

### **Message From the Chair Emeritus—Richard Johanson**

One of the rewards of being privileged to write this little piece every week is to share thoughts on varying topics. You may agree or disagree but, hopefully, you find them worthy of contemplation. The topic for this week is leadership. During the upcoming weeks we shall be overwhelmed by those who wish to be our leaders. Each office seeker will provide us with their individual definition of what leadership means. It will be up to us to correlate the candidate's definition with our own. Such an analysis precludes that we have a clear definition in our own mind. What's yours?

### **Budget Cuts Challenge Everyone to “Link, Leverage & Align”**

Fragmentation, intramural sports over limited dollars, stove pipe thinking, funding and acting—all of these challenges stood in the way of results even before substantial budget cuts loomed on the horizon. What is the path forward, who has the capacity to lead and what does the plan look like? Last year, the County held two workshops on strategic planning. **Peter Hutchinson**, author of *The Price of Government: Getting the Results We Need in an Age of Permanent Crisis* was tapped to lead them. Copies of his book have been offered to leaders at the County, City and in the business community. The gist of the book is the old model is broke and broken. Today's government must learn to budget for results, not just within a political or sectoral jurisdiction, but across them. We have been building our civic and collaborative capacity for years in Fresno. Are our political and government leaders willing to step up and make the changes needed to make things better? Key thoughts from the workshop include:

- Outcomes are more important than organizations. Think in terms of desired results and who has capacity rather than credit, control and history.
- Think in terms of pooling all the money aimed at a desired result. Then buy results from the organization that can do it best.
- Align incentives with performance—not time in the saddle.
- Inspiration is about passion and values. Passionate people leverage resources because results matter most.
- We need new governance models to lead beyond the walls.
- We invest 90% of our resources earmarked for health into care after people are sick despite the fact that at least 50% of disease is behaviorally based. What are the policy and funding levers to transform health? What is the strategic choice? How do we talk about the whole system, not just fragments through single lenses?
- Think no small thoughts and keep taking small steps.
- We tend to focus on adult concerns because children are not in the room. Bring children to the meetings.
- We need government structures that leverage, not duplicate.
- Citizens must be co-creators of the solutions. Government cannot do for us what we must do for ourselves.
- Elected officials must invest in what people want, not what single interests demand.

### **Career Technical Education—Applied Learning**

As we begin implementation of the Human Investment Initiative, the most critical elements are pathways and bridges that lead to the clusters of the Regional Jobs Initiative. Knowing there is a job and a career path at the end is a key source of motivation to stay in school, to learn and to avoid the siren's call of self destructive diversions. There are many private, public and nonprofit resources available to learn job readiness skills and the technical expertise needed to secure good jobs. The challenge remains the connections. Project by project, pathways are being built between the high schools and employers, between high schools and the community colleges and between high schools and universities. Information and access is being pulled into the neighborhoods via the Community and Family Engagement Network and neighborhood resource centers. Check out the one stop site at [www.CTEOneStop.com](http://www.CTEOneStop.com). It is a resource for administrators, teachers, students and parents. The buzz words for today's education are relationship, rigor and relevance. Working together across sectors is the path forward for individuals, employers and the community.