Leading in a Crisis Webinar with Special Guest Harvard Professor Stephen Goldsmith

Stephen Goldsmith, Daniel Paul Professor of the Practice of Government, Harvard
Stephen Goldsmith is the Daniel Paul Professor of the Practice of Government and the Director of the Innovations in American Government Program at Harvard's Kennedy School of Government. He previously served as Deputy Mayor of New York and Mayor of Indianapolis, where he earned a reputation as one of the country’s leaders in public-private partnerships, competition, and privatization. He currently directs Data-Smart City Solutions, a project to highlight local government efforts to use new technologies that connect breakthroughs in the use of big data analytics with community input to reshape the relationship between government and citizen. Stephen recently co-authored A New City O/S: The Power of Open, Collaborative, and Distributed Governance and has written The Responsive City, The Power of Social Innovation; Governing by Network: the New Shape of the Public Sector; Putting Faith in Neighborhoods: Making Cities Work through Grassroots Citizenship; and The Twenty-First Century City: Resurrecting Urban America.
Leading in a Crisis
Michigan Municipal League

Professor Stephen Goldsmith
April 9, 2020
61% of Americans have either lost their jobs or had their hours or income reduced, up from 46% last week

Did you lose your job or have your hours or income from work been reduced because of the coronavirus (COVID-19) situation?

March 25-26

46%

April 1-2

61%

Online surveys n=>600 individuals in the workforce (employed or unemployed and looking for work)
70% of Americans are worried that they will lose their jobs as a result of COVID-19, up from 57% last week.

How worried are you that you may lose your job as a result of the coronavirus (COVID-19) events, or are you not at all worried?

Online surveys n=>500 individuals employed full-time, part-time, or self-employed

- Extremely Worried
- Very Worried
- Somewhat worried

March 25-26: 57% worried

April 1-2: 70% worried

+10%

+2%

+1%
Americans across all education levels are feeling the work effects of COVID-19

Have lost job, hours, or income
Are worried about losing job

Online survey April 1-2, 2020 n=635 individuals in the workforce (employed or unemployed and looking for work)
If they lost a job, 34% of Americans believe they would need more education or training

If I were to lose my job because of coronavirus (COVID-19) events, I will need additional education or training to find another job with the same wages or income.

Online survey April 1-2, 2020 n=635 individuals in the workforce (employed or unemployed and looking for work)
Of those who believe they need more education or training, 64% would look for a job in a different career field.

If I were to lose my job because of coronavirus (COVID-19) events, I would look for a job in a career field that is different from what I currently do.

Online survey April 1-2, 2020 n=217 individuals in the workforce (employed or unemployed and looking for work)
Of those who believe they need more education or training, 66% are confident they could locate what they need.

If I needed to get new skills for work, I know where to find the education and training I need that would make me an attractive job candidate.

66% agree
New Technologies Can Unlock More Responsive Government and Citizen Trust

New O/S Model Based on Open Communication, Coordination, and Connections in and outside of City Hall

The Building Blocks of a New Distributed Governance

UX

From a System Oriented Around Agencies to One Oriented Around the User

THE PROBLEM-SOLVING PUBLIC SERVANT

From a Technically Narrow Definition of Professionalism to a Collaborative One

ACTING IN TIME

From a Slow Paper-Driven Sequential Process to One that Acts in Time

CHANGING THE ECOSYSTEM

From an Activities/Rewards Compliance Measurement Ecosystem to an Outcome/Problem Solving One

www.hks.harvard.edu
# Path to Agile Government

## Old Systems

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<tr>
<th>Task-Based; Reactive</th>
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<tr>
<td>Supervisory Approvals Required</td>
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<td>Multiple Sequential Handoffs</td>
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<tr>
<td>Designed for Paper</td>
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<tr>
<td>Based on Routines</td>
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<tr>
<td>Time Elapsed is Not a Metric</td>
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<td>Work Concentrated in Agencies</td>
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## New O/S

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<th>Resources Redirected to Problems; Predictive, Targeted Interventions</th>
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<tr>
<td>Less Permission, More After-Action Evaluation of Results; Fewer Layers</td>
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<td>Concurrent Digital Processes</td>
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<td>Prohibiting Paper</td>
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<td>Routines Handled by Machines; Employee Time Redeployed</td>
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<td>Cities Measure Waiting Time and Associated Cost</td>
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<td>Open, Well-Visualized Data Allows Staff Easy Access Across Agencies</td>
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Elements of Crisis Leadership

- Build a shared narrative using reliable data and community input
- Communicate regularly, transparently, accurately, and concisely
- Use imagination and nuance to drive response
- Plan to address the needs of particularly vulnerable populations
Leadership Requires Narrative and Shared Understanding

Role of maps during crisis: visually convey information and propel people to action
Providing Context for the Data

Michigan State Police Data Dashboard

Heat Map of Detroit

Breakdown by Sex and Age in Cincinnati
City resources map of Baltimore highlights food distribution sites for children (blue markers) and seniors (purple), special grocery services for seniors (orange), and clinics where uninsured residents can receive medical care (red).

Residents can search for services near them and click on each icon to learn more information.
Lansing, MI Mayor Andy Schor
Mobile Food Pantry’s Protective Measures
• Drive-through only service
• Families cannot go into the church to congregate
• Volunteers will put premade boxes of food into cars and complete paper registration near car
• Necessary traffic control will be implemented

Providence, RI Mayor Jorge Elorza
Grab and Go Dinners for Youth
• Service offered at front of recreation center
• Families not allowed in buildings; must follow recommended hygiene and distancing
• Pick-up between 4-6pm for 18 and under; NO ID REQUIRED
• Meal in addition to breakfast and lunch at schools
Catalogue the tough issues officials are wrestling with, such as when to:
• cease residential evictions,
• bolster financial assistance programs for struggling small businesses,
• or act on behalf of isolated, depressed older adults
Consider city wide standards to meet the crisis, e.g. Seattle
Examples of Adapting to the Current Situation

Streetsblog: De Blasio suspends e-bike enforcement while restaurants are take-out /delivery only

Vice: Libraries want to turn bookmobiles into free wifi trucks

Chicago Defender: Mayor Lightfoot urges residents to use SMART911 to provide critical information to first responders during the outbreak
Use Data to Inform and Operate

- Solve HIPPA challenges that restrict preemptive action
- Use SafeGraph information to help determine what parts of the city are experiencing worst effect
- Calculate accurate burn rates for PPE
- Forecast for absenteeism and forced readiness of police service or health care professionals
Use Nuance for an Eventual Return to Normalcy

- Consider building codes with temporary requirements
- Allow contactless pay and driver discretion on buses
- Meter park usage and set safe-distance parking
- Eliminate unnecessary points of contact:
  - ATMs, POS devices, parking meters
- Calibrate public health controls
Instill Resilience in Day to Day Governance

America was unprepared for a major crisis. Again.  ~Dan Balz April 4, 2020

Plan for resiliency not for the last crisis -- the chances of something happening [during a crisis] not in a three-ring notebook is really high.

Though the country is well-versed at the professional performance of routines, disasters bring the non-routine to the fore.

Prepare employees to exercise discretion.

Calculate risks across agencies so as to understand trade-offs.
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Register for the upcoming webinars here: http://www.mml.org/coronavirus

• New FOIA Executive Order/Flexibility During COVID-19, Friday, April 10, Noon – 1 PM

• Secure the Cities: Cybersecurity 101 for Michigan’s Municipalities, Monday, April 13, 10 - 11 AM
COVID-19 Resource Page for Local Governments

Go to this page to get the latest COVID-19 information for local governments and to submit your questions to the Governor’s Office:

http://www.mml.org/coronavirus