

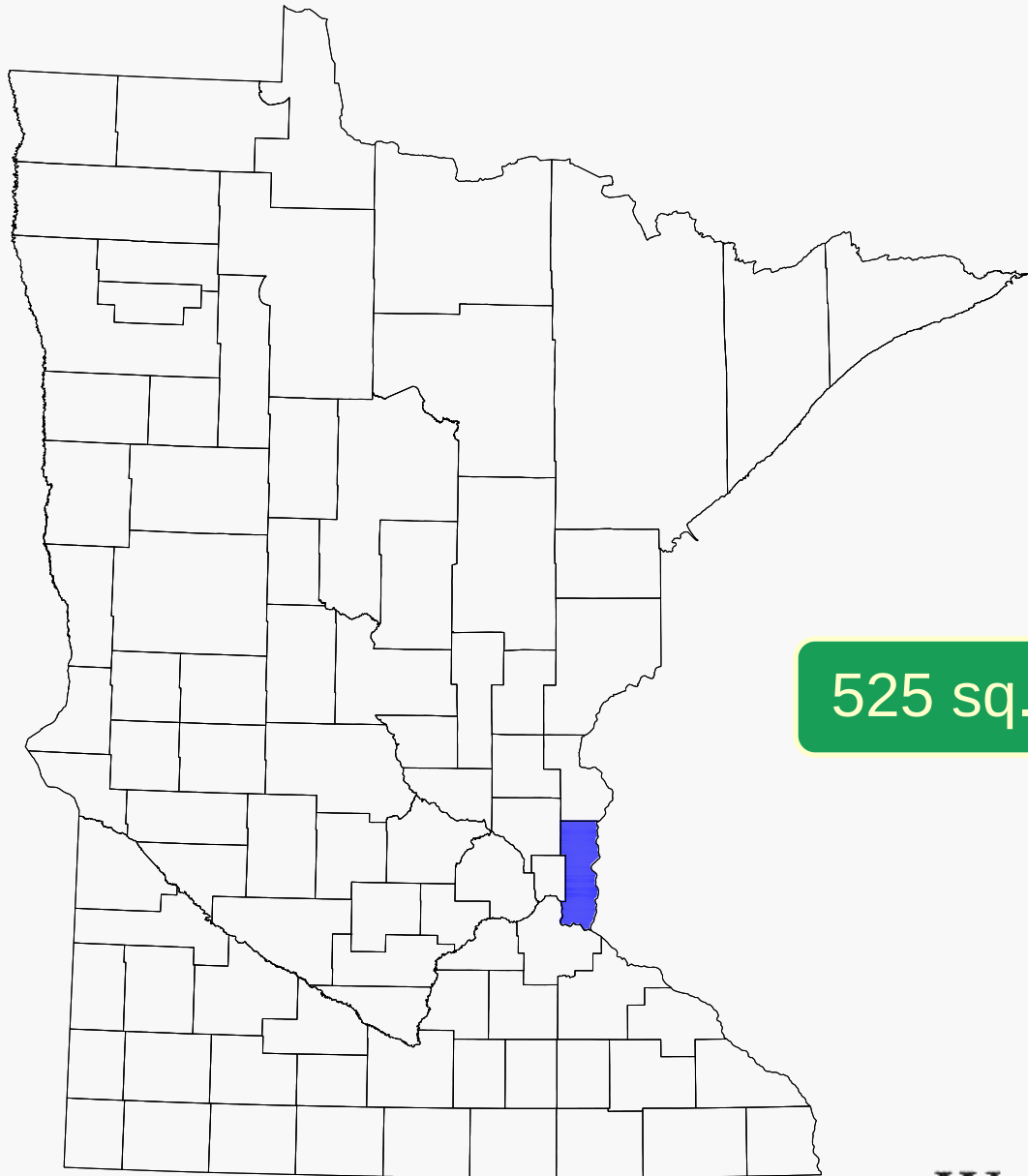
27th Annual Regional Local Road Conference

**October 24-25, 2012
Rapid City, South Dakota**

Managing Expectations - It's Not Rocket Surgery!

**Donald J. Theisen, P.E.
Public Works Director**





525 sq.mi.

45 square miles
of water



Population:
245,000



650 lane miles



Public Works Department Annual Training
September 5, 2012



135 great staff !

PERSONAL INJURY..SERIOUS INJURY

WE HAVE AN OUTSTANDING LAW
FIRM THAT CAN COME TO YOU.

Ted B. Lyon

AND ASSOCIATES



Former Senator Ted Lyon served 14 years in the Texas Legislature, protecting the rights of consumers. Senator Lyon was honored 27 times during his tenure, cited as a top legislator by various groups. He remained a practicing attorney while holding office, successfully trying a number of important cases to issue verdicts.

Immediately Stop Debt Enforcement



Stan Cram

- Emergency Filing (within 24 hrs.)
- Chapter 7 & 13 Filing
- Free Booklet Explaining Bankruptcy
- 24-hour Taped Information 344- [REDACTED]
- Free Initial Consultation



Rick Harder

606 [REDACTED]

"A NAME YOU CAN TRUST"



Ben Dover

Real Estate/State Certified

Appraiser/Auctioneer #2441

Washington
County



Norwegian Ice Breaker



Expectation?



Expectation?



Top Public Works Challenges

From American City and County magazine:

- Budget/funding 87%
- Infrastructure Quality 55%
- Public Expectations 45%
- Employee Morale 43%
- Public perception 27%

Really???

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ThePioneer
Press

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SEE CLICK FIX »

1755 Selby Ave. on Wheeler St. side 1 person wants this fixed
1755 selby , St Paul, MN

Not enough right turn space to go east on Hwy 55 1 person wants this fixed
Hwy 55 exit off of Hwy 100 North, Hennepin, MN

Speeding cars on Juliet Ave 2 people want this fixed
396 S Macalester St, St Paul, MN

Pedestrian Crosswalk Button Non-Functioning 2 people want this fixed
22nd Ave S, Minneapolis, MN

pothole damaging 2 people want this fixed
Carleton St, St Paul, MN

Managing Expectations Principles

- 1) Understand the Environment
- 2) Know the Audience
- 3) Design the Strategy
- 4) Plan the Tactics

Understand the Environment

#1 Demonizing of Public Service

#2 The “New Normal”

Tough times for the public sector, unions, and employees

- Budget cuts
- Anti –government rhetoric
- Fear of shutdown
- Demonizing of public employees as lazy, overpaid, and inefficient
- Demands to cut salaries and pensions’
- Fear of layoffs
- A demoralized workforce



Why do they hate us?



Historical Causes of the Anti-Government Attack

- A nation born hating government
 - The flight from Europe to America
 - The Boston Tea Party



Ronald Reagan and the Rise of Anti-Government Rhetoric

- “In this present crisis, government is not the solution to our problem; government is the problem.” 1981 First Inaugural Speech.
- “The ten most dangerous words in the English language are: ‘Hi, I’m from the government, and I’m here to help.’” 1988 Speech to the Future Farmers of America.



The Fiscal Crisis of the State: 2008

- Economic collapse and recession led to significant loss of jobs, wealth, and home equity
- Governments lost tax revenues



Bush, Obama, and Rescuing the Economy

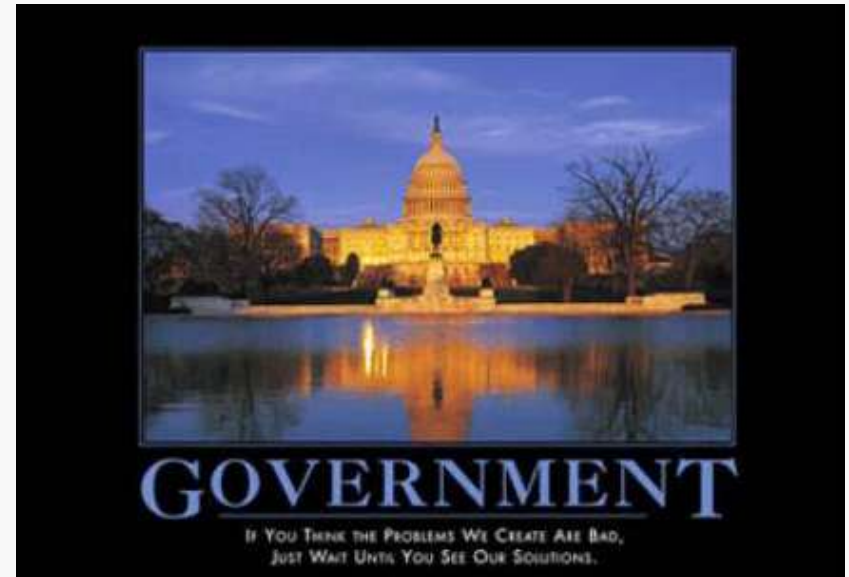
- TARP (Troubled Assets Relief Program of 2008)
 - \$700 billion
- ARRA (American Reinvestment and Recovery Act of 2009)
 - \$787 billion
- GM, Chrysler, AIG
- Bailing out the “too big to fails”



Who is to Blame?

Responding to the Collapse

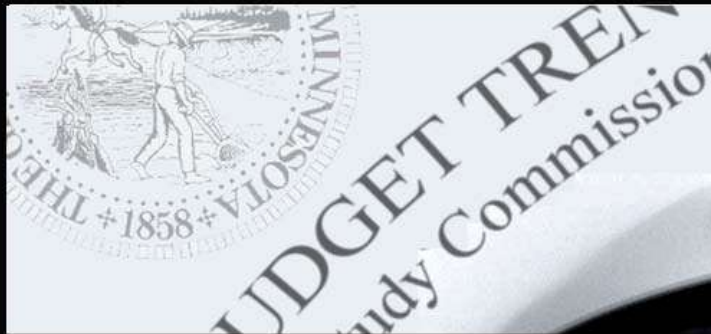
- It's the fault of the government
 - Too much spending
 - Too much taxation
 - Too much regulation



Understand the Environment

2 *The “New Normal”*

- Still seen as a “cliché”
- People still EXPECT we will return to old normal with past growth patterns
- *Changing demographics driving this*



Budget Trends Study Commission

Commission Report to the Legislature
January 12, 2009

Understand the Environment

From Budget Trends Study Commission:

- “Minnesota is currently experiencing a major, long-range demographic shift.”



Understand the Environment

From Budget Trends Study
Commission:

- “Demographic and economic factors will lead to lower growth of state tax revenues over the next 25 years.”



Understand the Environment

From Budget Trends Study Commission:

- “Minnesota has a long term structural budget problem, with long term expenditure growth likely to outpace revenue growth.”



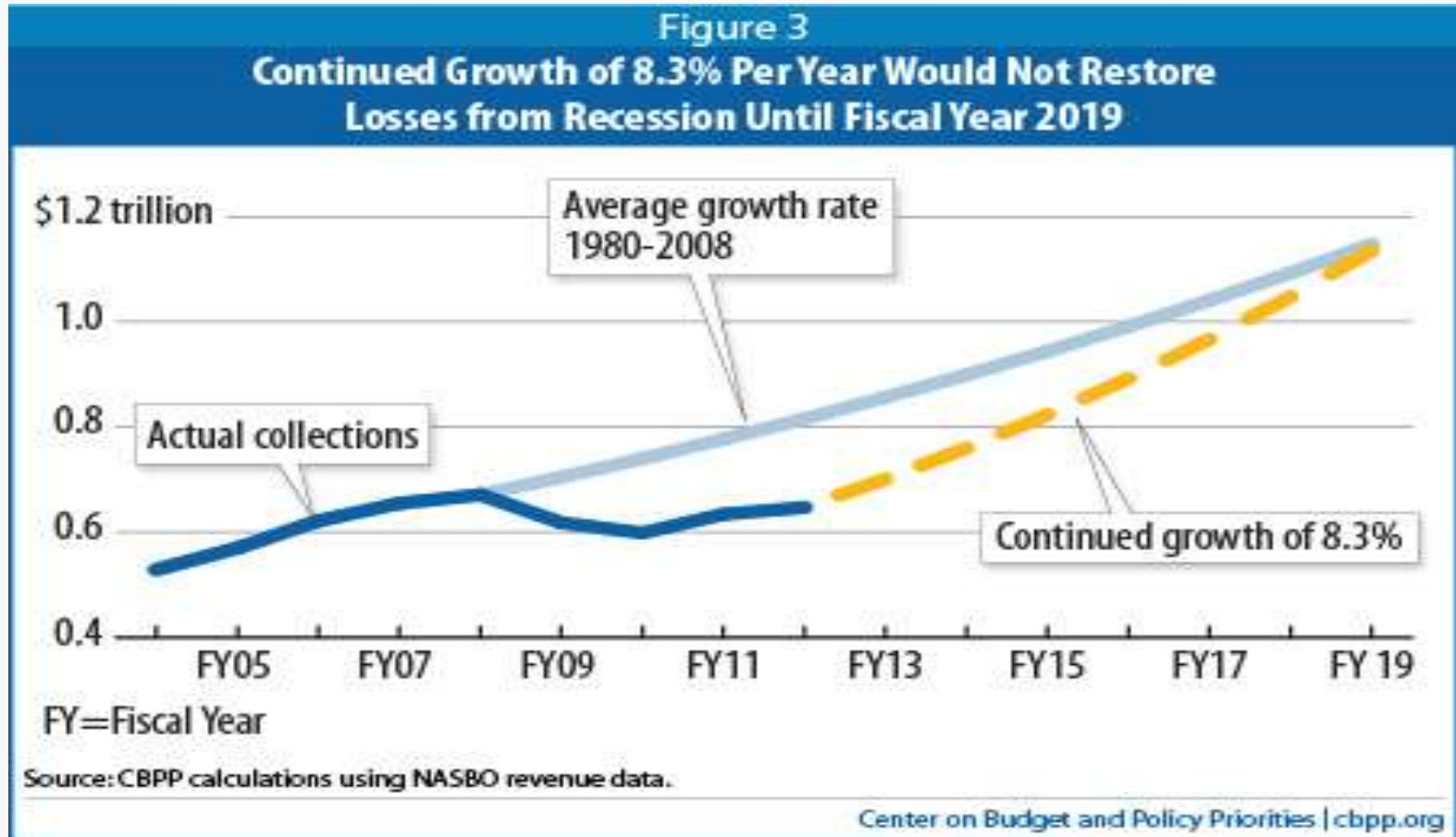
Understand the Environment

Tom Gillaspy
MN State Demographer



“The years 2008-2011 mark the entryway into the age of entitlement with Social Security and Medicare. Baby boomers are aging and retiring. We have been making promises to people for 50 years that are now starting to come due.”

Return to Normal?



Know the Audience

#1 What do customers want?

2 Response to change

Know the Audience

#1 What do customers want?

Highway Departments can count on two “wants”

- Smooth roads
- Bare roads after a snow

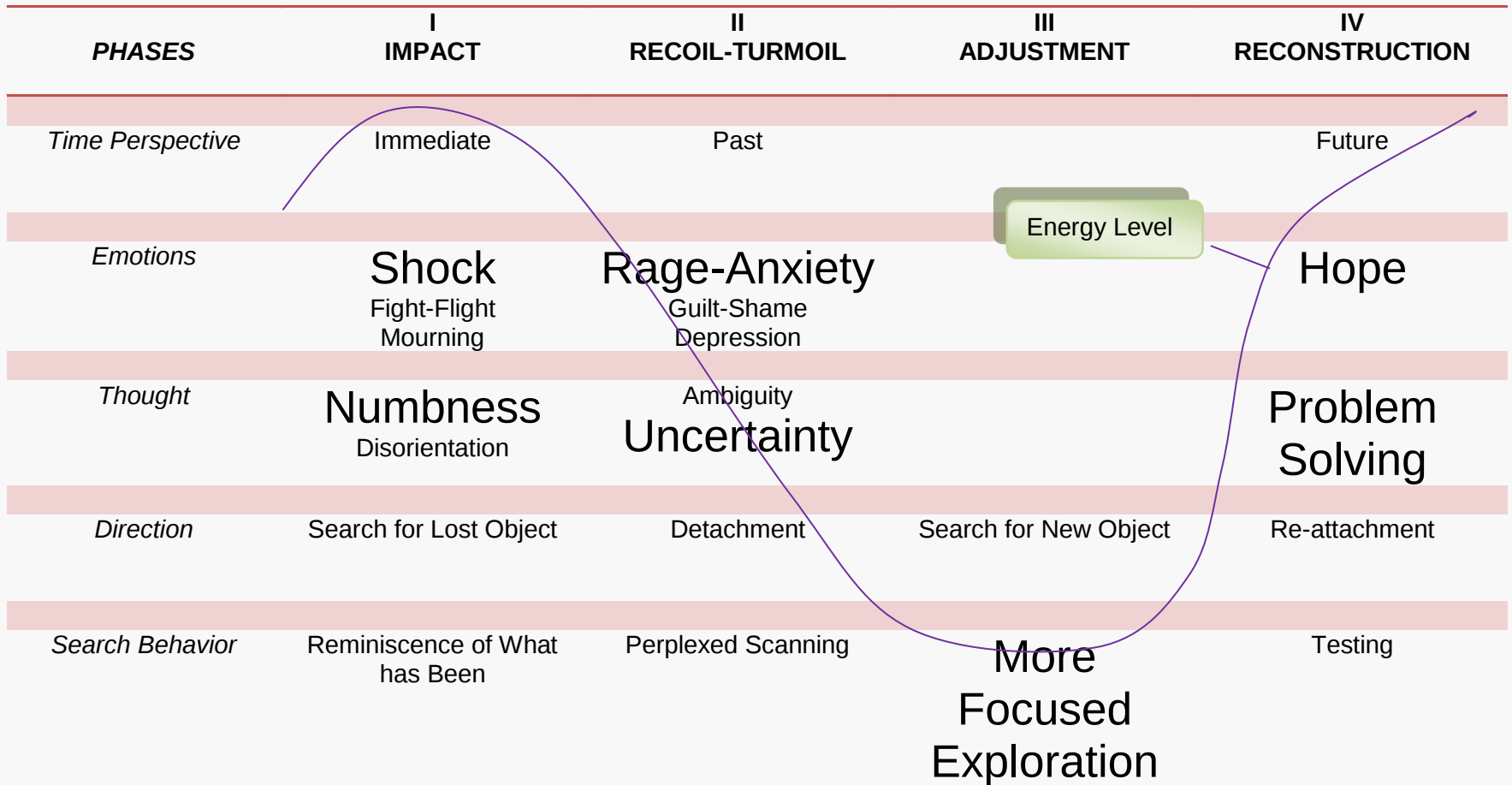


Know the Audience

#2 Response to change

Need to understand how people go thru change – especially if it will affect them personally

Know the Audience



Design the Strategy

#1 Need a foundation with Board/Council

#2 What level of involvement will you embrace?

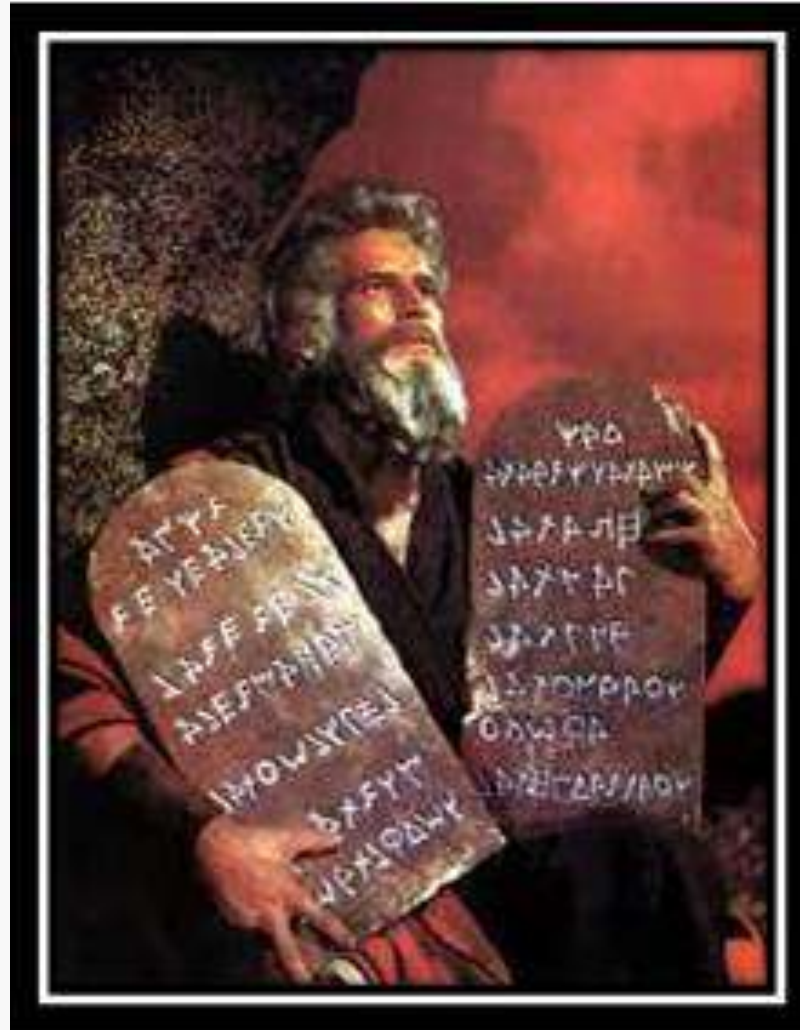
Design the Strategy

1# Foundation with Board/Council (and public)

- Need to build this with “little” things – take care of small issues
 - If you can’t handle small; why would they trust you on big?



Design the Strategy



Thou Shalt

- Establish a good relationship with your Board

Thou Shalt

- Always be available to each Board member

Thou Shalt

- Never embarrass the Board or a member in public

Thou Shalt

- Never show animosity to a Board or member

Thou Shalt

- Always give thanks and praise to the Board

Thou Shalt

- Not ask the Board what to do on an engineering issue

Thou Shalt

- Treat any Board referred complaint to you as top priority

Thou Shalt

- Provide a professional recommendation

Thou Shalt

- Learn not every comment needs a response

Thou Shalt

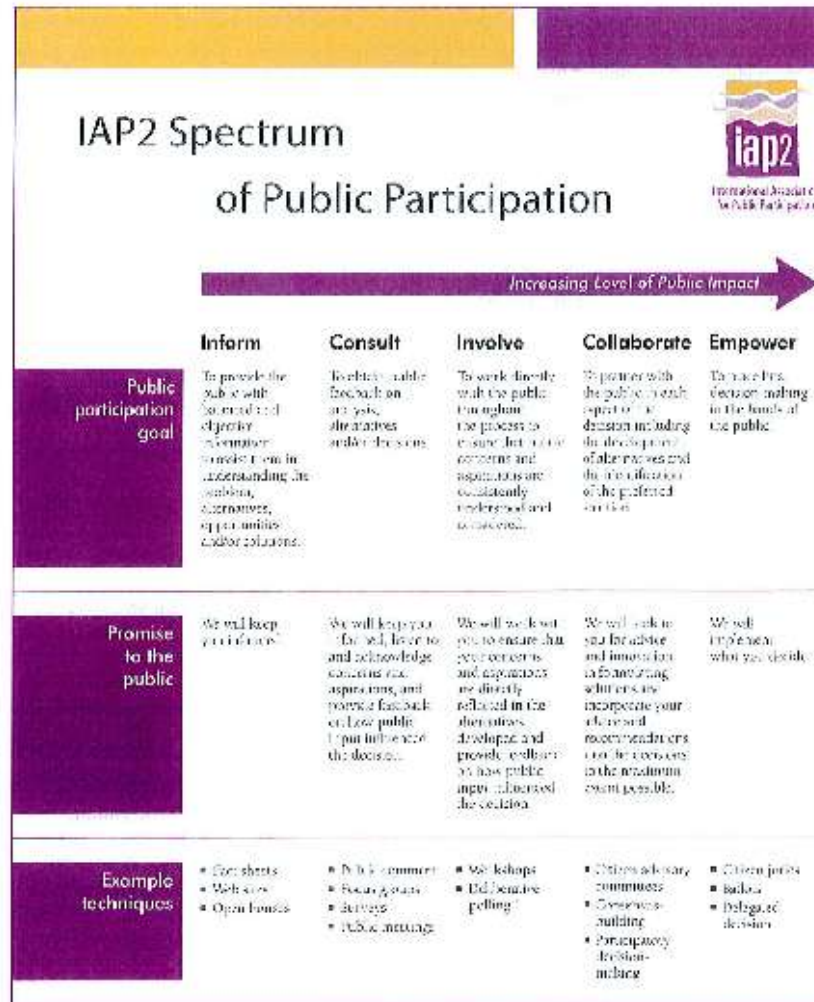
- Not allow a bad vote to be taken

Design the Strategy

#2 What level of involvement will you embrace?

- Not give lip service, but embrace
- CTS Report 11-24 “Suggested Design and Management Techniques for Enhancing Public Engagement in Transportation Policymaking” excellent resource

Design the Strategy



Plan the Tactics

#1 Social Media

#2 Using Technical Analysis

Plan the Tactics

#1 Social Media

- Need to go where people are, don't expect them to come to you



How we use social media



How we use social media



How we use social media



Plan the Tactics

Generations Online 2010: Summary of Findings

90-100%	40-49%
80-89%	30-39%
70-79%	20-29%
60-69%	10-19%
50-59%	0-9%

Key: % of internet users in each generation who engage in this online activity

Millennials Ages 18-33	Gen X Ages 34-45	Younger Boomers Ages 46-55	Older Boomers Ages 56-64	Silent Generation Ages 65-73	G.I. Generation Age 74+
Email	Email	Email	Email	Email	Email
Search	Search	Search	Search	Search	Search
Health info	Health info	Health info	Health info	Health info	Health info
Social network sites	Get news	Get news	Get news	Get news	Buy a product
Watch video	Govt website	Govt website	Govt website	Travel reservations	Get news
Get news	Travel reservations	Travel reservations	Buy a product	Buy a product	Travel reservations
Buy a product	Watch video	Buy a product	Travel reservations	Govt website	Govt website
IM	Buy a product	Watch video	Bank online	Watch video	Bank online
Listen to music	Social network sites	Bank online	Watch video	Financial info	Financial info
Travel reservations	Bank online	Social network sites	Social network sites	Bank online	Religious info
Online classifieds	Online classifieds	Online classifieds	Online classifieds	Rate things	Watch video
Bank online	Listen to music	Listen to music	Financial info	Social network sites	Play games
Govt website	IM	Financial info	Rate things	Online classifieds	Online classifieds
Play games	Play games	IM	Listen to music	IM	Social network sites
Read blogs	Financial info	Religious info	Religious info	Religious info	Rate things
Financial info	Religious info	Rate things	IM	Play games	Read blogs
Rate things	Read blogs	Read blogs	Play games	Listen to music	Donate to charity
Religious info	Rate things	Play games	Read blogs	Read blogs	Listen to music
Online auction	Online auction	Online auction	Online auction	Donate to charity	Podcasts
Podcasts	Donate to charity	Donate to charity	Donate to charity	Online auction	Online auction
Donate to charity	Podcasts	Podcasts	Podcasts	Podcasts	Blog
Blog	Blog	Blog	Blog	Blog	IM
Virtual worlds	Virtual worlds	Virtual worlds	Virtual worlds	Virtual worlds	Virtual worlds

Plan the Tactics

#2 Using technical analysis

The great myth:

Thorough, rigorous, technical analysis on public sector problems leads to agreement

Plan the Tactics

The hard truth:

Thorough, rigorous, technical analysis done in the open on problems affecting a diverse public leads to disagreement, lobbying, demands, posturing, polarization – *not Agreement*

Plan the Tactics

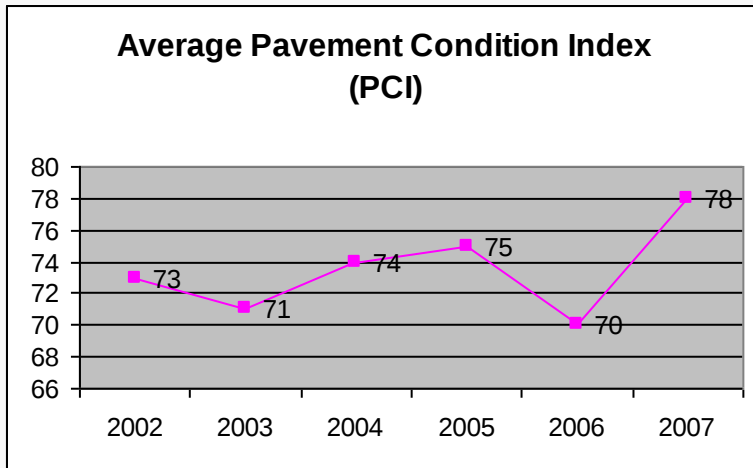
Use tactics that present technical analysis:

- So it tells a story
- Gets people to see this affects their quality of life
- Doing nothing is not an option

PCI Example



Transportation



Why is this measure important?

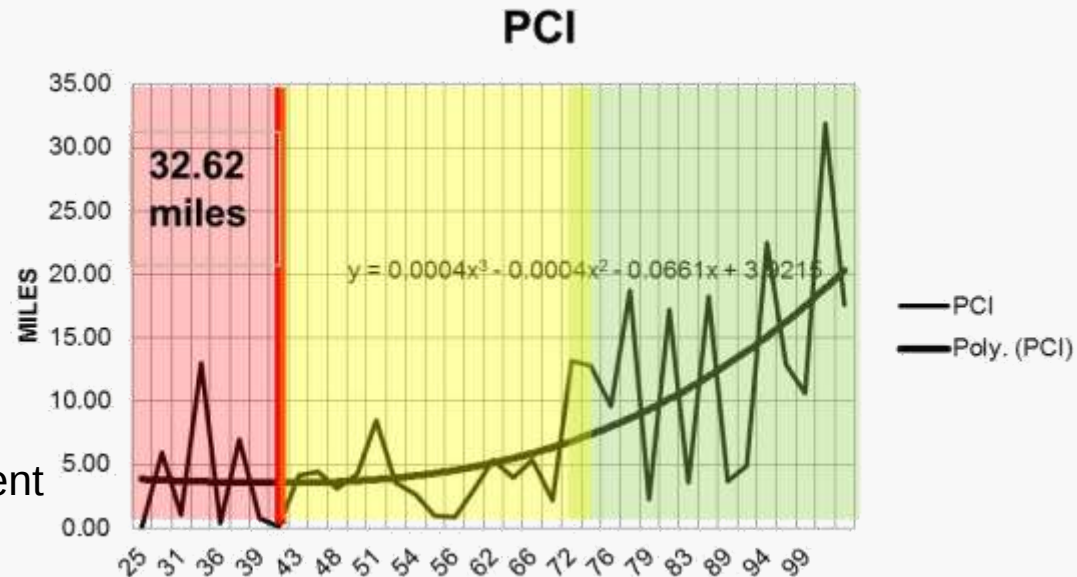
Maintaining pavement in a good condition is recognized as important from a standpoint of both user satisfaction (no one likes to drive on a rough road) and long-term performance (properly maintained roads last longer.)

What will it take to maintain?

Our Goals are:

- Maintain an overall system at a PCI of 72
- Maintain roads with a minimum PCI of 40
- Use PCI to create a cost effective pavement preservation program

Tracking the PCI and identifying roads that fall below the minimum threshold can be used to determine the effectiveness of the pavement preservation program and the adequacy of funding resources.



Managing Expectations

Maybe it is Rocket Surgery...

- Understand the Environment
- Know the Audience
- Design the Strategy
- Plan the Tactics