



coaching program



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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Retooling Workplace Culture to Thrive in the 21st Century

Thursday, May 16

1:00 - 2:30 pm ET / 10:00 am - 11:30 pm PT

Registration is FREE - Advance registration is required.

Learn why local governments need to retool their cultures to attract, retain, and grow talent to serve their communities more effectively. What are examples of practical, high-payoff initiatives that local governments have completed successfully? Find out what resources are available to support agencies in their efforts.

Webinar Topics:

1. Where do local governments need to retool their cultures to attract, retain, and grow talent to serve their communities more effectively?
2. What are examples of practical, high-payoff initiatives that local governments have completed successfully?
3. What resources are available to support agencies in their efforts?

Presenters:

Jay Stegmaier, former CAO, Chesterfield County, VA

Fran Robustelli, Assistant City Manager, Walnut Creek, CA

Mike Sable, Director of Facilities Services, Hennepin County, MN

Audience: all persons in or interested in local government careers

Meets Practice 4. Staff Effectiveness, 6. Strategic Leadership, 10. Service Delivery, 13. Human Resources Management and Workforce Engagement

Post-Webinar Discussion Questions:

Many agencies organize groups to participate in the webinars (live or recorded) and discuss the topics among themselves after the webinars. Some are summarizing their discussions and distributing them to managers throughout their organizations. Here are some discussion starters for this session.

- a. Where would our agency especially benefit from retooling our culture?
- b. What are some approaches and lessons learned that we can apply?
- c. What resources would we like to access to accelerate our efforts?

Biographical Sketches of Presenters

Jay Stegmaier, former CAO, Chesterfield County, VA



James J.L. Stegmaier is Executive Manager with Berkley Group, a local government consulting firm offering collaborative experts in a wide range of professional disciplines. He is also Manager of G-O Strategies LLC, where he helps individuals and organizations seeking growth and opportunity in a complex world. His clients represent private enterprises, local governments, non-profits, and higher education. He serves on the Board of United Way of Greater Richmond and Petersburg and was appointed to the Board of Visitors of Virginia State University in July 2016.

The Richmond Times Dispatch has inducted Stegmaier into the Person of the Year Hall of Fame in recognition of 37 years of service to the Richmond community. He has also received a Lifetime Achievement Award from the Virginia Government Finance Officers Association.

Stegmaier retired as the Chesterfield County Administrator in June 2016. The Chesterfield County Board of Supervisors had appointed him to that position in July 2007. At that time, the county, along with the nation, soon faced the greatest economic downturn in years. With a focus on fiscal stability and partnerships creating a high-performance, values-driven workplace, he built a team to produce a nationally heralded record as one of the best communities in which to live, work and play. Stegmaier's leadership and financial skills have made Chesterfield County a model for other local governments navigating the challenges of providing quality public services with less.

During his tenure, Chesterfield became the lowest-cost, full-service local government in Virginia, maintained one of the few AAA bond ratings with a stable outlook among counties in the US, dramatically cut the county's debt, and reduced the cost of county government to 1992 levels. Politifact rated as "TRUE" Stegmaier's observation that the county cut more positions from its 3500-position workforce than the state cut from its 120,000-position force during the recession. Stegmaier managed the county's strongest-ever period of economic development, announcing over three billion dollars of planned investment.

Prior to being named county administrator, Stegmaier served as deputy county administrator for Management Services since 1997, and, before that, directed the county's Budget and Management Department from 1986 until that time. He earned his baccalaureate degree from the Catholic University of America in 1976 with scholarships in engineering and psychology. He holds a Master of Arts degree (M.A.), in public administration from the University of Virginia with a Public Service Education Program fellowship. He also attended the Government Finance Officers Association Executive Finance Institute at Georgetown University, Leadership Metro Richmond and the Senior Executive Institute at the University of Virginia. In 2002, Stegmaier became a credentialed manager with the International City/County Management Association.

Stegmaier served on the boards of the Metro Richmond Convention Center Authority, The First Tee Richmond and Chesterfield, the Appomattox River Water Authority, the South-Central Wastewater Authority, the Capital Region Collaborative and the Innovation Council of Virginia Biotechnology Research Park.

Stegmaier and his wife, Margot, have three adult children.

Fran Robustelli, Assistant City Manager, Walnut Creek, CA



Fran received an undergraduate degree in Biology with a minor in Psychology from University of South Florida and a Master's in Public Affairs through the University of Missouri. Fran began her career in public sector working in the environmental profession and changed careers and took a position as a Human Resources Analyst within the same organization. Fran promoted through the ranks, ending her 15-year career at Dublin San Ramon Services District as the Human Resources Manager.

In 2010, Fran was selected to take on the role as the City of Hayward's Director of Human Resources. Fran led the Human Resources team providing a broad range of human resources functions including labor negotiations with 11 bargaining units and managing a multi-million-dollar workers' compensation program. She also led the development and approval of the City's first comprehensive Economic Development Strategic Plan.

In 2014, Fran was selected by the City of Walnut Creek to serve as the City's Human Resources Director. In July of 2015, she was promoted to Assistant City Manager and has led the development and implementation of the City's first comprehensive employee engagement program, CARE.

Mike Sable, Director of Facilities Services, Hennepin County, MN



Michael Sable has spent 20 years in local government in the Minneapolis, MN area serving as a Department Director for the state's largest county (Hennepin) and as Assistant City Manager (Brooklyn Park, MN) and as Interim City Manager and Community Development Director. He also serves as an adjunct faculty member for the University of Virginia's Weldon Cooper Center for Public Service.

Sable specializes in helping build group consensus and implementing change initiatives in organizations. In addition, he's actively implemented the HPO model in two organizations over the past 10 years and facilitated the creation of local government innovation teams in a dozen communities in the region.

He's currently a board member for the Alliance for Innovation, a think tank for local governments across the country, and GTS Education and Events that specializes in providing training for city and county staff/leaders. He holds a B.A. in Political Science from Augsburg College and an M.B.A. from the University of St. Thomas.

Additional Coaching Resources

[Career Compass](#)

Monthly Advice Column

[Career Compass No. 70](#)

How to Handle a Difficult Conversation with a Direct Report

[CoachConnect](#)

One-to-one Coach Matching: Find a coach or sign up to be a coach!

[Webinar Archives](#)

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[Talent Development Resources](#)

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The ICMA logo is located in the bottom right corner of the page. It consists of the letters "ICMA" in a bold, blue, sans-serif font. The letters are slightly overlapping, with the "I" and "C" being the most prominent. The background behind the logo is a light blue, semi-transparent graphic of a staircase or a series of overlapping rectangular blocks that ascend from left to right.