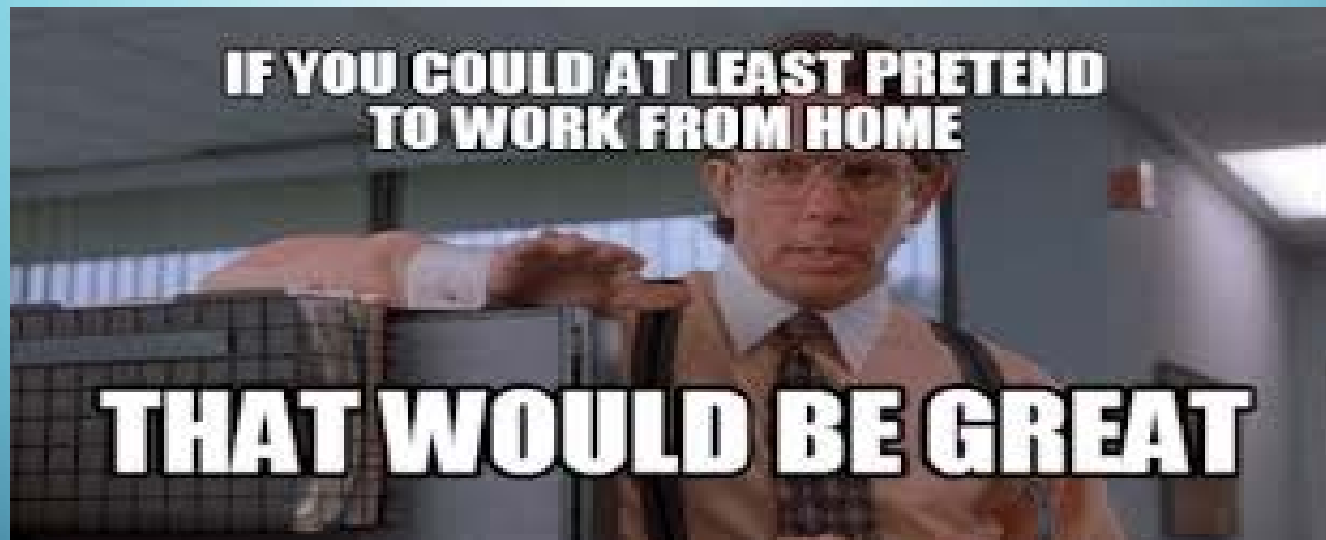
**REMOTER SKILL SET FOR SUCCESS**

**COLLABORATION TOOL SET FOR CONNECTION & ENGAGEMENT**

# THE THREE ELEMENTS OF SUCCESS

- Management Mind Set – do leaders believe remote work can be successful and how do leaders motivate, engage and collaborate with a distributed workforce?
- Skill Set – does the remoter have the right skills and work habits to be successful?
- Tool Set – what technological tools and systems should be implemented to engage, motivate and connect a distributed workforce?

## FOUR STAGES OF LEADERSHIP MINDSET



## ON SITE WORK BENEFITS....

- Visibility
- Ease of Communication
- Access to systems, tools and files

# REPLICATE THIS VIRTUALLY



# WORK OUT LOUD



- Serves as a trusting agent for employees and supervisors
- Process of making your work and team's work very visible and transparent
- Makes transparent progress towards goals, milestones and deadlines
- Goals are to reduce redundancy, stay connected and engaged in work being produced
- Tools are shared task lists and docs, slack channels on specific assignments and/or goals, periodic meetings on specific assignments and/or projects

## SKILL SET

- What jobs are conducive to remote work?
- What are the skills and work habits that are conducive to remoter success?

# COLLABORATION & ENGAGEMENT

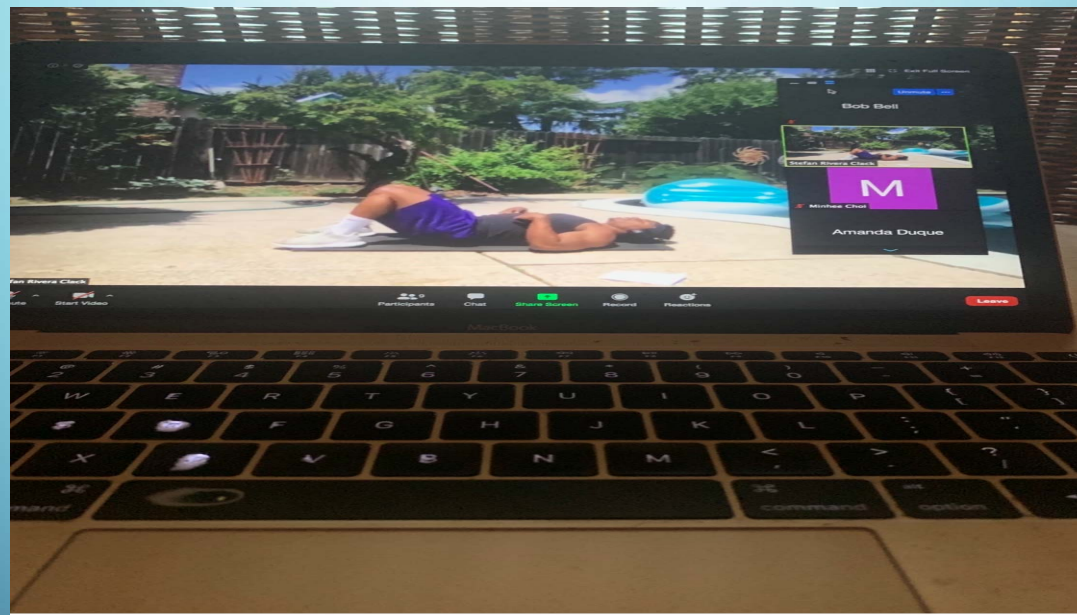
- What tool sets support remoter collaboration?
- How do I keep my remoters informed and engaged?
- What do I do to maintain or enhance my organizational culture?



# COLLABORATION



# CONNECTION & CULTURE



# OPPORTUNITIES

- CENTRALIZED, NON-COMMUNITY FACING FUNCTIONS
- HYBRID MODELS OF ENGAGEMENT (IN PERSON/VIRTUAL)
- BROADER REACH TO DIVERSE APPLICANT POOLS

# TOOLS AND RESOURCES....

- [www.peakpointconsultants.com](http://www.peakpointconsultants.com)

# Thank You!

Full presentation is available on  
[www.cacities.org](http://www.cacities.org)

For more info about CCMF:  
[www.cacitymanagers.org](http://www.cacitymanagers.org)

