‘Shift’ Happens – Leading in the New Normal

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AGENDA

- INTRODUCTION
- WORKPLACE SHIFT
- SERVICE SHIFT
- ENGAGEMENT
- FUTURE CHALLENGES AND OPPORTUNITIES
- LESSONS FROM THE TRENCHES
City of Palmdale, CA

- 157,000 population
- 104 square miles
- Over 50% Latinx
- Contract City
- Council/Manager
- 202 staff
Workforce Shift

“We’ve always done it this way…” is dead.

- Open by appointment only
- In-office to work from home
- Technology solutions
- Negotiating with labor union
- Changed service delivery
Service Shift

- How we communicated
- How we provided core services
- Did things we’d never done before
Keys to a Successful Shift

- High Performing Organization training
- Tools and technology
- Rethinking staff roles
- Focus on core services that helped the community most
- Employee-focused leadership
- Addressing mental health and fatigue
- Support risk taking and allowing failure
- Tell your story - internal and external
Engagement Was Key to Address Community Needs

- Townhall meetings with local business, faith-based organizations, and community leaders (medical, schools, first responders, non-profits, chambers, military, state and county representatives)
- Surveys
- Advocacy
#PalmdaleCares

**Community**
- First Responder Child Care
- SAVES
- Letter writing to Seniors
- Census Outreach
- Mental Health Townhalls

**Business**
- Take Me Home Tonight
- Al Fresco Dining
- Small/Microbusiness Grant Program
- Operation Jumpstart
- Business PPE Program

**Housing**
- Mortgage Assistance Program
- Rental Assistance Program

**Recreation**
- Virtual Recreation
- Play Kits
- Virtual Storytime
- Opened pools
- Drive thru ice cream non-social
The command post should not be the first place you meet someone during a crisis.

FORMER FIRE CHIEF

Do the legwork with your community regularly – not just in emergencies.
Racial Unrest and the Death of Robert Fuller

- June protests over George Floyd
- June 4 – African American man found hanged from a tree in Poncitlán Park behind City Hall
- Press conference
- Malcolm Harsch – Victorville
- June 17 – Terron Jammal Boone killed

Twitter screen grab
Investing in our relationships
Investing in our relationships

CENSUS 2020
Successes

- Mobilized 50% of staff to work remote
- 75 laptops put into use within 2 weeks
- Facilitated COVID-19 testing for 16,000 individuals - staffed 7 days/week
- Provided over 2 million pounds of food to residents in need
- Provide childcare for over 80 first responder families
- Implemented PPE purchase program for essential businesses
- Operation Jumpstart - 1,630 cards issued/$671,000 investment
- Business Grant Program - 100 applicants
- Mortgage Assistance Program 294 applicants
- Census Outreach - opportunity drawing & outreach - response up to 63%
- Computer loan program for staff
Future Challenges and Opportunities

- Budget challenges
- Sales tax measure
- Increased transparency
- Economic development initiatives
- Community support
- Staff
Lessons From The Trenches

Take advantage of the urgency of the crisis
Let crisis drive innovation
Take calculated risks
Build on your successes
Adaptability

Rethink your workplace and staff
Be Flexible
Over-communicate
Break down the silos
In it together

Build and maintain strong community relationships
Today, tomorrow, and on the bad day (or year)

Make your investments count
In core services
In your staff
For impact
Questions?

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