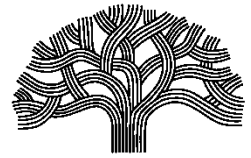


# CITY OF OAKLAND



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Office of the Mayor  
Libby Schaaf  
February 2020

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**TO: CITY DEPARTMENT HEADS**

**RE: CALL FOR NOMINATIONS – OAKLAND GOOD GOVERNMENT AWARDS**

I am pleased to announce the call for nominations for the inaugural Oakland Good Government Awards. A project of SPUR, these awards recognize outstanding performances by managers working for the City of Oakland, who, when faced with extraordinary challenges have found creative and effective ways to serve the public with distinction and excellence.

**We need your help selecting the award winners and the important task of nominating candidates to be considered to win a SPUR Good Government award.** The criteria to consider for nominations are as follows

- Managers in city agencies who have taken innovative approaches to good government, and who have made an impact on our city
- Department heads are ineligible
- Individuals or the members of a team may be nominated (**teams not to exceed four people**)
- Only one team per department may be nominated

The following materials will guide you through the nomination process. Please provide detailed information to justify each nominee's accomplishments. The winners will be recognized at the **Oakland Good Government Awards on May 6, 2020.**

**Nominations must be received no later than Monday, March 23, 2020.** For further information, please contact Kat Kester at [kkester@spur.org](mailto:kkester@spur.org).

Thank you for your participation in this important awards program. We look forward to celebrating the achievements of outstanding city managers who have set themselves apart by solving problems, creating efficiencies and demonstrating their commitment to Oakland residents.

Sincerely,

A handwritten signature in black ink, appearing to read "Libby Schaaf", written in a cursive style.

Libby Schaaf  
Mayor City of Oakland

The Oakland Good Government Awards continues SPUR's 40-year tradition of recognizing outstanding work by city employees and furthering principles of good government. The role of government is to deliver public services to residents and businesses operating within its boundaries. The principles of good government are interconnected and critical for building trust between constituents and their representatives and staff that allows rules, policies, programs and laws to be created and implemented for the common good. The principles of good government include rule of law, transparency, accountability, representation, effectiveness and efficiency, leadership as described below:

1. **Rule of Law:** Good government has an established legal framework that is interpreted and enforced impartially. All governmental entities, staff and elected officials respect and abide by the established rule of law. Rules and laws are applied in ways that are clear and fair. Legal guidance given to policy makers regarding the application of the law is clear and accurate.
2. **Transparency:** Good government is transparent. Information is accessible to the public, understandable, and able to be monitored. Key interests seeking to influence the outcome of decisions are known to the public. Communication is key, allowing choices and discussion around issues and decisions. Transparency creates trust between government and the public. When the public trusts the process because they can see what is happening and are involved in the process (participate), they accept what comes out of it. They believe that what occurred was lawful and fair and is based on informed decision-making.
3. **Accountability:** Good government is accountable to the public for its decisions. Roles and responsibilities of governmental entities, departments, staff and elected officials are clearly defined. Accountability includes fiscal accountability for tax dollars collected and spent.
4. **Representation:** Good government is engaged with the community it represents and is inclusive and equitable. It is reflective of the community that it serves and allocates resources, both time and treasure, equitably to ensure that all residents have opportunities to improve or maintain their well-being and to ensure that economic prosperity and growth is shared. Good government balances all voices and is not subject to undue influence of any group or political power. It listens and considers not only the loudest voices but also those without a voice, without organization and without financial strength. It represents everyone, balancing their often-competing interests for the greater good.
5. **Effectiveness and Efficiency:** Good government delivers the services needed to produce results that meet the needs of the public while making the best use of the limited resources available. Good government effectively leverages its time, talent and limited resources to maximize the benefits to its citizens. It has a certain level of competence and excellence obtained through adequate funding and allocation of resources.
6. **Leadership:** Good government has leaders at every level (elected, appointed, employed) that establish norms and values to instill respectfulness in all interactions. They insist on civility in decision making and all public engagement and discourse. They enforce the rule of law. Good leaders motivate and inspire others, creating an environment of collaboration and success despite difference in opinions. Good leaders are resilient and able to make tough decisions. They prioritize the role of government, balance all interests, set realistic expectations, strive for the greatest public good, and trust in the process, accepting results they may not personally like.

SUBMISSION GUIDELINES

1. Submit a maximum of three pages of text on why the person or team (**maximum of 4 persons**) should be recognized.
2. Send your nomination by **Monday, March 23, 2020** to Kat Kester at SPUR at [kkester@spur.org](mailto:kkester@spur.org).
3. You may not nominate an individual to whom you are a direct report. Department heads are not eligible. Only one team nomination per department will be accepted.
4. Two or more department heads may nominate an interdepartmental team.
5. The Oakland Good Government Selection Committee will select the winners.

**EACH SUBMISSION MUST INCLUDE THE FOLLOWING INFORMATION:**

Date Submitted: \_\_\_\_\_

**NOMINEE INFORMATION ( For a team of four or less, please attach an additional sheet with the following information for each team member. Teams are limited to four people.):**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Program: \_\_\_\_\_

Department \_\_\_\_\_

Dept.Address: \_\_\_\_\_

Years in current position: \_\_\_\_\_ Total years of City employment: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

**NOMINATOR INFORMATION (person who is submitting the nomination):**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Program: \_\_\_\_\_ Department: \_\_\_\_\_

Dept.Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ E-mail: \_\_\_\_\_

DEPARTMENT HEAD APPROVAL

Name: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

Signature: \_\_\_\_\_

## **NOMINATION GUIDELINES**

*(Please answer the following questions on a separate piece of paper, numbering your answers.)*

### **1. DESCRIPTION OF RESPONSIBILITIES:** Briefly summarize the nominee's:

- a. Roles and daily responsibilities (including the number of people supervised)
- b. Areas of responsibility
- c. Additional programs or initiatives that the individual manages or participates in

**Example:** “\_\_\_\_\_ is Director of xyz services. She supervises fifty-seven employees including fifteen technicians and heads up two cross department teams. Ms.\_\_\_\_\_ determines policy, practices and procedures and sets work schedules and standards for the department. She has responsibility for oversight and management of the department's training and community-outreach budgets...”

### **2. LEADERSHIP AND MANAGEMENT SKILLS & TECHNIQUES:** Describe this manager's success as a leader.

- a. What makes the candidate's leadership exceptional?
- b. How does the candidate's leadership further the ideals of Good Government as outlined in this application?
- c. Does this person offer unique leadership by innovating approaches or finding sensible solutions to significant problems that benefit the residents of Oakland?
- d. What skills, traits & behaviors did he/she/they/they use to achieve success?
- e. Describe her/his/their skills at planning, organization, leadership, and/or ability to motivate or inspire others?
- f. Give specific examples that will demonstrate how your nominee achieved results.

**Example:** “When \_\_\_\_\_ became manager of xyz the work of the department was focused in a small universe of issues and problems. Through his leadership and strong focus on organizational development, we were not only able to identify and expand the vision, but to actively seek solutions. She was able to articulate the goals of the project to both the staff and the community. As a result of the plan...”

### **3. SIGNIFICANT ACHIEVEMENTS:** Describe the individual's significant achievements in both quantitative and qualitative terms and metrics. Include a before and after comparison of the program or service he/she/they/they improved. Be sure to discuss one or as many of the following criteria as possible:

- a. Specify how candidate went above and beyond expectations of their job.
- b. Describe unexpected projects or proactive improvements the candidate undertook.
  - i. Specify why the task or project was undertaken, what the candidate's efforts were and what was improved and to what extent.
- c. Include details of how these achievements further the ideals of Good Government as outlined in this application.
  - i. How did this person improve the efficiency or effectiveness of a program or service?
    1. Include baseline and degree of improvement
    2. Give specific examples of improvements and changes he/she/they made.
  - ii. How did this person's efforts improve transparency within the Oakland city government?

- iii. Did his/her work contribute accountability including financial accountability (result in cost savings or new revenue) and if so how?
- iv. Does this person create new and successful ways to engage Oakland residents in the city government, making sure that their voices are represented in the development of policies or best practices?
  - 1. Please provide specific benchmarks and include metrics and timeline.

**Example:** “\_\_\_\_\_ was able to involve the community in a meaningful way that overcame long-standing distrust of the agency. She worked with the Mayor’s office and the office of xyz to develop policy guidelines. Using models, she convinced skeptical federal, state and private vendors to change traditional approaches to make the program work, again developing trust and relationships that continue to benefit the department. As a result...”