TOGETHER WITH OUR DEPARTMENT
Make our jobs easier (innovation processes and human-centered design, low-principles)
Hope to see how we can do things (disruption)
Find what we can stop doing - “Stop and Better” rather than “Doing More with Less”
Get the materials and equipment to do our work right
Break out of our silo mentalities so we can do our best work every day (culture change)
Make sure your opinions are heard and counted
Find more personal satisfaction from doing work at our highest ability
Get opportunities to learn and grow and use your talents
A mistake or failure is an opportunity to grow, learn, and become better
We can take calculated risks and learn from the outcomes.

TOGETHER WITH OUR ORGANIZATION
Take advantage of our inter-departmental strengths
The biggest challenges facing the City can only be solved multi-departmentally
Determine how your department can make another Department more successful
Reimagine the public services, don’t just focus on the outcomes
Focus on the what, but also the how and the why

TOGETHER WITH OUR COMMUNITY
Rebuild the “we” with the community - understand expectations, desires
Eachencounter is an event/service
Find solutions we can say “yes” to
Customer empathy
Meet people where they are
Design products/services/interactions to create a great customer experience

OUR VISION
...where do we want to go
A citywide effort to improve service delivery and make San Rafael a great place to work.

OUR MISSION
...how do we get there
Brings together all City Employees to create, implement, and celebrate innovative solutions to organizational and community challenges.

GUIDING PRINCIPLES
Together in Service
- Collaborate across departments
- Appreciate diverse perspectives and help others succeed
- Assume positive intent

Start with Community Needs
- Cultivate trust
- Design services with “customer” in mind
- Convene and co-create

Find Something to Say Yes To
- Take risks and try new things
- Seek creative solutions
- Create an exceptional customer experience

Reimagine the Status Quo
- Find the root problem
- Ask “why” do it this way
- “Fail” fast, learn, and try again

Practice Openness
- Communicate well and often
- Be open to change
- There’s always more to learn

Be Mindful
- Every interaction creates a story
- Be fiscally responsible
- Honor those we serve with integrity
GUIDING PRINCIPLES

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TOGETHER LEARNING LAB

A “learn-by-doing” program of cross-departmental teams learning and practicing techniques for collaborative problem solving. Employees work together to apply human-centered design to real work challenges.

**Skills we learn & practice include:**
- Project management
- Researching and testing solutions
- Communication, facilitation and presentation skills

**COHORTS**

**2017**
- New employee onboarding
- Illegal dumping
- Internal communication
- Storm preparation community outreach
- Cross-departmental permits

**2018**
- Community partnerships
- Cultivating a positive culture
- Chocolate and conscious regulations
- Homeless encampment fire & health threats
- Employee evaluations

**2019**
- Cross-departmental permits
- Housing
- Spanish language engagement
- Paperless forms and electronic signatures
Human-Centered Design

EMPATHIZE

DEFINE

TEST

PROTOTYPE

IDEATE

CivicMakers

Peace Corps

About

Changing lives the world over

The Peace Corps is a service opportunity for motivated changemakers to immerse themselves in a community abroad, working side by side with local leaders to tackle the most pressing challenges of our generation.
TOGETHER SAN RAFAEL PRESENTS

DEMO DAY

ALL EMPLOYEES INVITED

Hear from the first cohort of the Together San Rafael Learning Lab. Each team will present their challenge, proposed solution and share how it was developed.

Challenge topics include:
- Illegal dumping of commercial property
- New employee onboarding
- Public information for stem stations
- Cross-departmental learning opportunities
- Navigating the permit process

Tuesday, January 30
from 9 to 11 a.m.
refreshments at 8:30 a.m.
at the Rafael Theater

MORE INFO
employees.cityofsanrafael.org/tsr
If you are looking for an innovative, forward-thinking organization where you will have exceptional opportunities to advance your career, take on exciting projects, and be part of a dynamic leadership team, then this is a great match for you!

DIRECTOR OF EMPLOYEE EXPERIENCE AND CULTURE
CITY OF SAN RAFAEL, CALIFORNIA

The City of San Rafael is looking for a Director of Employee Experience and Culture. We invite you to lead innovative changes in support of a flourishing city. The Director should have experience with labor and employee relations, policy and procedures, long-range strategic planning, employee development and training, workplace safety and risk, classification and compensation, and the ability to oversee other HR functions such as benefits administration, wellness, recruitment and selection, worker's compensation, etc. The successful candidate will have a history of pushing the envelope to bridge the public-private divide, thinking beyond bureaucracy and providing excellence in service and programs while balancing a culture of professionalism and fun.
TOGETHER SAN RAFAEL
CROSS DEPARTMENTAL TEAMS

COMMUNITY ENGAGEMENT
- Strategic planning, coordination, and dissemination of Citywide communications and community engagement.

CONTINUOUS LEARNING
- Engage and promote learning opportunities around innovation and technology.

DATA & ANALYTICS
- Build a culture of data and solve problems with data.

DEVELOPMENT COORDINATING COMMITTEE
- Ensure cross-departmental input is gathered and discussed for new development projects.

EMPLOYEE EVENTS
- Plans and coordinates agency-wide employee events.

EMPLOYEE ONBOARDING
- Create a unified and streamlined onboarding process from the employee's first day of employment.

EMPLOYEE WEBSITE
- Make the website user-friendly and easy to navigate.

EQUITY AND INCLUSION
- Ensure our workforce is inclusive to all regardless of their gender, race, ethnicity, sexual orientation, age, or background.

HEALTH & SAFETY
- Address health and safety concerns in the community.

HOUSING WORKING GROUP
- Develop a housing development strategy that leverages State funding opportunities to address the regional housing crisis.

MANAGEMENT TEAM
- Provide additional guidance and support to TGR initiatives.

MINISTRY OF ALTERNATIVE COMMUNITY GREEN TEAM
- Promote green initiatives, including the City's employee commuting program.

PERMITTING & PROCESS IMPROVEMENT
- Make the permit process easy to understand and navigate.

RECOGNITION
- "Same Rural employee recognition initiatives that recognize more people more often."

STORYTELLING & COMMUNICATION
- Communicate efforts related to Together San Rafael and the guiding principles to the organization.

TOGETHER SAN RAFAEL ADVISORY COMMITTEE
- Articles and provide staff perspective on Together San Rafael initiatives.

TOGETHER WE IMPROVE SERVICES TEAM (TWIST)
- Tackle projects and processes that improve Citywide operational effectiveness.

LET'S LEAD TOGETHER
FOR CITY OF SAN RAFAEL DIRECTORS & MANAGERS

SET GOALS AND ACHIEVE RESULTS.
- Always individual and team goals and deadlines. Goals should be measurable, focused, and tied to outcomes.

INNOVATE.
- Create a culture of innovation that is inclusive and collaborative. By doing so, we can improve customer service and work more efficiently.

EXPLAIN PURPOSE.
- Make the "why" and the "how" of our work clear and transparent. Employees should understand the impact of their work and why it matters.

LEAD WITH HEART.
- Show that you care about your team's feedback and listen actively. This builds trust and respect among your team.

BROADEN AND SHARE PERSPECTIVE.
- Make a habit of questioning the status quo and seeking to understand different perspectives. This helps us identify opportunities for improvement.

COMMUNICATE WITH ONE VOICE.
- Be authentic, consistent, and clear in all communications. Encourage a culture of respect and transparency.

SUPPORT YOUR TEAM.
- Ensure staff have the tools, resources, and support they need to succeed. This includes setting clear expectations and providing regular feedback.

MANAGE BUDGET.
- Be a good steward of public funds. Prioritize projects that align with the City's goals and objectives.

DEMONSTRATE VULNERABILITY.
- Be honest about challenges and failures. This sets a healthy tone for the organization and fosters a culture of openness.

BE INCLUSIVE.
- Treat all employees with respect and dignity, regardless of their background or identity. This includes creating a safe and inclusive workplace.

The following represent the values we hold ourselves accountable to, and our expectations of other directors/managers as we lead the organization forward...together. They are not in priority order as they are all equally important. They should be considered when conducting directors/managers’ performance reviews.

LEGEND
- Core values
- Guiding principles
- Team members
- Critical partners
- Other stakeholders

EMPLOYEES.CITYOFSANRAFAEL.ORG/TEAMS
Camino helped San Rafael digitize a complex permitting process in less than a month.

Small cities can be innovative and accomplish more with less. With Camino, we found it can even be easy.

~ Danielle O'Leary, Director of Economic Development and Innovation

Why is illegal dumping a problem?

- $ costs to City
- Staff time & resources
- Costs to businesses
- Increased complaints
- Citizen dissatisfaction
- Health and safety
  (can you say “bed bugs”?)
HOW WE WORK

We help City Departments...

- Get feedback and input from the community
- Learn about what your users want and need
- Map processes or workflows
- Design things people want to use
- Analyze & act on data
- Measure results and impact
- Evaluate and select a technology solution or vendor
- Provide training & education

Library & Recreation
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