





## 2023 Leadership Conference

# Strengths + Numbers: Working Together for a Stronger Community

Marisol “Mari” Weymouth, PhD | November 16, 2023



# AGENDA

- Welcome
- Relationship Theory: LMX Theory
- Gallup CliftonStrengths Overview
- 2023 UMAST Team Results
- Team Scenario Break-Outs
- Call to Action!



## MARISOL “MARI” WEYMOUTH, PHD

- **MAXIMIZER**
- **INDIVIDUALIZATION**
- **RELATOR**
- **ARRANGER**
- **STRATEGIC**



Maximizer	Individualization	Relator	Arranger	Strategic
People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.	People exceptionally talented in the Individualization theme are intrigued with the unique qualities of each person. They have a gift for figuring out how different people can work together productively.	People exceptionally talented in the Relator theme enjoy close relationships with others. They find deep satisfaction in working hard with friends to achieve a goal.	People exceptionally talented in the Arranger theme can organize, but they also have a flexibility that complements this ability. They like to determine how all of the pieces and resources can be arranged for maximum productivity.	People exceptionally talented in the Strategic theme create alternative ways to proceed. Faced with any given scenario, they can quickly spot the relevant patterns and issues.

# MARISOL “MARI” WEYMOUTH, PHD



# LMX THEORY & RELATIONSHIPS

# LEADER-MEMBER EXCHANGE THEORY (LMX)

Fred Dansereau, George Graen, and William Haga (1975)

The LMX Theory focuses on the relationship between the leader and the follower, or two people.



**The quality of the relationship is measured by means of the level of trust, effort, respect, support and loyalty.**

# LEADER-MEMBER EXCHANGE THEORY (LMX)

Fred Dansereau, George Graen, and William Haga (1975)



**WHEN YOU BUILD  
TRUST WITH EACH  
OTHER & AS A TEAM**



**FOSTER A SENSE OF  
BELONGING AND  
BEING VALUED**



**UNITE AND ACCELERATE  
AND ELEVATE  
PERFORMANCE**

**OUR WHY**



**Dedicated to improving the lives of our communities through  
professional excellence.**



## OUR GOAL FOR TODAY



OUR GOAL IS TO MAKE AN INTENTIONAL EFFORT TO LEARN,  
APPRECIATE AND RESPECT EACH OTHER'S UNIQUENESS AND  
STRENGTHS, AND LEVERAGE EACH OTHER'S STRENGTHS  
THROUGH OUR INTERACTIONS, PROJECTS AND TEAM EFFORTS  
TO ADVANCE **UMAST's** PURPOSE & MISSION!



What is one positive WORD  
people use to describe you?





The key to **SUCCESS** is to fully



understand how to apply your



greatest **TALENTS** and **STRENGTHS**



in your everyday life.





# People Who Focus on Using Their Strengths ...



AS LIKELY  
to report having an  
excellent quality of life



AS LIKELY  
to be engaged in their jobs

# People Working in the Strengths Zone ...

- 01** Look forward to going to work
- 02** Have more positive than negative interactions with coworkers
- 03** Treat customers better
- 04** Tell their friends they work for a great company
- 05** Achieve more on a daily basis
- 06** Have more positive, creative and innovative moments



01

## RAISE YOUR HAND IF YOU ALMOST ALWAYS...

*talk to people in elevators, airplanes,  
grocery stores and wherever you go*



02

## RAISE YOUR HAND IF YOU ALMOST ALWAYS...

*have a color-coded or  
otherwise, organized closet*



03

## RAISE YOUR HAND IF YOU ALMOST ALWAYS...

*write down a list of things to do  
and stick to it, even on the weekend*



04

## RAISE YOUR HAND IF YOU ALMOST ALWAYS...

*tend to ask too many questions*



05

## RAISE YOUR HAND IF YOU ALMOST ALWAYS...

*push the elevator button to “remind”  
the elevator that you are there*



## TALENT

*a naturally recurring pattern of thought, feeling or behavior that can be productively applied*



### *Examples of talent include:*

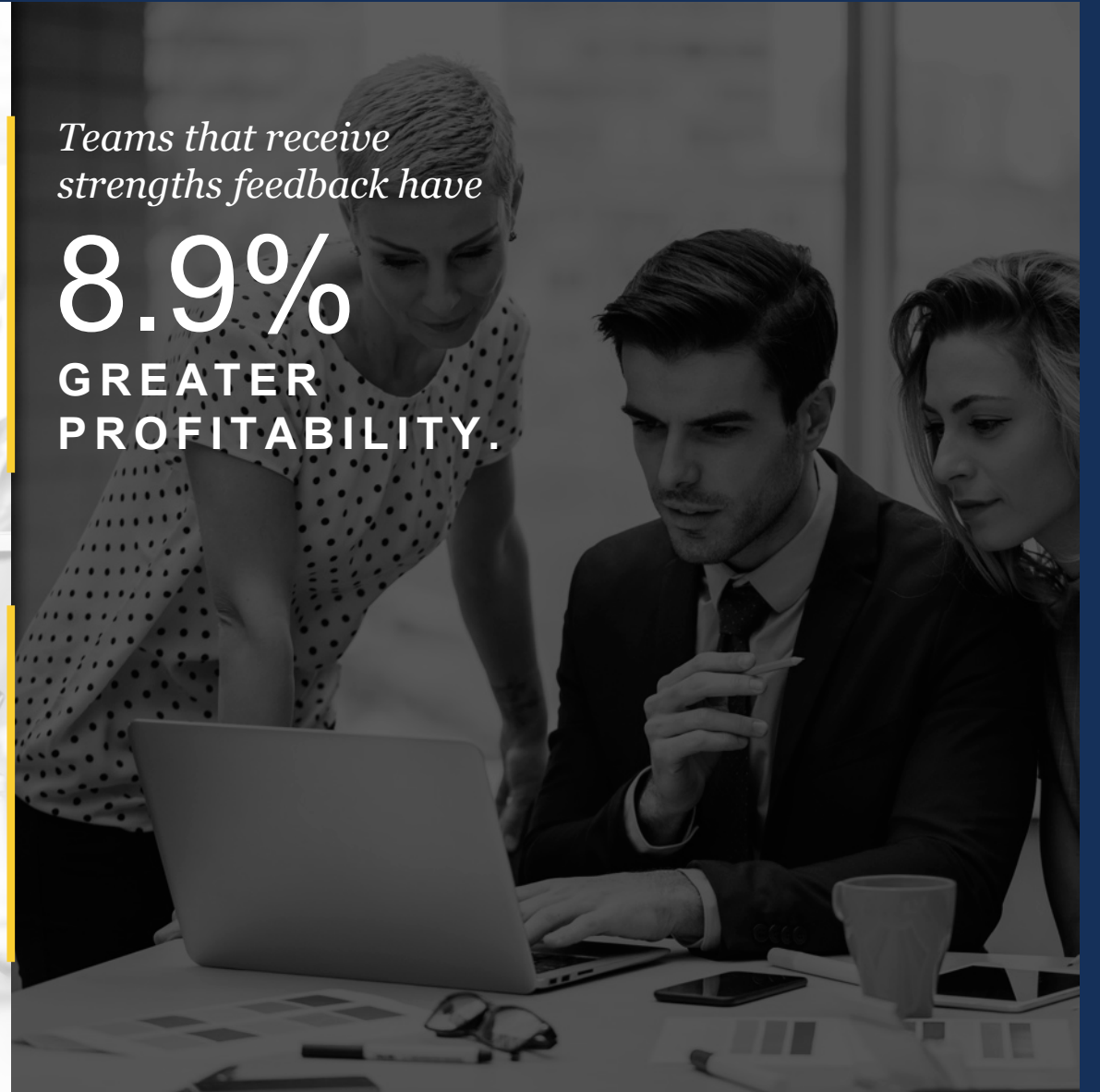
- effortlessly and instinctively starting conversations
- thinking in an orderly or timely manner
- easily and naturally influencing others
- seeing patterns in data
- consistently having a positive outlook on life



*People who learn to use their strengths every day have*

**7.8%**

**GREATER  
PRODUCTIVITY.**



*Teams that receive strengths feedback have*

**8.9%**

**GREATER  
PROFITABILITY.**

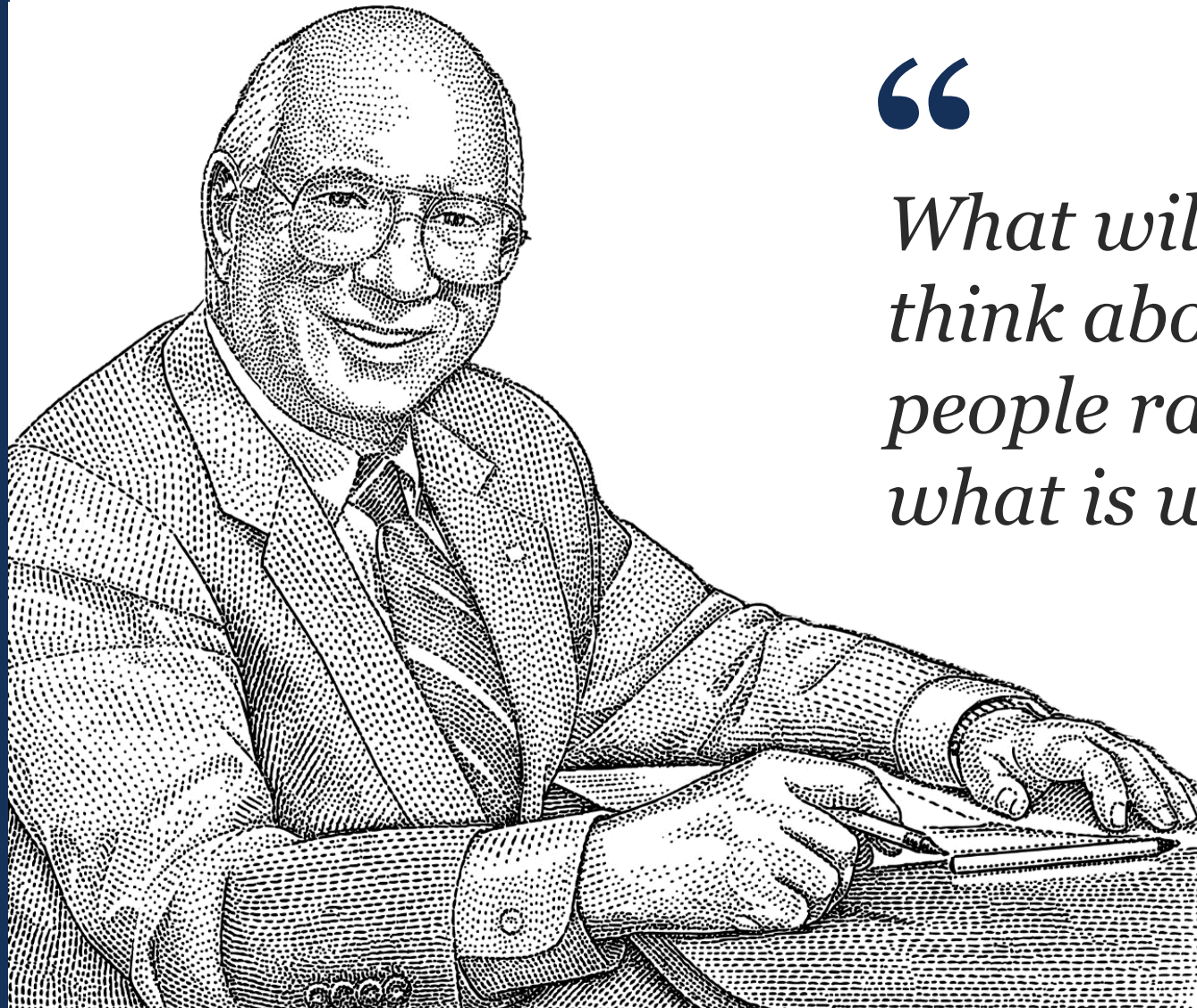
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*“I use my strengths every day.”*



“

*What will happen when we think about what is right with people rather than fixating on what is wrong with them?*



DON CLIFTON | (1924-2003)

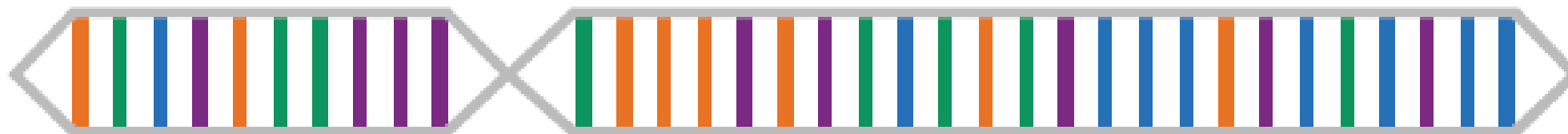
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*There is nothing wrong with being aware of our weaknesses and managing them, but our greatest opportunity for success lies in building on our natural talents.*



Let's start now to  
**IDENTIFY AND MAXIMIZE**  
each person's talents and strengths.

## CLIFTONSTRENGTHS®



*is the code that cracks open your  
awareness of your unique talents.*



**Executing**

**Influencing**

**Relationship  
Building**

**Strategic  
Thinking**

*Celebrate a colleague's strengths.*

01.

Look for strengths  
in action.

02.

When you spot a colleague  
using a strength, write them a  
short note that describes what  
you saw and reinforces the value  
of their strengths.





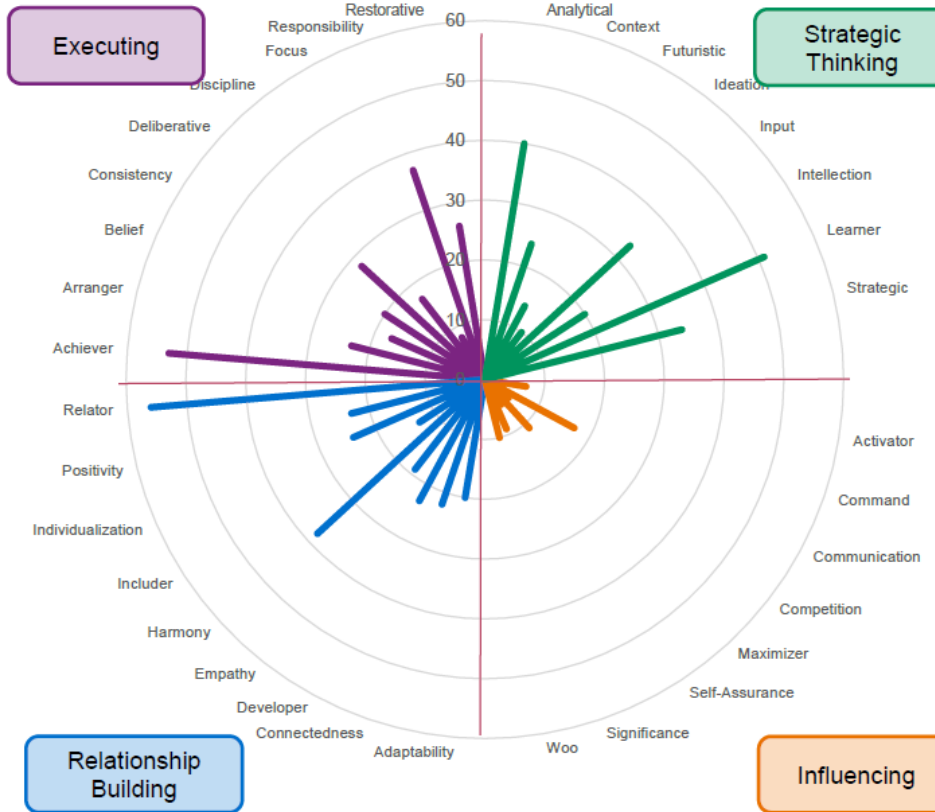
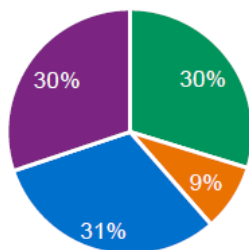
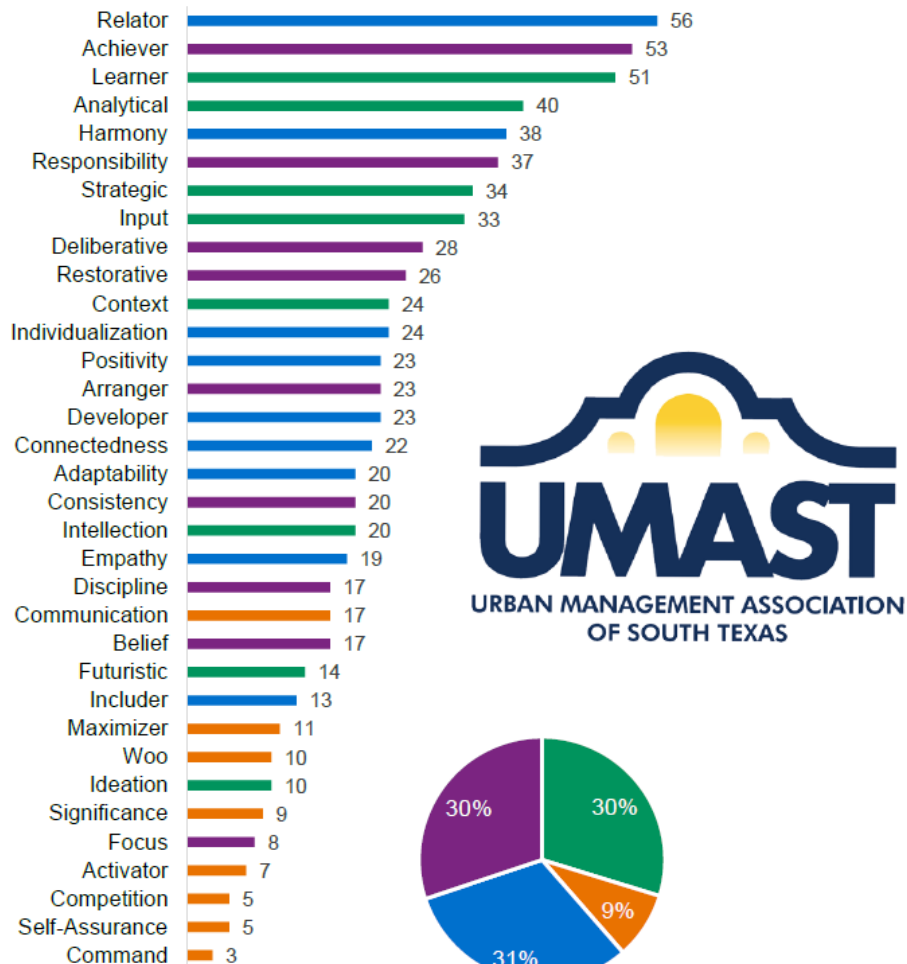






# TEAM RESULTS





Domains	People	Themes
Strategic Thinking	121	226
Influencing	52	67
Relationship Building	129	238
Executing	123	229

152 People

Team Top 5	As a team we bring	As a team we need	As a team we are motivated by
37% <b>Relator</b>	social depth and transparency	time and opportunities for one-on-one interactions	close, caring, mutual relationships
35% <b>Achiever</b>	intensity and stamina of effort	freedom to work at my own pace	completing tasks
34% <b>Learner</b>	a learning perspective	exposure to new information and experiences	to live on the frontier/the cutting edge
26% <b>Analytical</b>	dispassionate thinking to emotional issues	time to think	data and facts
25% <b>Harmony</b>	a peace-loving, conflict-resistant approach	areas of agreement, common ground	the sacrifice personal agendas to facilitate group performance

2023 UMAST  
Leadership  
Conference  
Cohort



152 People

	Strategic Thinking								Influencing						Relationship Building						Executing															
	30%		121 People		226		9%		52 People		67		31%		129 People		238		30%		123 People		229													
	People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.								People with dominant Influencing themes take charge, speak up, and make sure others are heard.						People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.						People with dominant Executing themes make things happen.															
	These themes help people know the facts about What has happened, What is happening and What is the best way forward.								These themes help people take the What and provide the Why, giving motivation and energy to move forward.						These themes help people understand about the team members, Who to involve and Who is best for each task.						These themes help people understand the details and know exactly How it should be done, then they see it through to completion.															
	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative		
	40	24	14	10	33	20	51	34	7	3	17	5	11	5	9	10	20	22	23	19	38	13	24	23	56	53	23	17	20	28	17	8	37	26		
Name																																				
Abigail Maldonado			4					2			3						5							1												
Adrian Ramirez	5																																			
Adrianna Broniszewski	3							5													1						2	4								
Allison Elliott	3	4				2											1									5										
Alyssa Franklin					1	3		2															5									4				
Alyssa McMullin													3						5	2	1			5				4								
Amanda Arriaga																						5		1			4	3		2						
Amanda Kim					2			5													1				4				3							
Ana Ruiz								5																			1	3		2	4					
Andrea Martinez					3	2		1																	5			4								
Andres Lopez								5																	2			4			3				1	
Angela Alonso-smith								1	5																2	3									4	
Angela Davila					5			3																		1										2
Angelica Rabago	3						5																		2	1				4						
Angie Martinez	4							5	2																3											
Anna De La Garza																																				
Annette Carrillo																																				5
Annette Pelayo																																				
Arali Bailie	2				5								1																							4
Arisa Larios	2																																			5
Ashley Poston			3																																	
Ashley Venticinque						2																														
Brian Dillard																																				5
Brittni Williams	2													5	2																					
Caron Lay	5																																			3
Cedric Szymczak	5																																			1
Cheryl Lardy			2					5																												
Crystal Marquez																																				5
Cynthia Trevino	3																																			
Cynthia Valdez																																				



Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229
2	1	2	0
1	0	0	4
2	0	1	2
3	0	1	1
3	0	1	1
0	1	3	1
0	0	2	3
2	0	2	1
1	0	0	4
3	0	1	1
1	0	1	3
1	1	1	2
2	0	1	2
2	0	1	2
3	0	2	0
0	0	4	1
0	0	3	2
0	0	2	3
2	1	1	1
2	0	2	1
2	0	1	2
1	0	3	1
1	1	2	1
1	1	1	2
2	0	2	1
2	0	2	1
2	0	2	1
0	2	2	1
1	0	4	0
0	0	3	2

2023 UMAST Leadership Conference Cohort



152 People

Name	Strategic Thinking 30% 121 People 226								Influencing 9% 52 People 67							Relationship Building 31% 129 People 238							Executing 30% 123 People 229														
	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative			
Cynthia Ybarra																		5	2								3	4	1								
Danielle Mason							2											1					3		5	4											
Darian Terrones			5	2														1					3										4				
Darlene Luna						4														1							2			3			5				
Debra Light	1																	4						5								2			3		
Desiree Espericueta							1	4					3											5		2											
Desiree Vitale					4	3		2											1							5											
Eddie Johnson III	3										2													1			4						5				
Elizabeth Hernandez																		2	4					3					1						5		
Emily Garcia			3															4					1		2		5										
Emily Royall			4				5	2																2		1	3										
Emmanuel Sanchez	3	4				5											1		2																		
Eric Schultz		4			3	2											5			1																	
Erin De La Rosa						3		5																4	2											1	
Francisco Navarro		1	2	3			4										5																				
Frederick Ward						4														1							3	2		5							
Gabriel Hernandez										1			3	5	4										2												
Genaro De Leon																			1	2							2			4	3		5				
Geoffrey Urbach						5	4										3						1					2									
Gerina Barrera			4							1									5						2										3		
Gilbert Perales						4										1								2		3								5			
Griselda Perez											1			4										2	5	3											
Gwen Estrada	2					1																				4								5			
Ignacio Mariscal	4																			2									3	1				5			
Irasema Pizano							3	2	1					5																			4				
Isaac Bernal	1					5					3						4		2																		
Jacob Padilla	5					3																															
Jasmine Berlanga										5							2	3								4	4		2							1	
Jenna Wallace					2	4	1	3																		5											
Jennifer Ramirez					3	5											4		2				1														



Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229
0	0	2	3
1	0	3	1
2	0	2	1
1	0	1	3
1	0	2	2
2	1	1	1
3	0	1	1
1	1	1	2
0	0	3	2
1	0	3	1
3	0	0	2
3	0	2	0
1	1	1	2
4	0	1	0
1	0	1	3
0	4	1	0
0	0	2	3
2	0	2	1
1	1	2	1
1	0	2	2
0	2	2	1
2	0	1	2
1	0	1	3
1	3	0	1
2	1	2	0
2	0	0	3
0	1	2	2
4	0	0	1
2	0	3	0

2023 UMAST Leadership Conference Cohort



	Strategic Thinking 30% 121 People 226								Influencing 9% 52 People 67							Relationship Building 31% 129 People 238							Executing 30% 123 People 229																							
	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative												
152 People	40	24	14	10	33	20	51	34	7	3	17	5	11	5	9	10	20	22	23	19	38	13	24	23	56	53	23	17	20	28	17	8	37	26												
Name																																														
Jenny Garcia			4	5													2	3						1																						
Jessica Travis					1	5																			4	3		2																		
Jo Ann Figueiredo				4							3														1	5							2													
Johana Sias	2														5																				1											
Jonathan Garcia			2												3								4												5											
KaKendra Logwood	3								1																										4											
Karla Campos							5																1																							
Karla Holten																					2															3										
Katharine Perez-Locke					1	4											5	2																												
Katherine Powell	3				4		5	1															2																							
Kevin Campos																	5			2	1																									
Kevin Orton	4	1													5						2																									
Kirby Farmer	3																				1															2										
Kristen McAvoy											1		5		2			3				4																								
Kristen Wilson	3	1					4																													2										
Lauren Tarin																	2	3						1												5										
Lauron Fischer	1	2							3		5										4																									
Leigh Middleton		1					5	2																																						
Leslie Hickey	5				2						1										3																									
Lizzette Perales		4						2																																						
Lorena Kerr		5																1	4		2		3																							
Lori Zamora							3					5											2																							
Luciana Gonzalez					2																1																									
Luis Rios	4						2	1																																						
Luke Simons														4								1			2																					
Lyndsey Patten	3				4	2	1	5																																						
Marcos Carmona		2																1							4												3									
Mariah Martinez							1														4																									
Maribel Martinez								2							5																															
Marisela Flores												1									3	2																								



Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229

2	0	3	0
2	0	1	2
1	1	1	2
1	1	0	3
1	1	1	2
1	1	0	3
1	0	1	3
0	0	1	4
2	0	3	0
4	0	1	0
0	0	3	2
2	1	2	0
1	0	1	3
0	3	2	0
3	0	1	1
0	0	4	1
2	2	1	0
3	0	1	1
2	1	2	0
2	0	0	3
1	0	4	0
1	1	1	2
1	0	2	2
3	0	0	2
0	1	2	2
5	0	0	0
1	0	2	2
1	0	1	3
1	1	1	2
0	1	3	1

2023 UMAST Leadership Conference Cohort



152 People

Name
Mark Martinez
Mary Mills-Nguyen
Matthew Reat
Megan Janzen
Melanie Morales
Melissa Benavidez
Michelle Vigil
Mike Momtselidze
Miranda Medellin
Montserrat Garcia
Moraima McGraw
Morgan Villegas
Murray Myers
Nia Gibson
Nichellie James
Nickalás Bilotta
Nicole Chavez
Oscar Olvera
Pik Martinez
Priscilla Garcia
Rachel Pearce
Rafael Castillo
Randall Polasek
Raquel Morris
Rebecca Nelson
Rebecca Rodriguez
ReGina Rodriguez
Rhonda Davis
Robert Lopez
Roger Gonzalez

Strategic Thinking							
30%	121 People	226					
People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.							
These themes help people know the facts about What has happened, What is happening and What is the best way forward.							
Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic
40	24	14	10	33	20	51	34

Influencing							
9%	52 People	67					
People with dominant Influencing themes take charge, speak up, and make sure others are heard.							
These themes help people take the What and provide the Why, giving motivation and energy to move forward.							
Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo
7	3	17	5	11	5	9	10

Relationship Building										
31%	129 People	238								
People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.										
These themes help people understand about the team members, Who to involve and Who is best for each task.										
Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator		
20	22	23	19	38	13	24	23	56		

Executing									
30%	123 People	229							
People with dominant Executing themes make things happen.									
These themes help people understand the details and know exactly How it should be done, then they see it through to completion.									
Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative	
53	23	17	20	28	17	8	37	26	

Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229
3	0	2	0
2	0	2	1
2	1	2	0
0	1	3	1
0	0	4	1
0	1	1	3
1	0	2	2
1	1	2	1
2	2	0	1
3	1	0	1
2	0	2	1
3	0	1	1
1	1	0	3
1	0	0	4
2	0	2	1
2	0	2	1
3	0	1	1
1	0	1	3
0	1	1	3
1	0	3	1
2	0	0	3
4	0	0	1
0	1	3	1
1	1	0	3
3	0	1	1
0	0	3	2
1	1	0	3
2	1	2	0
2	1	2	0



2023 UMAST Leadership Conference Cohort



152 People

**Strategic Thinking**  
30% 121 People 226

People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.

These themes help people know the facts about What has happened, What is happening and What is the best way forward.

Analytical	40
Context	24
Futuristic	14
Ideation	10
Input	33
Intellection	20
Learner	51
Strategic	34

**Influencing**  
9% 52 People 67

People with dominant Influencing themes take charge, speak up, and make sure others are heard.

These themes help people take the What and provide the Why, giving motivation and energy to move forward.

Activator	7
Command	3
Communication	17
Competition	5
Maximizer	11
Self-Assurance	5
Significance	9
Woo	10

**Relationship Building**  
31% 129 People 238

People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.

These themes help people understand about the team members, Who to involve and Who is best for each task.

Adaptability	20
Connectedness	22
Developer	23
Empathy	19
Harmony	38
Includer	13
Individualization	24
Positivity	23
Relator	56

**Executing**  
30% 123 People 229

People with dominant Executing themes make things happen.

These themes help people understand the details and know exactly How it should be done, then they see it through to completion.

Achiever	53
Arranger	23
Belief	17
Consistency	20
Deliberative	28
Discipline	17
Focus	8
Responsibility	37
Restorative	26



Strategic Thinking	226
Influencing	67
Relationship Building	238
Executing	229

Name	Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative		
Rosalinda Mendez					5			4											3								2							1		
Rosalva Acosta	5						1																			3				4				2		
Rozeanne Cantu							5			3															2					1	4					
Rutuja Rajee						4	3											2	5															1		
Ryan Loyd											1					3	5			2					4											
Sandra Figueroa							1										5			4				5		3	2									
Sandra Jasso	2	5					3																											1	4	
Sandra Rodriguez		1			2		3																		4		5								4	3
Scott Figueroa		2																			1				5										4	3
Shannon Oster-Gabriel		1			5																4				3			2								2
Sharon Chan							3																			2		4			1	5				
Sharron Harris					2													3		5						1										4
Shirley Saucedo																	3			1	4															
Sonia Cantu										4						2							1	3				5								
Sonya Bryant	3						4														1											5			2	
Stephanie Flores			2													3				4	1	5														
Susie Soliz		1					3			5												4			2											
Susy Romero	5																								1						4	3				2
Suzanna "Zan" Marsha					5	4	3										2							1												
Ta'Corian Tilley			3								1										4					5										2
Terri Hernandez																	3		2	1					5			4								
Therese Ybarra	4						3	2																	1										5	
Tracy Chica		5		2			4	1																	3											
Travis Smith	4												3	5										1												
Virginia Massey							5	1																	4											3
Virginia Villalta																	5				1						2	4							3	
Xavier Zapata	1																													3	5	4				2
Yen Le							1		5						4									3												
Yvette Mendoza													5							1	2								4							
Yvette Rico					2		3						5				1						4													

Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229
2	0	1	2
2	0	0	3
1	1	1	2
2	0	2	1
0	2	3	0
1	0	3	1
3	0	0	2
3	0	1	1
1	0	2	2
2	0	2	1
1	0	1	3
1	0	3	1
0	0	3	2
0	2	2	1
2	0	1	2
1	1	3	0
2	1	2	0
1	0	1	3
3	0	2	0
1	1	2	1
0	0	4	1
3	0	1	1
4	0	1	0
2	2	1	0
2	0	1	2
0	0	2	3
1	0	0	4
1	2	1	1
0	1	2	2
2	1	2	0



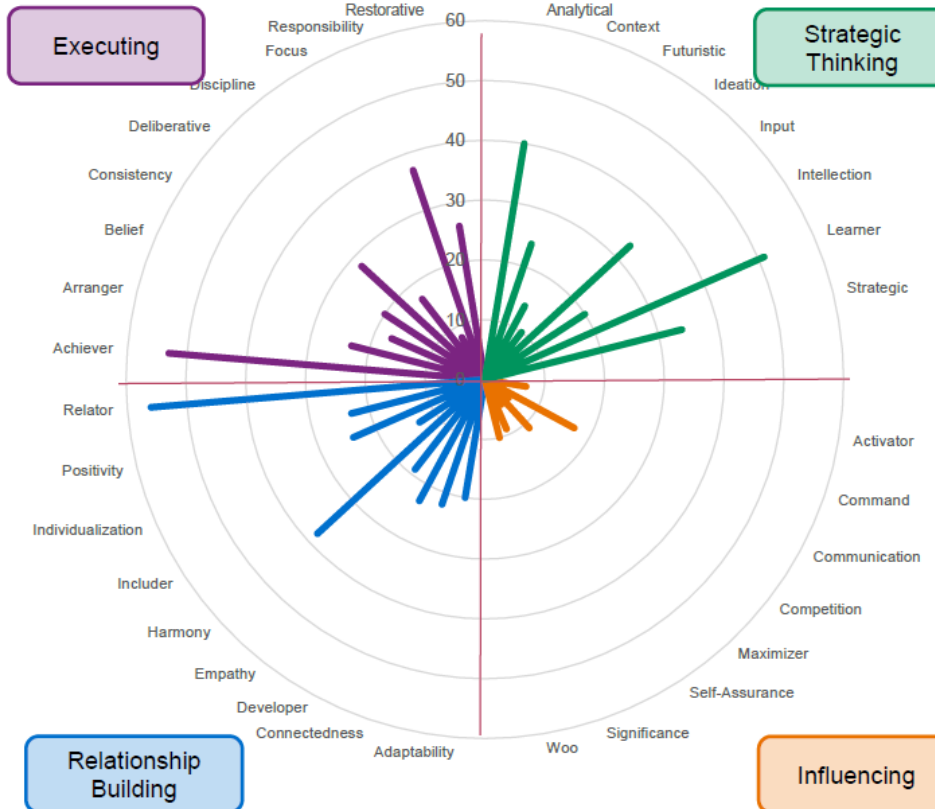
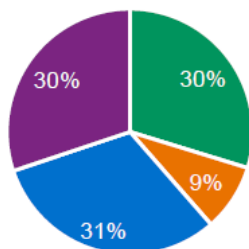
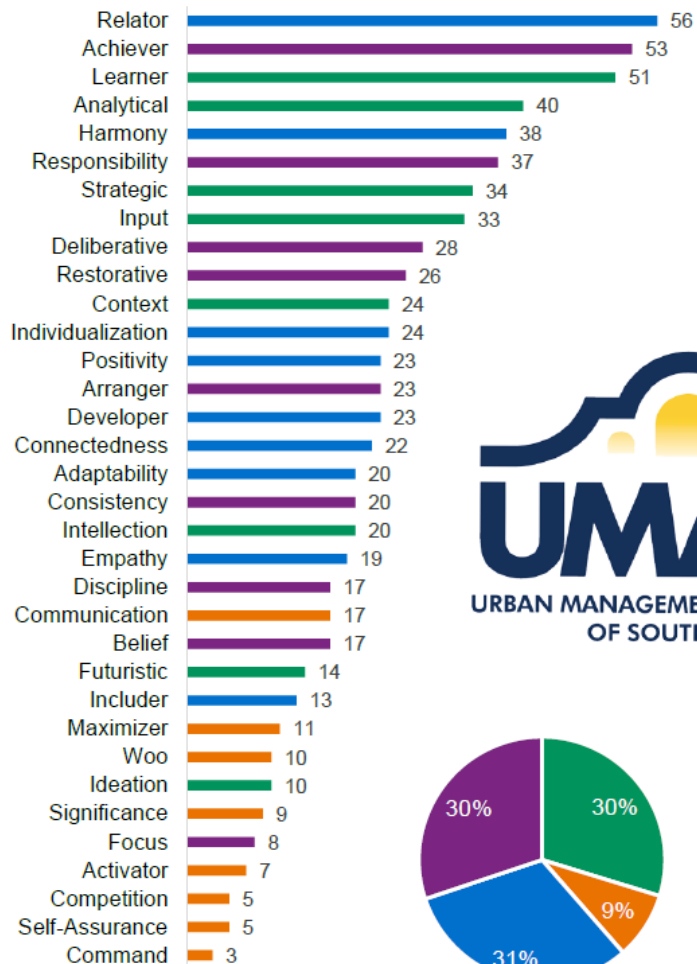
# 2023 UMAST Leadership Conference Cohort



152 People

Strategic Thinking 30% 121 People 226								Influencing 9% 52 People 67							Relationship Building 31% 129 People 238							Executing 30% 123 People 229											
People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.								People with dominant Influencing themes take charge, speak up, and make sure others are heard.							People with dominant Relationship Building themes build strong relationships that hold a team together and make it greater than the sum of its parts.							People with dominant Executing themes make things happen.											
These themes help people know the facts about What has happened, What is happening and What is the best way forward.								These themes help people take the What and provide the Why, giving motivation and energy to move forward.							These themes help people understand about the team members, Who to involve and Who is best for each task.							These themes help people understand the details and know exactly How it should be done, then they see it through to completion.											
Analytical	Context	Futuristic	Ideation	Input	Intellection	Learner	Strategic	Activator	Command	Communication	Competition	Maximizer	Self-Assurance	Significance	Woo	Adaptability	Connectedness	Developer	Empathy	Harmony	Includer	Individualization	Positivity	Relator	Achiever	Arranger	Belief	Consistency	Deliberative	Discipline	Focus	Responsibility	Restorative
40	24	14	10	33	20	51	34	7	3	17	5	11	5	9	10	20	22	23	19	38	13	24	23	56	53	23	17	20	28	17	8	37	26
Name																																	
Yvonne Rodriguez																																	
Zabrina Garza																																	

Strategic Thinking	Influencing	Relationship Building	Executing
226	67	238	229
2	1	0	2
1	0	1	3




Domains	People	Themes
Strategic Thinking	121	226
Influencing	52	67
Relationship Building	129	238
Executing	123	229

152 People

Team Top 5	As a team we bring	As a team we need	As a team we are motivated by
37% <b>Relator</b>	social depth and transparency	time and opportunities for one-on-one interactions	close, caring, mutual relationships
35% <b>Achiever</b>	intensity and stamina of effort	freedom to work at my own pace	completing tasks
34% <b>Learner</b>	a learning perspective	exposure to new information and experiences	to live on the frontier/the cutting edge
26% <b>Analytical</b>	dispassionate thinking to emotional issues	time to think	data and facts
25% <b>Harmony</b>	a peace-loving, conflict-resistant approach	areas of agreement, common ground	the sacrifice personal agendas to facilitate group performance

# TEAM STRENGTHS SCENARIOS

Objective is to leverage the strengths of your team members

- 
1. A unique team scenario will be provided to each table
  2. Write down how the team is addressing the scenario using the team's individual strengths
  3. You will have ~9 minutes
  4. Select a spokesperson
  5. We will randomly draw table numbers to present

## SCENARIO #1: Boosting Small Business Growth in San Antonio

- The City of San Antonio Economic Development Department, in collaboration with the greater: SATX organization, is launching an ambitious initiative to promote and support small businesses across the city.
- Recognizing the diverse strengths within the team, the challenge is to leverage individual talents to develop strategies that provide incentives, access to opportunities, and foster a thriving ecosystem for small businesses.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## SCENARIO #2: Enhancing Emergency Response Coordination in San Antonio

- Deputy City Manager María Villagómez has identified a critical need to improve the coordination and effectiveness of emergency response efforts in San Antonio. Recent incidents have highlighted the importance of seamless collaboration among the Police Department, Fire Department, Emergency Management, and the Office of Management and Budget. María believes that leveraging the unique strengths of each team member is essential to create a more resilient and responsive emergency management system.
- The challenge is to develop a comprehensive plan that optimizes the strengths of the team members within the specified departments to enhance emergency response coordination. Each team member plays a crucial role in ensuring that the city is well-prepared to handle emergencies effectively.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## SCENARIO #3: **Strengthening Community Services Delivery in San Antonio**

- City Manager Erik Walsh has identified a critical need to enhance the delivery of city services to residents. Recognizing the importance of each team member's strengths in achieving this goal, he has tasked the team with developing a comprehensive plan to improve the effectiveness and efficiency of service delivery across various departments.
- The objective is to align individual strengths to create a more resident-centric and streamlined approach.
- The challenge is to develop strategies that leverage the unique strengths of team members in different departments to enhance the overall quality of services provided to the community.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## SCENARIO #4: Advancing Sustainable Development in San Antonio

- Mayor Ron Nirenberg, driven by his commitment to civic participation, equity, and environmental stewardship, has initiated a citywide effort to advance sustainable development in San Antonio. Recognizing the city's rapid growth and the need to balance economic progress with environmental responsibility, the Mayor has called upon the diverse strengths of his team to create a comprehensive plan for sustainable urban development.
- The challenge is to develop strategies that leverage the unique strengths of team members from various departments to implement sustainable practices, reduce the city's environmental impact, and foster a resilient and equitable community.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## SCENARIO #5: Modernizing City Infrastructure for Enhanced Public Services

- Chief Financial Officer Ben Gorzell recognizes the need to modernize the city's infrastructure to better serve the growing population of San Antonio. With a focus on improving public services, Gorzell has initiated a comprehensive plan to upgrade technology, streamline processes, and enhance efficiency across various departments under his purview—Finance, Information and Technology Services, and Human Resources.
- The challenge is to develop strategies that leverage the unique strengths of team members in these departments to implement modernization efforts effectively.
- Describe how you as a team can approach, support and execute, using your individual Strengths.



## SCENARIO #6: Harnessing Artificial Intelligence for Enhanced Community Services in San Antonio

- Tech Port San Antonio, in collaboration with the City of San Antonio, has initiated a groundbreaking project to integrate artificial intelligence (AI) into community services. The goal is to leverage AI technologies to enhance efficiency, responsiveness, and the overall quality of services provided to the residents. The team, composed of individuals from various departments and Tech Port San Antonio, possesses diverse strengths crucial to the success of this initiative.
- The challenge is to develop strategies that capitalize on individual strengths to seamlessly integrate AI into community services, ensuring that the benefits are widespread and inclusive.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## SCENARIO #7: Advancing Electrification Readiness for San Antonio's Electric Vehicle Growth

- In response to the increasing popularity of electric vehicles (EVs) and the forecasted growth in their usage, the City Council of San Antonio has tasked a team with advancing electrification readiness. This initiative involves planning for the necessary infrastructure, including charging stations, and collaborating with CPS Energy. The team comprises individuals from various departments, and each member's strengths are integral to the success of this initiative.
- The challenge is to develop strategies that leverage individual strengths to ensure the city is prepared for the expected surge in electric vehicles.
- Describe how you as a team can approach, support and execute, using your individual Strengths.

## OUR GOAL FOR TODAY



**OUR GOAL IS TO MAKE AN INTENTIONAL EFFORT TO LEARN,  
APPRECIATE AND RESPECT EACH OTHER'S UNIQUENESS AND  
STRENGTHS, AND LEVERAGE EACH OTHER'S STRENGTHS  
THROUGH OUR INTERACTIONS, PROJECTS AND TEAM EFFORTS  
TO ADVANCE **UMAST's** PURPOSE & MISSION!**



THANK YOU!



LINKEDIN: Marisol Weymouth, PhD



PeopleWhisperers.com



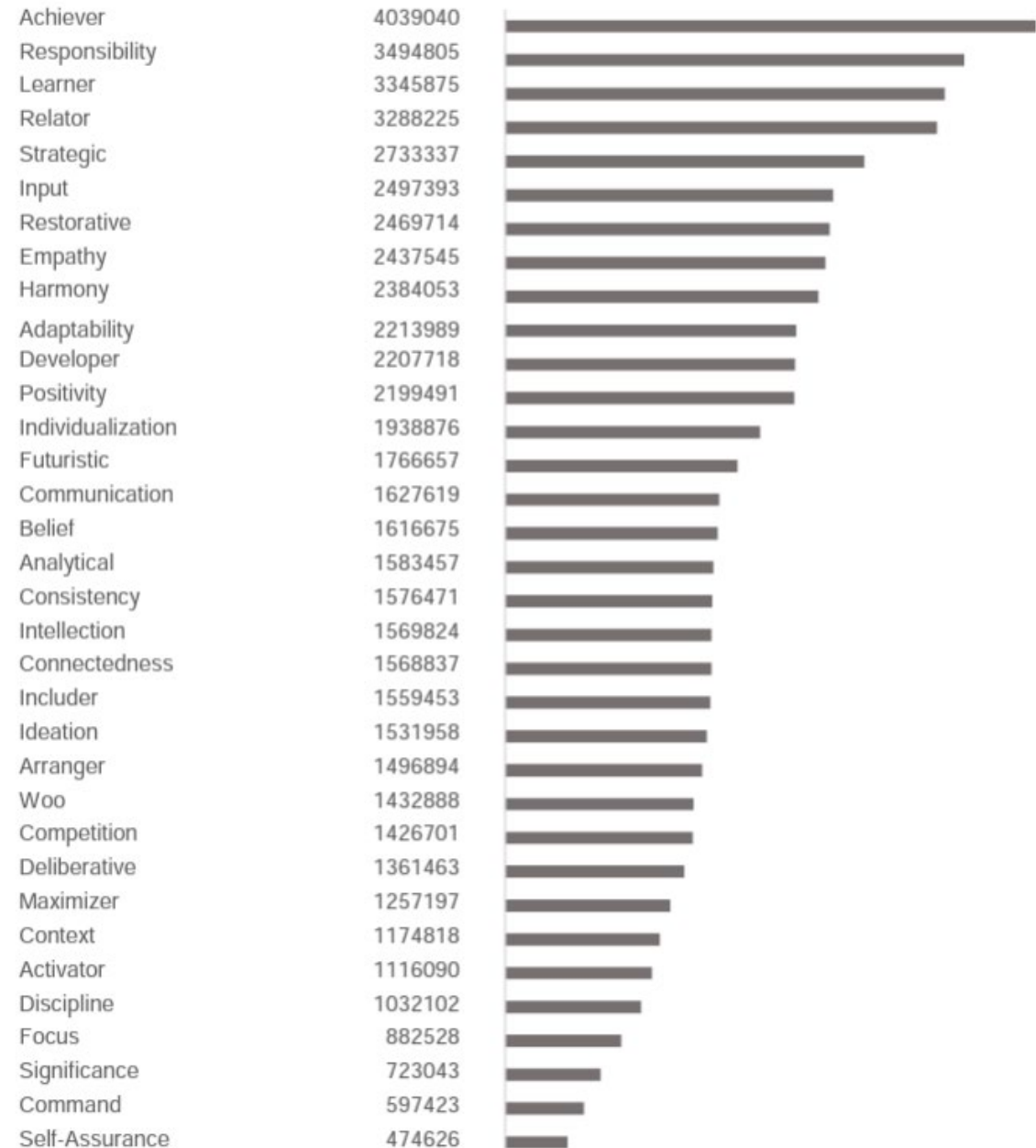
# APPENDIX



# FREQUENCY IN THE US AS OF 2018

## United States

GROUP OF 12525357 RESPONDENTS



# **COMMUNICATING STRATEGICALLY & EFFECTIVELY**

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Jeff Coyle

Assistant City Manager, City of San Antonio

2023 UMAST Annual Leadership Conference  
November 16, 2023

# OVERVIEW

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- Message development
- Message delivery
- Message discipline
- Message retention and repetition





# WHAT IS MESSAGING?



- ~~1. the sending and processing of messages by email, text, app, and similar electronic means.~~
2. the ideas or messages conveyed either explicitly or implicitly by a politician, advertising campaign, etc.

Source: Oxford Languages

**CITY OF SAN ANTONIO TEXAS**

## ADOPTED OPERATING & CAPITAL BUDGET FY2024 HIGHLIGHTS

The Adopted Fiscal Year 2024 Budget is **\$3.7 billion** and includes all of the day-to-day services that residents have come to enjoy and rely on, from parks and libraries to garbage collection and recycling. This year, the budget also makes major long-term investments to **provide property tax relief, keep San Antonio safe, enhance quality of life, and improve customer service.**

Next year's spending plan aims to address our community's greatest needs as identified by the City Council and the residents themselves. Many of these challenges cannot be addressed in just one year, so the funding is part of a multi-year commitment to help San Antonio thrive.

- PROVIDE PROPERTY TAX RELIEF**
  - Doubles City homestead exemption to **20%**
  - **Slightly Lowers** the City's tax rate
  - **\$134 million** in property tax savings
  - **31st consecutive year** without city tax rate increase
- KEEP SAN ANTONIO SAFE**
  - **117 new** police officers
  - **41 new** firefighters and paramedics
  - **1 new** Emergency Medical Services (EMS) unit
  - **Doubles** Animal Care Services Dangerous Dog Investigations team
  - **2-year program** to respond to all aggressive, neglect and cruelty animal calls
- ENHANCE QUALITY OF LIFE**
  - **\$137 million** for safer streets & sidewalks
  - **\$11 million** to repaint street markings every 3 years
  - **5-year plan** to add shades to 61 playgrounds across the City
  - **700** homeless encampment cleanups
  - **\$42 million** for affordable housing
  - **3,000** more pet rescues or adoptions
  - **2** New spay and neuter clinics
  - **44,000** spay and neuter surgeries
- IMPROVE CUSTOMER SERVICE**
  - **New 311 team** to ensure satisfaction
  - Adds staff to **Good Neighbor Program & Dangerous Assessment Response (DART) Teams**
  - **Enhanced library cards** available at 29 library branches

LEARN MORE AT [SANANTONIO.GOV/BUDGET](https://sanantonio.gov/budget)



## **MESSAGE DEVELOPMENT**

- 3-5 Key Messages
- Proof points for each Key Message
- Reformat for any medium or application

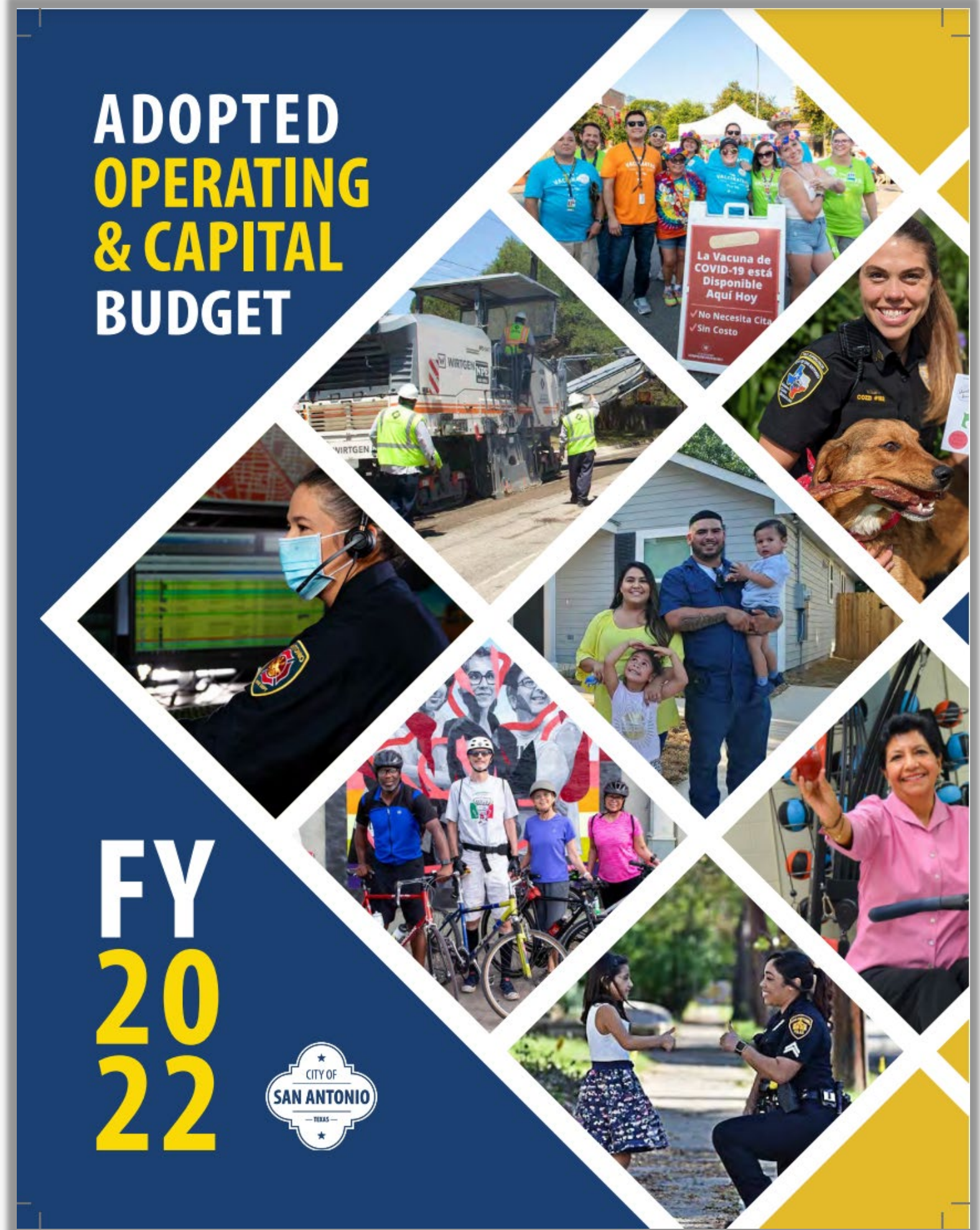
# MESSAGE PLATFORM

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- Emerging from COVID
- Endured Winter Storm Uri
- Engaged the community regarding police reform
- Largest budget in City history

ADOPTED  
OPERATING  
& CAPITAL  
BUDGET

FY  
20  
22

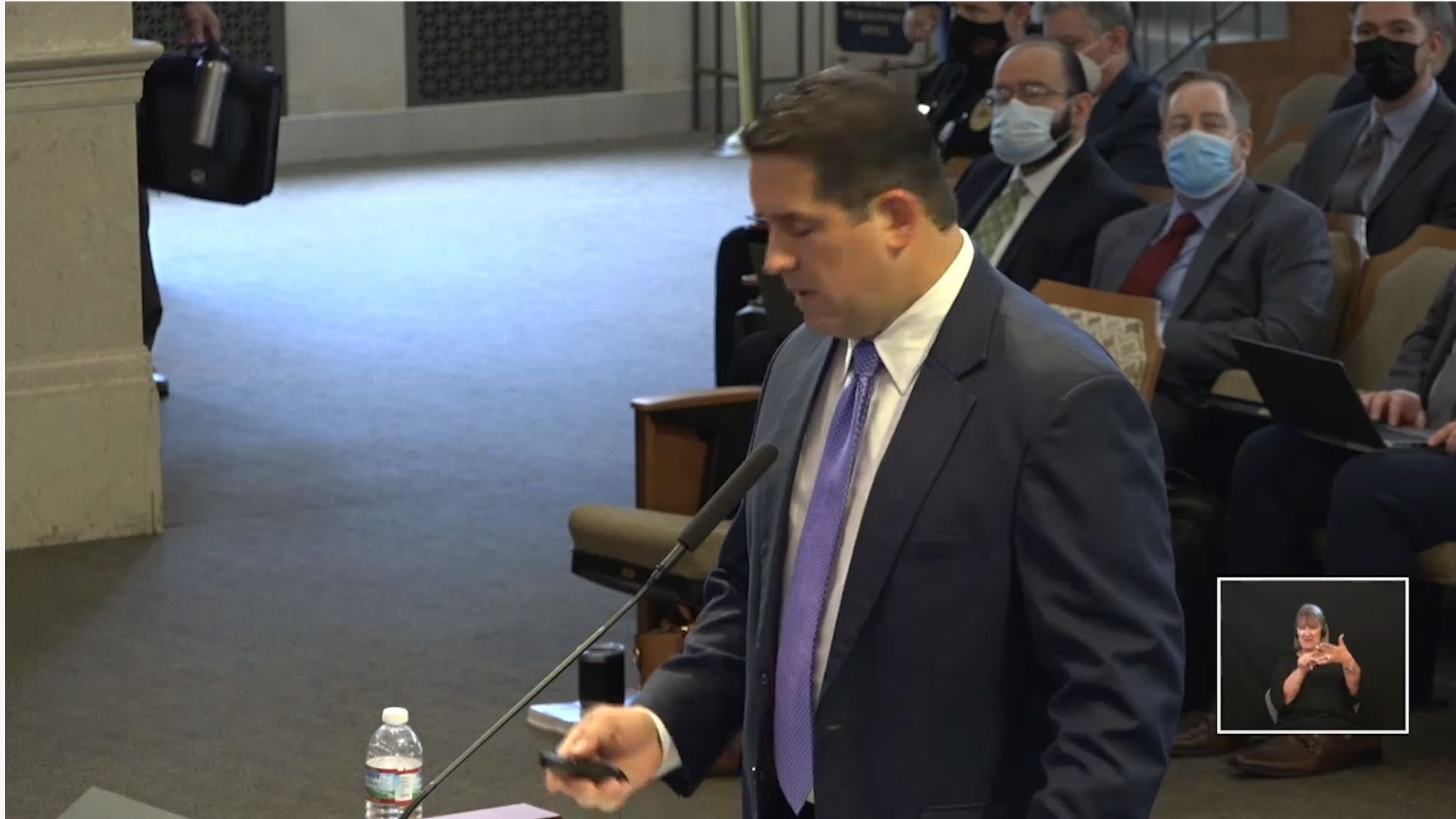


# KEY MESSAGES

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- 1) The City of San Antonio is in a better financial position than last year, and the FY 2022 Proposed Budget **reflects a faster recovery from the fiscal impacts of COVID-19 than anticipated**, but uncertainty remains.
- 2) The FY 22 Proposed Budget **restores the cuts** made over the last two years and includes **increases in compensation for all employees**.
- 3) The FY 22 Proposed Budget focuses on **critical issues that emerged from the pandemic**, such as public health, housing, senior services and more open and accessible City government.
- 4) Beginning in FY 22, the City of San Antonio will **respond to crises differently**, as a result of the communitywide discussion about policing, while expanding SAPD's capability to maintain neighborhood-level relationships.
- 5) The FY 22 Proposed Budget **makes investments to become a more resilient city** to future weather events and other disruptions.

# MESSAGE DELIVERY



*City Council Proposed Budget Presentation, August 21, 2021, TVSA*

# PROOF POINTS

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1) The City of San Antonio is in a better financial position than last year, and the FY 2022 Proposed Budget **reflects a faster recovery from the fiscal impacts of COVID-19 than anticipated**, but uncertainty remains.

- *Revenues have recovered faster than anticipated.*
- *Despite COVID, the budget is balanced, reserves are adequate, and our bond rating is strong and unchanged.*
- *The Budget balances better revenue collections in areas like sales tax and hotel occupancy tax with federal funds aimed to assist local governments.*
- *ARPA: some federal relief funds (~\$90M) will be used to offset revenue losses caused by the pandemic, but most of the federal funding will be spent in future years following extensive public input from the community.*

# MESSAGE DELIVERY

9:36

## Overview

- Reflects faster fiscal recovery from COVID-19, but uncertainty remains
- Restores cuts planned for FY 2022 and increases compensation for employees with no increase to city property tax rate
- Focuses on critical services emerging from the pandemic
- Responds differently to certain calls for service informed by the community wide discussion about policing
- Makes investments to become a more resilient city



# MESSAGE DELIVERY

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- Council Presentation
- Transmittal Letter
- Press Release
- Talking Points for Media
- Budget Highlights Document
- All COSA email

## A MESSAGE FROM THE CITY MANAGER

Honorable Mayor and City Council:

The City of San Antonio approaches Fiscal Year 2022 in a better financial position than last year due to stronger revenues as the result of a faster-than-anticipated recovery of the local economy. However, with COVID-19 continuing to impact our community, significant uncertainty remains.

The Fiscal Year 2022 Adopted Budget is \$3.1 billion. The General Fund is \$1.3 billion, a 5.6% increase over the prior year. The Adopted Budget uses some – approximately \$97.5 million – federal American Rescue Plan Act (ARPA) funding to stabilize the City's budget and address the community's immediate needs, with the balance to be allocated following input from our residents. The budget is balanced and maintains the city's property tax rate flat for the 29<sup>th</sup> straight year.

The Fiscal Year 2022 Adopted Budget **restores cuts to City services made over the last two years**, including street maintenance, employee compensation, arts and culture programs. Each of these areas will be restored to Fiscal Year 2019 levels, while civilian employees, under a compensation freeze since January 1, 2020, will see a 5% pay increase comprised of 4% recurring increases and a one-time lump sum of 1% and no increase in healthcare premiums. The Civilian entry wage will increase from \$15 per hour to \$15.60 per hour. Uniformed employees' compensation is consistent with their respective collective bargaining agreements. I am thankful to all our employees for their continued dedication to the community and our organization.

The Fiscal Year 2022 Adopted Budget **focuses on the critical issues that emerged from the pandemic** in the areas of public health, housing, senior services and overcoming barriers to accessing City government. The Adopted Budget leverages federal grants to allow Metro Health to build on its 5-year Strategic Growth Plan, incorporating lessons learned from the pandemic to create a more coordinated approach to public health, with a focus on mental health, health justice, access to care and technology and infrastructure. It supports affordable housing programs and continues the benefits navigator program to aid residents with housing programs and services available to homeless. New financial counselors are added to help seniors avoid and recover from identity theft, mortgage fraud and other scams.

The Adopted Budget continues our strides to provide information to residents in the languages they are most familiar with by adding funds to provide live Spanish and American Sign Language (ASL) interpretation services at all City Council Committee meetings and initiating a study of the community's language access needs. The Adopted Budget also adds more call takers to 311, which has served as a consistent source of customer service for our residents, particularly during the pandemic and winter storm event and among those impacted by the digital divide.

In response to the community-wide discussion fostered by the City about policing, the Fiscal Year 2022 Adopted Budget **responds to crises differently** by introducing a multi-disciplinary response team consisting of a paramedic, health clinician and a police officer to pilot a joint response to mental health calls. Community advocates will also join police officers to respond to domestic violence calls. And certain non-emergency calls, such complaints about barking dogs and fireworks, will be initially handled by other City departments. A pilot program to co-respond to loud music complaints is also included. The Fire



# MESSAGE RETENTION & REPETITION

**City Council A Session - September 16, 2021**

**AGENDA ITEM**

7. Ordinance setting the 4d Valorem City Property Tax Rate to pay the principal and interest on the bonded debt of the City of San Antonio at 21,150 cents per \$100 of taxable valuation for the tax year beginning on January 1, 2022 and ending on December 31, 2022. (City Manager Scott Hunsaker, Director, Management and Budget)

**PROCEED**

MOVED BY: John George  
SECOND BY: Marty Palaco

**CARRIED**

**VOTE SUMMARY**

- 9 For: [Name]
- 1 No: [Name]
- 1 Abstain: [Name]

**VOTE LEGEND**

- For
- No
- Abstain
- Excused

5:03 | 91°

**NEWS 4**  
SAN ANTONIO

NEWS4SA.COM

# SUMMARY

Ideas to Convey

3-5 Messages

Proof Points

Numerous Applications



# Questions?

---

Connect with me:  
[Jeff.Coyle@sanantonio.gov](mailto:Jeff.Coyle@sanantonio.gov)



# Good Neighbor Program

## UMAST 2023 Annual Conference

November 16, 2023

Presented by: Maria Villagomez, Deputy City Manager



## **Overview**

- Good Neighbor Program will address chronic nuisance single residential properties to improve the quality of life of San Antonio residents

# Presentation Overview

- Calls for Service
- Good Neighbor Program
- Dangerous Assessment Team (DART) Program
- Proposed Budget Enhancements



# Calls For Service 911 and 311

- Calls are responded based on type of call
  - Emergency
  - Non-Emergency
  - Information
  - Report taken over the phone

## Number of Calls Received in 2022

911 Police	1,327,057
911 Fire/EMS	211,955
Non-Emergency (Police and Fire)	1,098,257
311	785,000

**Total 3,422,269**

# Good Neighbor Program



- Addresses chronic nuisance single residential properties up to 4 units
- Calls cross boundaries of City Departments' responsibility
  - Roaming dogs/aggressive animals
  - Code violations
  - Disturbances
  - Mental health
- Calls/violations may be low priority for one department, yet the combined impact suggests a higher priority



# Program Goals

## Connection to Services

- Mental health resources
- Home minor repair
- Senior Services
- Youth Services
- Mediation with neighbors

## Enforcement

- Animal violations
- Code Violations
- Overgrown grass
- Involve outside agencies
  - Child Protective Services
  - Adult Protective Services

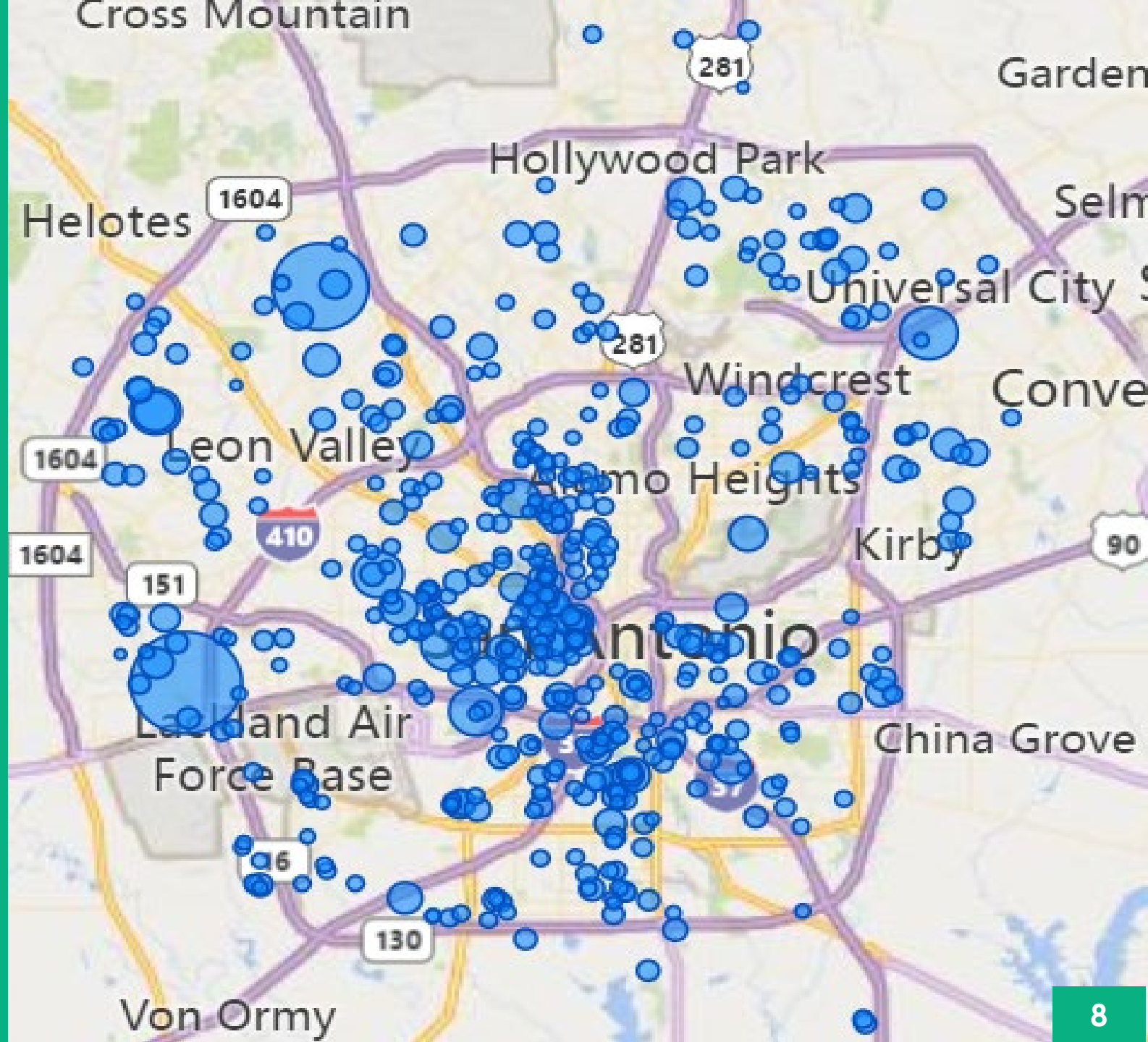


# Good Neighbor City Taskforce

- City Manager's Office
- City Attorney's Office
- Police
- Fire
- 311
- Code Enforcement
- Animal Care Services
- Metro Health
- Diversity, Equity, Inclusion, and Accessibility
- Neighborhood Services
- Human Services

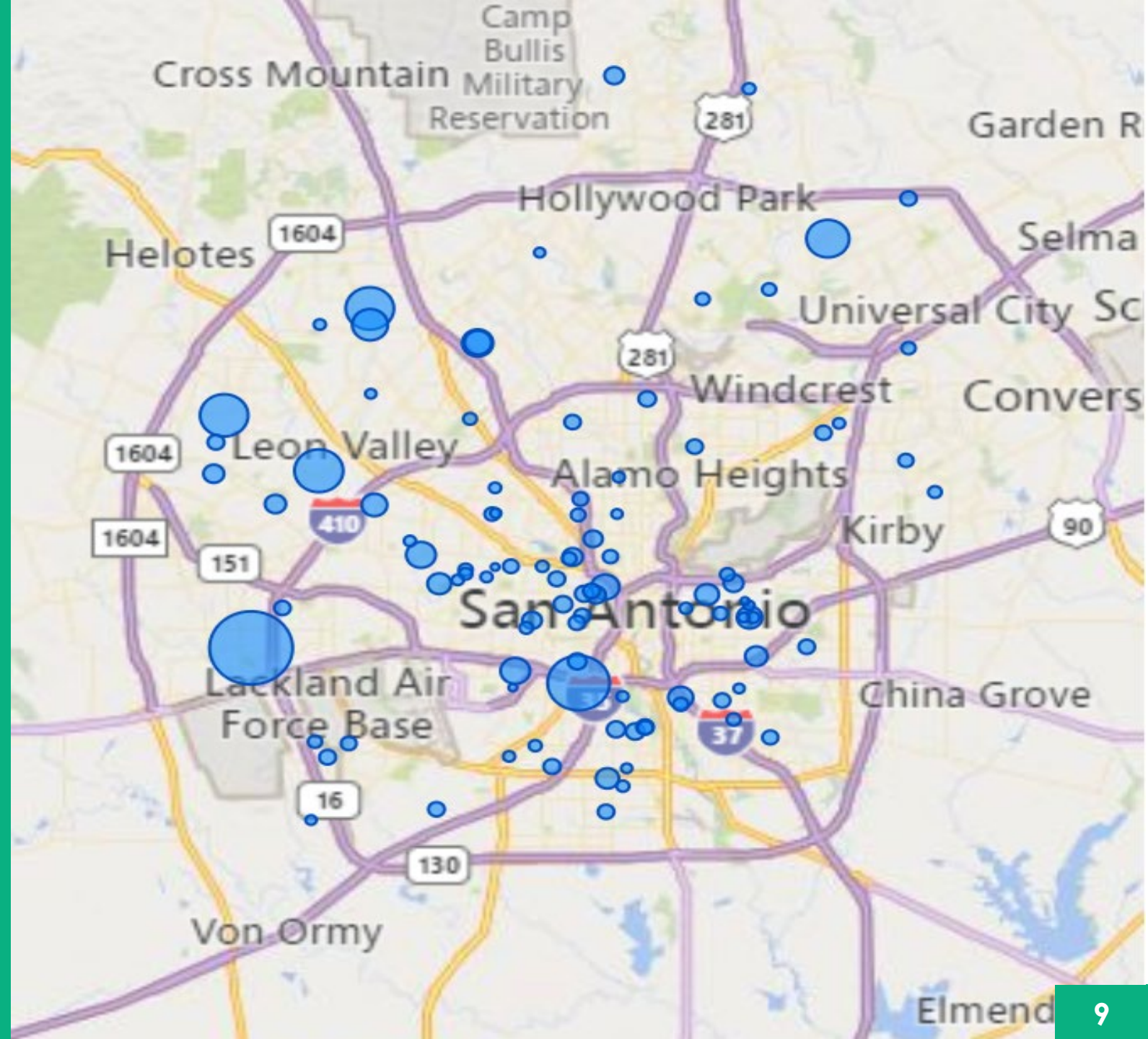
# Addresses with 12 or more calls in 90 days (Feb to May 2023)

- Analysis of 911 and 311 calls
- 707 single family residential addresses with 15,888 calls
  - 11,881 (Police Non-Emergency)
  - 3,385 (311 calls)
  - 622 (911 Police, Fire/EMS calls)



# Top 100 Addresses

- 100 single family residential addresses with 6,418 calls
  - 5,562 Police Non-Emergency)
  - 679 (311 calls)
  - 177 (911 Police, Fire/EMS calls)



## Taskforce has begun working on top 100 addresses since June

- **32** involve active mental health consumer and SACORE, MIH, and IMPACT are actively working with residents
- **8** DART Properties
- **2** removed from list due to resident no longer at location
- **58** under review

# of Calls	# of Addresses
961	1
509	1
200 to 300	4
100 to 150	4
70 to 99	5
50 to 69	6
40 to 49	11
30 to 39	41
20 to 29	27
<b>Total</b>	<b>100</b>

# Dangerous Assessment Response Team (DART)



- Created in 2007 to target and abate the worst of the worst nuisance properties
  - Criminal or code violations for 2+ years
  - Drug and gang houses, prostitution motels, disadvantaged housing, dilapidated houses, bars, restaurants, facilities, and salvage yards
  - Addresses violations by utilizing legal remedies to abate the nuisance conditions

# DART Abated Properties Past 5 years

Fiscal Year	Residential	Commercial	Total
2018	40	12	52
2019	37	2	39
2020*	10	5	15
2021*	16	15	31
2022	26	19	45

\* Impacted by COVID

- Residential properties (all types, single family to multi-family residences)
- Commercial properties (bars, strip clubs, massage parlors, hookah clubs, motels)

# FY 2024 Budget

## 4 New Positions

### Good Neighbor Program

- 3 Data Analysts to assist with review of 911 and 311 calls and coordinate with Taskforce

### DART

- 1 new Attorney position to support the review and investigation of new cases







# Good Neighbor Program

## UMAST 2023 Annual Conference

November 16, 2023

Presented by: Maria Villagomez, Deputy City Manager

# *The Art of Negotiations*

ELIZABETH PROVENCIO,  
FIRST ASSISTANT CITY  
ATTORNEY,  
CITY OF SAN ANTONIO

UMAST Annual Leadership Conference  
Breakout Session

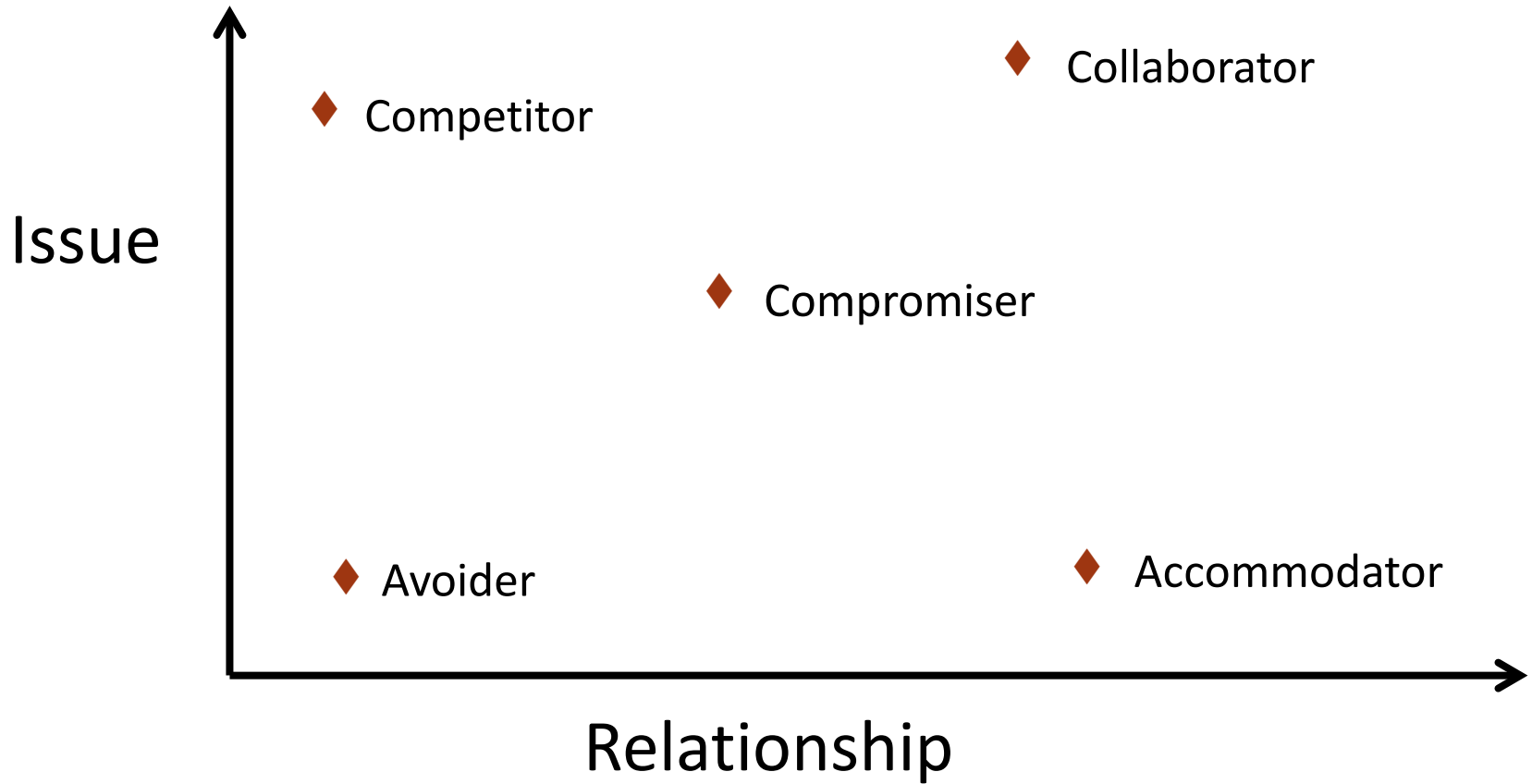
November 16, 2023

# Styles of Conflict Management

---

- Avoider – Neither advances the issue nor relationship
- Accommodator – Advances relationship, not the issue
- Competitor – Advances issue, not relationship
- Compromisers – Advances both partly
- Collaborator – Advances both fully

# Styles of Conflict Management



# Bargaining Approaches

---

## Interest Based Bargaining

- To increase awareness that successful bargaining depends on developing a positive on-going relationship that achieves shared goals without undermining both party's ability to achieve individual goals and protect rights

## Traditional

- Develop arguments and conflicts on two competing "sides" to try to achieve the defined objectives which are adversarial

# Bargaining Approach

---

## Traditional

- Positioning
- Parties exchange proposals based on position
- Posturing (mistrust)
- Win-Lose Interests
- Compromise

## Interest Based

- Identify interests
- Joint proposals
- Build from a common understanding
- Win-Win

# Achieving Consensus

---

- Everyone in the group has been heard
- Open discussion and sharing of information
- Everyone can live with and support the decision even though it may not be their first choice

# Decision Making

---

## METHODS

- Executive Decisions -  
Imposed by authority
- Majority Vote
- Consensus

## RESULTS

- No feedback – assumes  
leader knows best
- Splits Group
- Full Support



# Benefits of Consensus

---

- Decision reached by all in the group
- Fosters creativity
- Group members are engaged providing commitment to and satisfaction with the process
- Post-decision ownership/support
- Implementation should be unopposed
- Fosters partnership principles
- Encourages respect, cooperation, listening and information sharing

# Testing for Consensus

---

- Has everyone been heard?
- Can everyone live with the decision?
- Will everyone actively support the decision?
  - If you have a standout/blocker
    - Stay involved with the group and not yield with pressure
    - Clearly explain the reasons for the blocking consensus
    - Offer a solution that would remove the block

# IBB is based on PAST

---

- Principles
- Assumptions
- Steps
- Techniques

# Principles

---

- Focus on issues, not personalities
- Focus on interests, not positions
- Create options to satisfy both mutual and separate interests
- Evaluate options with standards, not power
- Focus on present, not past

# Assumptions

---

- Problem solving enhances relationships
- Both parties can win
- Parties should help each other win
- Open discussion expands mutual interests and options
- Standards can replace power in solving problems

# Steps

---

- Prepare for interest based problem solving
- Identify the issues
- Identify the interests
- Develop options
- Develop standards
- Judge options with standards
- Achieve/Select IBPS solution

# Problem Solving Process

---

1. Issues - What is the problem?
  2. Interests – Why is it a problem?
  3. Options – How might we solve it?
  4. Standards – How shall we evaluate the options?
  5. Judge Options with standards
1. ID issue, info sharing, consensus on issue
  2. ID interests separate or mutual, info, consensus
  3. Brainstorming
  4. Discussion & Consensus on standards
  5. Discussion and consensus on which option to use

# Fostering Good Relationships

---

- Know the issues
- Be engaged
- Foster communication
- Be accessible
- Take and implement good suggestions
- Give credit for the good suggestions
- Reinforce good behavior



# Thank you!

---

Call me: 210-887-8222

Email me: *Elizabeth.Provencio@sanantonio.gov*



# McCary's Leadership **Playbook** + Notes

## UMAST LEADERSHIP CONFERENCE 2023

David W. McCary, CPM,  
Assistant City Manager  
November 16, 2023

# McCary's Playbook Summary



Discover the ultimate playbook notes, designed to advance excellence in your professional career. McCary's Playbook was created to liberate your mind and advance critical thinking to your professional portfolio.

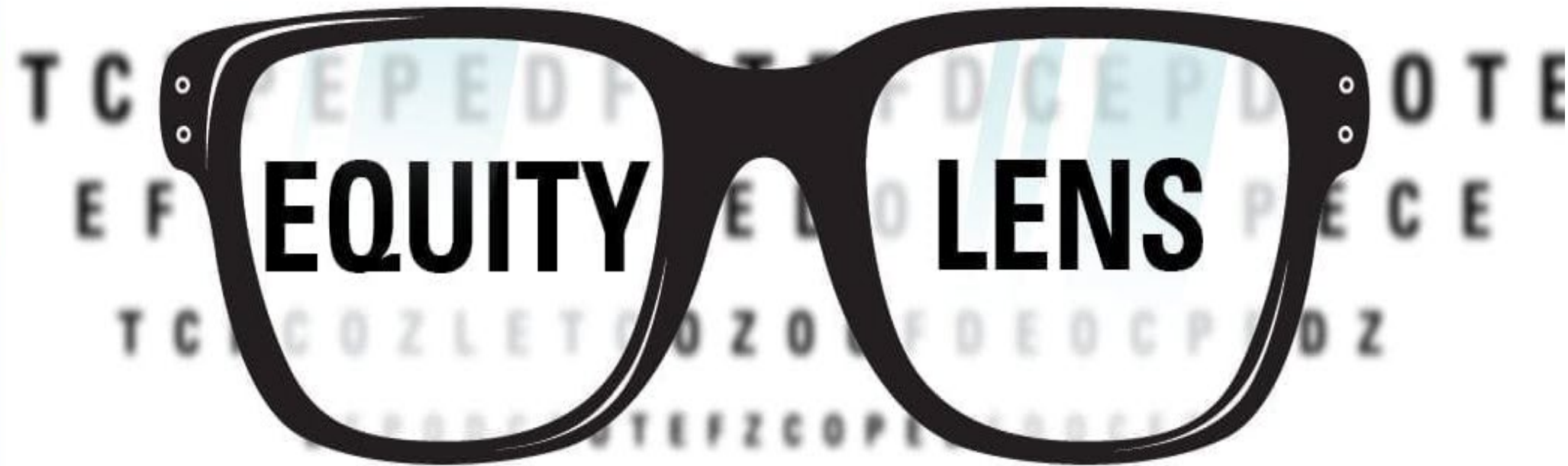
## 10 Playbook Notes

Not only does this first playbook series crack the code in leadership, but it helps you in "Mastering Your Craft" at the next level. Regardless of the department environment, or the position you hold with COSA, you will learn to never compromise your core values and to instinctively come from a "Brave Space verses a Safe Space" when called upon to bat! .



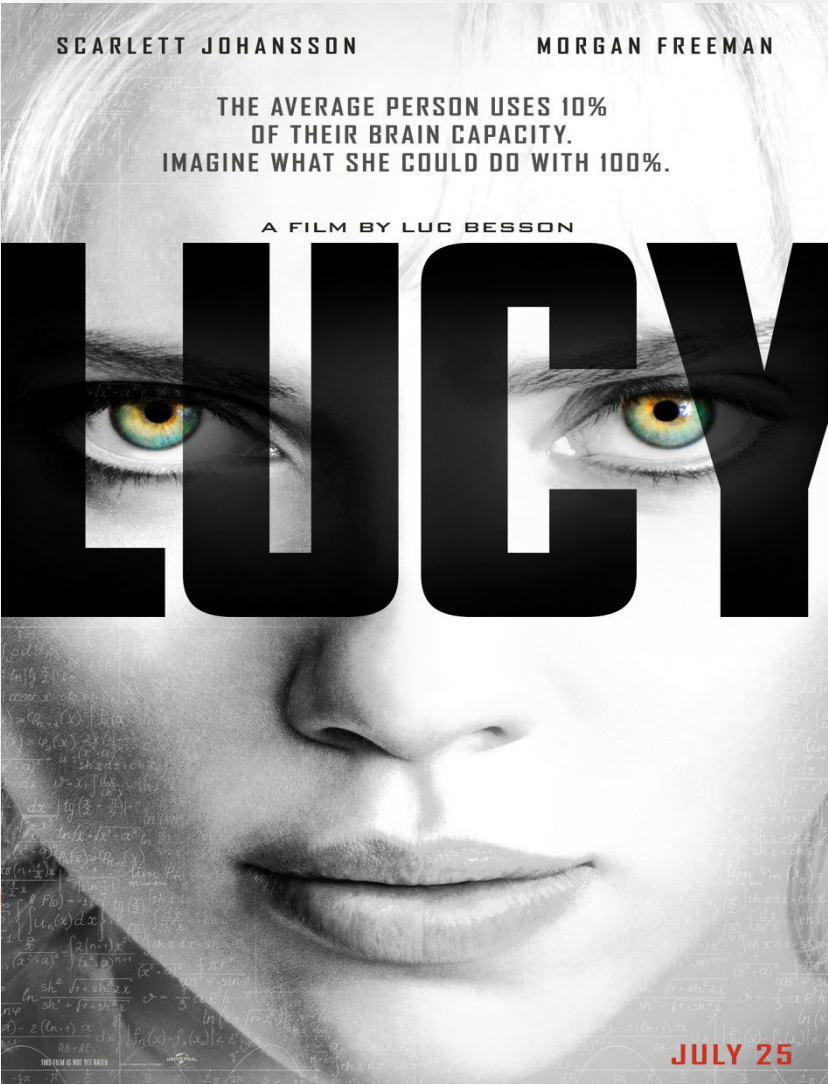
***"Be Intentional and Work with a Sense of Urgency"***

*“Ensure an Equity Lens’ Line-of-Sight is Within Your View”*



*Maintain an “Equity Lens Approach” to your work and eliminate barriers that could possibly set underserved and marginalize community from achieving success*

*"Think Outside the Box"*



*WORKSHOP EXERCISE*



*"I Just Wanted To Touch Greatness Today"*



*Greatness is All Around You! Cherish The Moments!*



***"It is Not About the Emergency, but the Response"***

**EOC, Be  
Resilient!**

**Hurricanes-  
Tornados -  
System  
Failures, or  
Cyber  
Attacks**

**Emergency Operations Center**



**“No Grand Slams, One Base at A Time”**

*"Core Values are Never to be Compromised!"*

*Your Brand  
reflects how  
people see  
you!*



*True core values support your instinct to come from  
a "Brave Space verses a Safe Space." Somethings  
are priceless and core values lead all categories*

CORE VALUES

Integrity

Ethics

Respect

Innovation

Motivation

- Silent Generation born 1928-1945
- Baby Boomers – born 1946-1964
- Generation X – born 1965-1980
- Generation Y – born 1981-1996  
(Millennials)
- Generation Z – born 1997-2012

***"Next Generation Empowerment!"***

***Professional Development***

**Supporting  
Women's Leadership Program,  
Hispanic Network Chapter,  
2 COSA Affinity Groups:  
LGBTQ+ Affinity and Black &  
African American Employees  
Affinity Groups.**



*“Stay Sharp, Stay Focus and  
Read the Room”*



*I have learned to listen for what people are not saying. If you listen carefully, you will easily hear what is being said between the lines.*

*"Mastering Your Craft at The Next Level!"*

**MASTER  
YOUR  
CRAFT**

**AT THE  
NEXT LEVEL**

**"Whatever it  
is you do,  
you have to  
Master Your  
Craft"**

**Snoop Dogg**



**Some believe  
you have to  
be the total  
package, you  
don't have to  
be the total  
package,  
Just come as  
close as you  
can.**

# Playbook Questions?

**UMAST LEADERSHIP CONFERENCE  
2023**

**McCary's Playbook + Notes**





**METROPOLITAN  
HEALTH DISTRICT**

# Leadership in a Data-driven World

Golareh Agha, PhD  
11/16/2023





# Outline

- Some **Data** to introduce Our Public Health Organization
- **Data** in a new era of Public Health: Challenges, Successes, & ‘Modernization’
- **Data** on Population and Health Status in San Antonio / Bexar County
- Metro Health as a **Data**-Driven Organization
  - Our Mission: **Data** at the Center of all we do
  - Leading with **Data**: Our Data- and Community- Informed 5-year *SA Forward Plan*
  - Deriving Insight from **Data**: Examples from our Work
  - Telling Stories with **Data**: Examples from our Work
  - Facilitating Community-led **Data**: Examples from our Work
  - Making Decisions with **Data**: Examples from our Work
- Important Considerations: **Data** Context and Communication
- Excelling at Professional, Operational, and Scientific Leadership in a **Data**-Centered World

# Our Organization



## Communicable Disease

- COVID-19 Response
- Epidemiology
- Immunizations
- Public Health Laboratory Services
- STI Control and Prevention
- TB Control and Prevention



## Community Health and Safety

- Chronic Disease Prevention
- Health Equity
- Maternal and Child Health
- Violence Prevention



## Environmental Health and Operations

- Air Quality
- Contracts, Grants and Compliance
- Food and Environmental
- Public Health Emergency Preparedness
- Operations
- Transformation and Strategic Initiatives



## Mental Health and Community Resilience

- Mental Health Collaborations
- Center of Excellence for Trauma Informed Care



## Director's Office

- Access to Care Office
- Administrative Support Team
- Marketing and Communications
- Public Health Informatics
- Policy and Civic Engagement Office



# Data Challenges in a New Era of Public Health



The **COVID-19** pandemic revealed just how much of a toll it takes on our nation when we lack adequate investment in data infrastructure within public health

POLICY & VALUE-BASED CARE > PUBLIC HEALTH

## Pandemic Reveals Public Health Data Infrastructure Shortcomings

At the start of COVID-19, there were few implementations of electronic case reporting. More than 2,000 sites have implemented eCR in just a few months.

## Lack of Public Data Hampers COVID-19 Fight

STATELINE ARTICLE | August 3, 2020 | By: [Christine Vestal](#) | Read time: 7 min

NEWS | 25 August 2020

## Why the United States is having a coronavirus data crisis

Political meddling, disorganization and years of neglect of public-health data management mean the country is flying blind.

## Public health is being undermined. These 10 actions can restore it

By Michelle A. Williams Feb. 5, 2021

[Reprints](#)

# Our {COVID} Struggle and Rise to Challenge



## Dashboards & Data

Risk Level: Moderate

LOW MILD MODERATE SEVERE

**< IMPROVING**

What We're Watching  
Updated Mondays at 7 PM • [View Progress & Warnings Indicators Dashboard](#)

- 2 Week Decline in Cases (Low)
- Hospital Trends (Severe)
- Average Case Rate (Severe)
- Positivity Rate (Mild)
- Hospital Stress (Moderate)

Reported Deaths last seven days

**5,298** +11  
daily change +2

Vaccinations

**92.5%** at least 1 dose   **75.5%** fully vaccinated

Zip Code Map by Cases Last 14 Days per 100,000 population

County Rate **3,414**

Last 14 day Case Rate by Zip Code

6,643.27	78073
6,443.39	78224
6,307.92	78226
6,162.43	78237
6,058.80	78221
5,912.38	78211

### WARNING INDICATORS

Doubling Time (W1)

**18 days**

Positive Lab Tests (W2)

**17.7%** Previous Week

Positive Lab Tests (W2)

**-5.2%** Weekly Change

### Weekly Positive Tests - Percentage of Total Tests (W2)

Group   Zip Code Case Range

### STRAC Health System Stress Score (W3 & P4)

STRAC HSS Score   STRAC Hosp Avail

COVID in ICU **380** Current

COVID on Vent **250** Current

\*Either illness onset date (for symptomatics) or test collection date (for asymptomatics) is used. This differs from Reported Date. There is a 14-day lag in data shown to allow time for complete capture of information.

Testing Capacity (P2)

7,417 / 8,200

Case and Contact Tracing Capacity (P3)

72%

Case and Contact Tracing Capacity (P3)

118 / 175

Goal = 8.2K/day   Current Need = 97   4-month Goal = 175

## COVID-19 Surveillance

Bexar County data reported daily at 7:00 PM

Zoom to Zip Code All Zip Codes   Zoom to

Total Cases **40,253**   Total Deaths **347**

**+1,323** daily change   **+5** daily change

Hospitalization - Demographics

- Bexar County Resident cases only
- Based on complete case information at time of reporting
- Reported Weekly

Hospitalizations by Age Group

# Towards Data Modernization in Public Health



**Public Health Forward:  
Modernizing the U.S.  
Public Health System**

*All national institutions have released urgent calls to action for data- and evidence-based practice to be at the center of a modernized, 21<sup>st</sup> century public health system*

# Renewed Focus on Data in Public Health



*“Practically put, health departments have to be ready 24/7 to serve their communities. That requires access to a wide range of critical data sources, robust laboratory capacity, preparedness, and expert staff...”*

- **A highly skilled workforce** that can process the data needed to make data-informed decisions in our programs, initiatives, and public health planning
  - Epidemiologists, Data Analysts, Informaticians, Statisticians, Database Managers, Programmers, Technology Experts, Operation leads
- **Up-to-date tools, software, technology, and equipment** to collect and analyze data on our community, manage our work, and carry out our operations
- **Access to comprehensive surveillance systems and public health databases** that provide the data we need to make decisions

# Data on Population and Health: Poverty



2019



**Below Poverty Level**

**17.8%**

of People

San Antonio, TX

**14.7%**

of People

Texas

**13.4%**

of People

United States of America

2021



**Below Poverty Level**

**17.6%**

of People

San Antonio, TX

**14%**

of People

Texas

**12.6%**

of People

United States of America

# Data on Population and Health: Income



2019



**Median Household Income**

**\$52,455**

USD

San Antonio, TX

**\$40,589**

USD

**Black/African American Residents**

San Antonio, TX

**\$45,965**

USD

**Hispanic/Latino Residents**

San Antonio, TX

**\$67,623**

USD

**Non-Hispanic White Residents**

San Antonio, TX

2021



**Median Household Income**

**\$55,084**

USD

San Antonio, TX

**\$42,118**

USD

**Black/African American Residents**

San Antonio, TX

**\$49,925**

USD

**Hispanic/Latino Residents**

San Antonio, TX

**\$71,063**

USD

**Non-Hispanic White Residents**

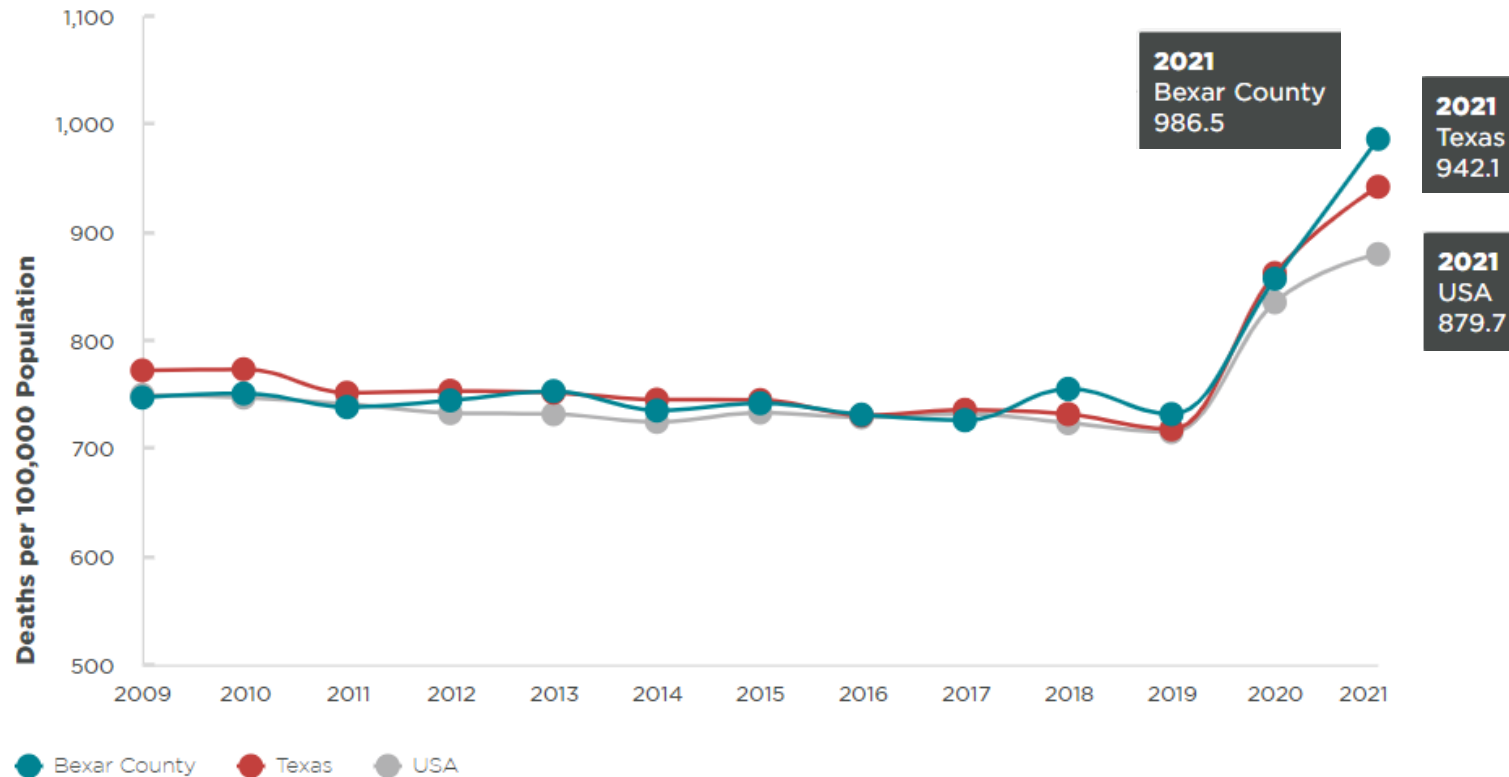
San Antonio, TX



# Data on Population and Health: Mortality



All-Cause Age-adjusted Mortality Rate Over Time



In 2021, Bexar County's age-adjusted mortality rate surpassed that of Texas and the US.

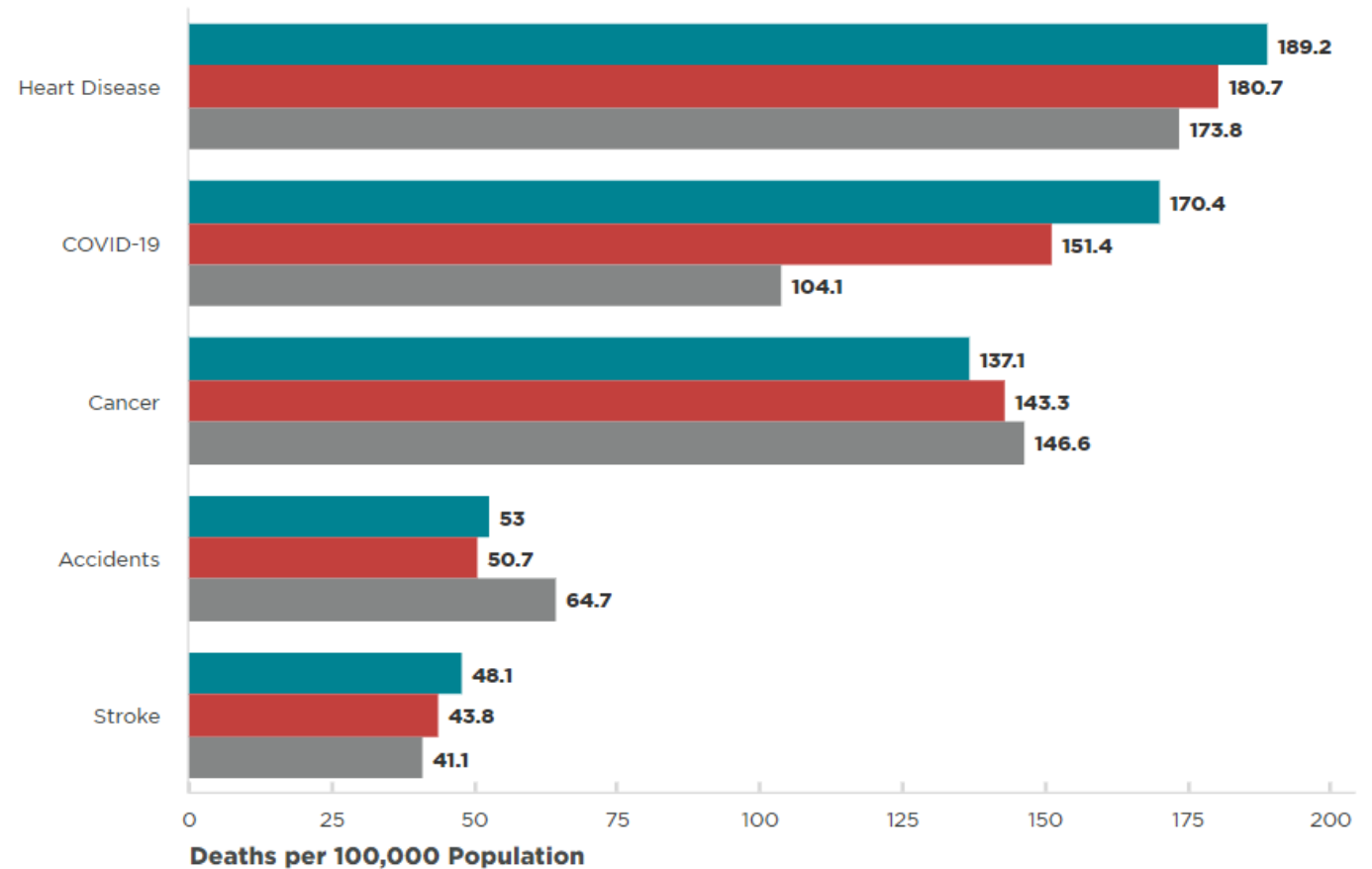
Source: CDC Wonder Cause of Death; US Census Bureau; Manually calculated age-adjusted rate for Bexar County for 2021; adjusted to the 2000 US Standard Population

# Data on Population and Health: Leading Causes of Death



Bexar County's 2021 age-adjusted mortality rate for **heart disease**, **COVID-19**, and **stroke** surpasses that of Texas and the US.

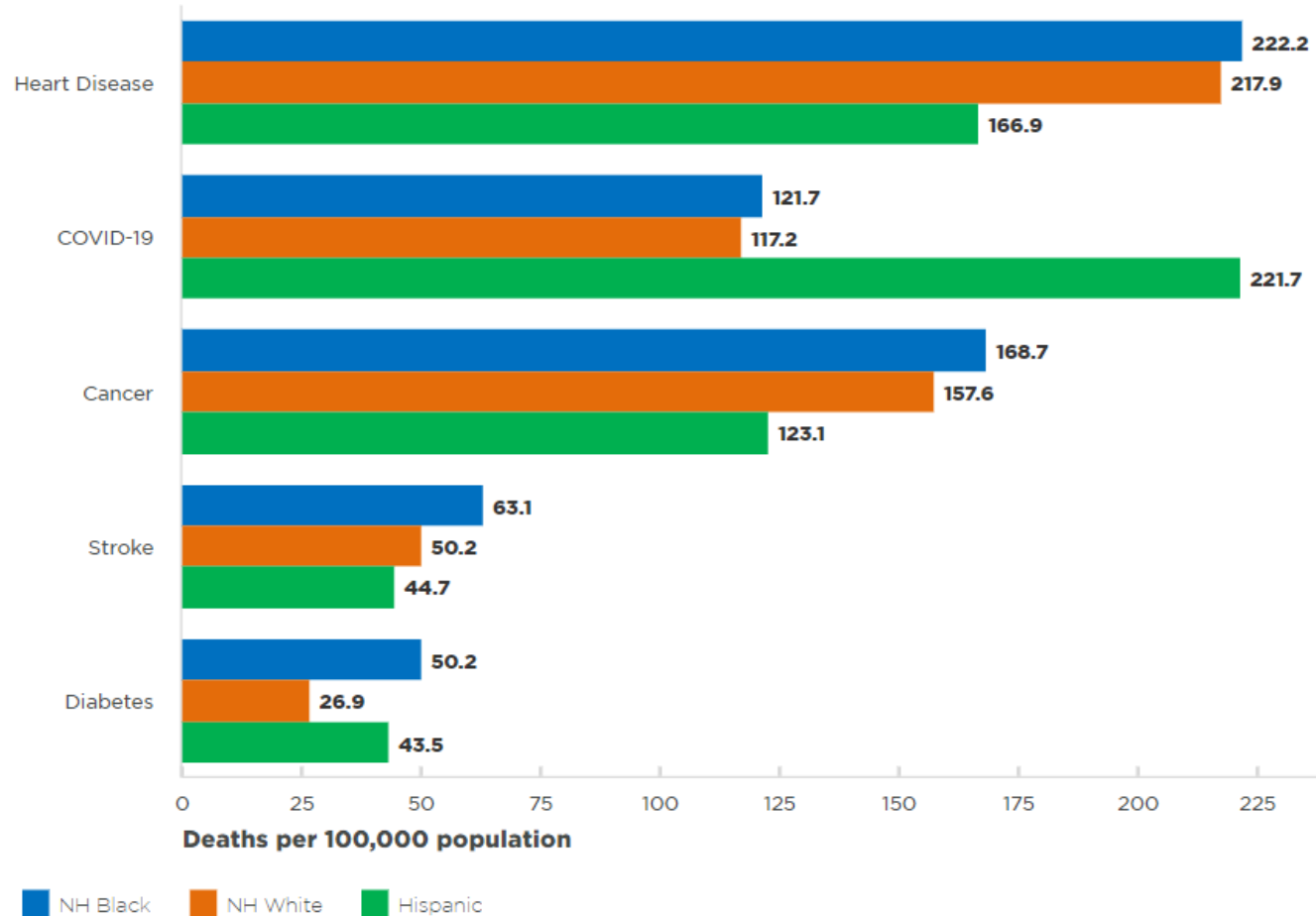
Top 5 Leading Causes of Death, Age-adjusted Mortality Rates



Sources: CDC WONDER Cause of Death 2021

■ Bexar County, TX ■ Texas ■ United States of America

# Data on Population and Health: Leading Causes of Death by Race/Ethnicity



Age-adjusted mortality rates by race/ethnicity reveal that **NH-Blacks and Hispanics often have a higher burden of death by leading causes**

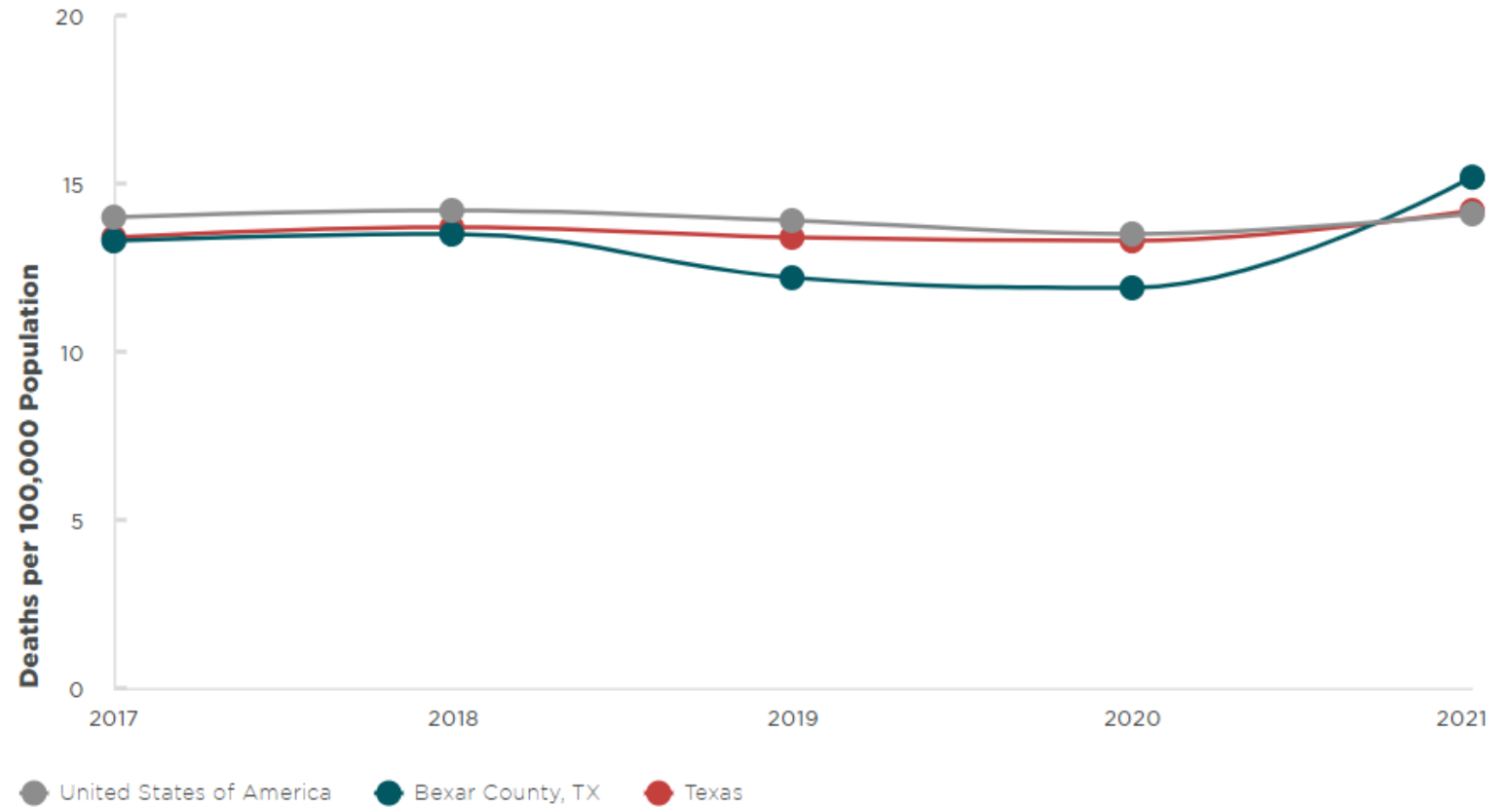
Sources: CDC WONDER Cause of Death 2021

# Data on Population and Health: Suicide



Historically, the suicide rate in Bexar County is lower compared to Texas and the US overall, until 2021 when Bexar County experienced an increase in suicide rate and **surpassed both Texas and the US.**

### Age-adjusted Mortality Rates for Suicide



# Metro Health as a Data-Driven Organization



- Put into action data from 40+ local, state, and federal public health databases.
- Track scientific evidence, population trends, and policies pertaining to 25+ different health issues.
- Routinely monitor and investigate 70+ infectious diseases and disease surveillance systems.
- strong capabilities in data science, analytics, epidemiological methods, and **science communication (!)**.



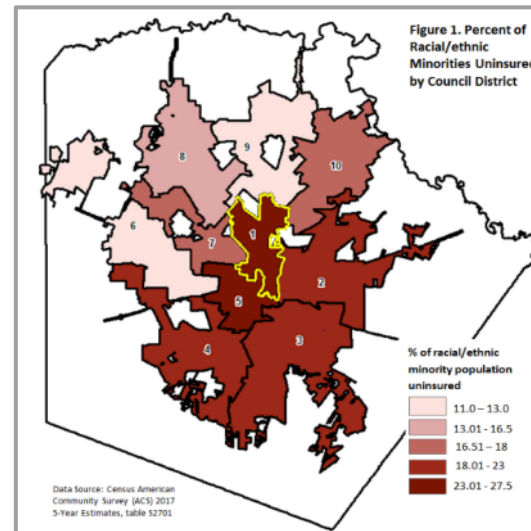
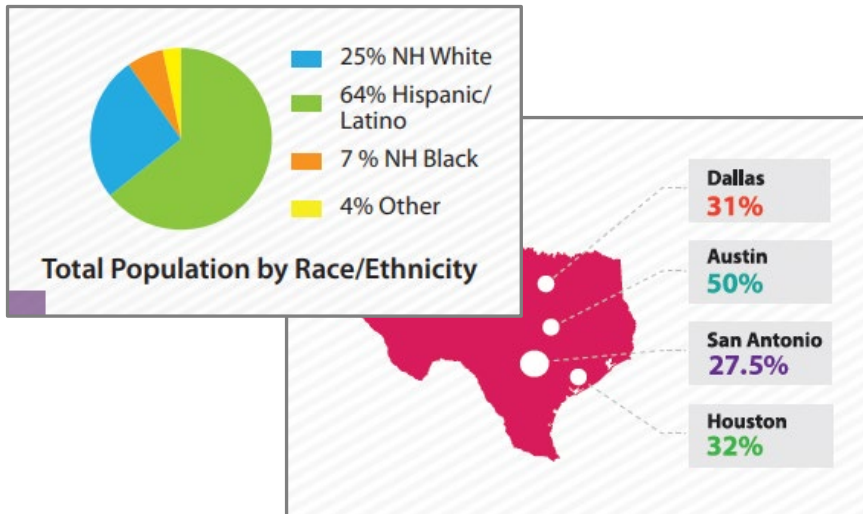
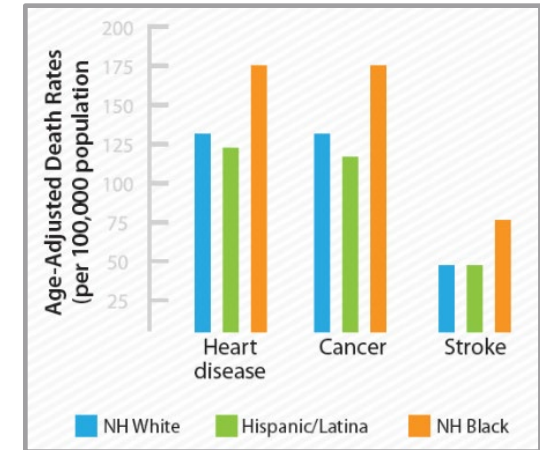
# Our Mission: Data at the Center



- Acquire, utilize, disseminate, and contextualize health data
- Facilitate data-informed decision making and evidence-based practice

## For the purpose of:

- Informing public health policy
- Improving public health programs and initiatives
- Identifying (emerging) disease risk factors
- Reducing social and racial/ethnic disparities in health
- Preventing adverse health outcomes



- STATUS OF POVERTY
- TEEN MENTAL HEALTH SURVEY
- The Status of Women in San Antonio

# SA Forward: Our Data- and Community-Informed Plan



**SA**   
**Forward**



**Jan 2019**  
Survey Analysis  
& Prioritization

**2021-2026**  
SA Forward



*Metro Health wants to know...*



*What's your health priority?*



# SA Forward began with Community-Wide Survey of 5,000 Residents



• WHAT ARE YOUR COMMUNITY HEALTH PRIORITIES? •  
**PICK THE TOP THREE ISSUES IN YOUR NEIGHBORHOOD**

<b>ACCESS TO HEALTH SERVICES</b> examples: lack of insurance, inability to obtain medical care	<b>AGING ISSUES</b> examples: Alzheimer's Disease, dementia, memory loss	<b>AIR QUALITY</b> example: pollution	<b>ASTHMA AND OTHER BREATHING ISSUES</b>	<b>CANCER</b>
<b>DENTAL HEALTH</b>	<b>DIABETES</b>	<b>DRUG OR ALCOHOL ABUSE</b>	<b>FAMILY PLANNING</b> example: access to birth control	<b>HEART DISEASE</b> example: heart attacks
<b>HIGH BLOOD PRESSURE</b>	<b>HOUSING ISSUES</b> examples: affordability, safety	<b>INFANT MORTALITY</b>	<b>INJURY AND ACCIDENTS</b> examples: car crashes, workplace injury, falls	<b>KIDNEY DISEASE/ DIALYSIS</b>
<b>MATERNAL HEALTH</b> examples: access to prenatal care, breastfeeding	<b>MENTAL HEALTH</b> examples: depression, suicide	<b>MOSQUITO-BORNE ILLNESS</b> examples: Zika, West Nile	<b>NUTRITION</b>	<b>SEXUAL HEALTH</b> examples: sexually transmitted infections, HIV
<b>TEEN PREGNANCY</b>	<b>TRAUMATIC CHILDHOOD EVENTS</b> examples: physical or sexual abuse, neglect, emotional trauma, violence at home	<b>TUBERCULOSIS</b>	<b>VACCINE-PREVENTABLE DISEASES</b> examples: Flu, Hepatitis A & B, Measles	<b>VIOLENCE</b> examples: domestic violence, gun-related injuries



## RIVARD Report

Nonprofit Journalism for a Better San Antonio.

ELECTIONS 2019 GOV & POLITICS EDUCATION ARTS & CULTURE BUSINESS & TECH ENVIRONMENT HEALTH & WELLNESS

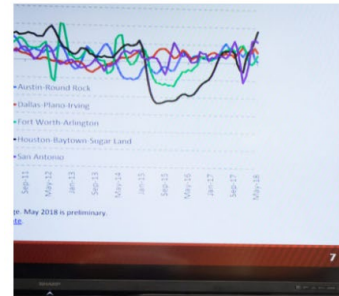
Don't Miss Greg Brockhouse Officially Launches Mayoral Campaign

HEALTH & WELLNESS

### San Antonio's Metro Health Seeks Community Input on Public Health Priorities

ROSEANNA GARZA | OCTOBER 25, 2018

LIKE TWEET EMAIL PRINT SHARE COMMENTS MORE



in the news

November 2 | 2018

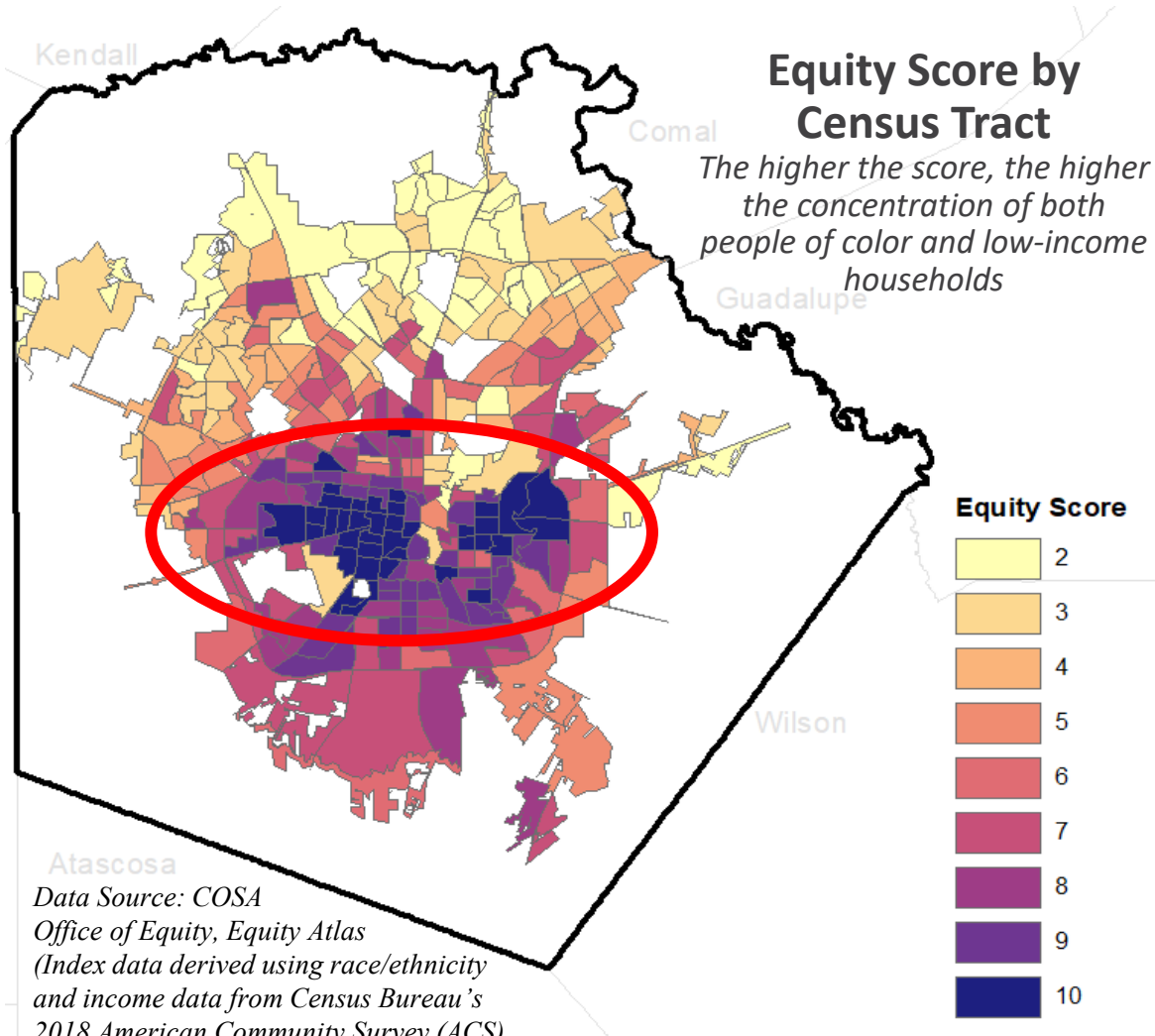
### San Antonio Metro Health seeks community input on public health priorities

The San Antonio Metropolitan Health District is seeking community input to create their strategic priorities for the coming year. Mental health is one of the categories, along with 21 other health concerns. They need 5,000 responses to this 2-minute survey. If you haven't completed the survey and would like to participate, please [click here](#).

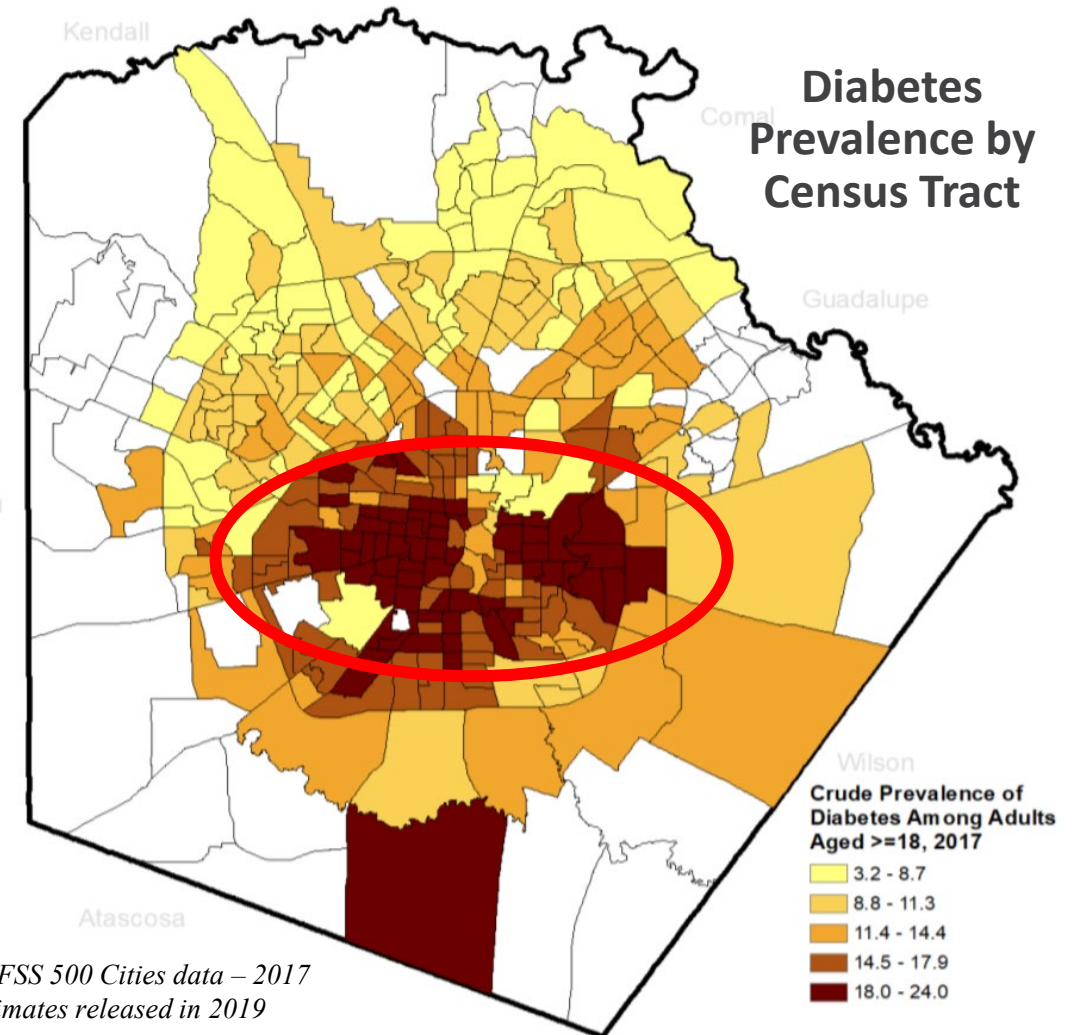
Read this [Rivard Report article](#) for more information about the survey.



# Deriving Insight from Data: Equity Matters

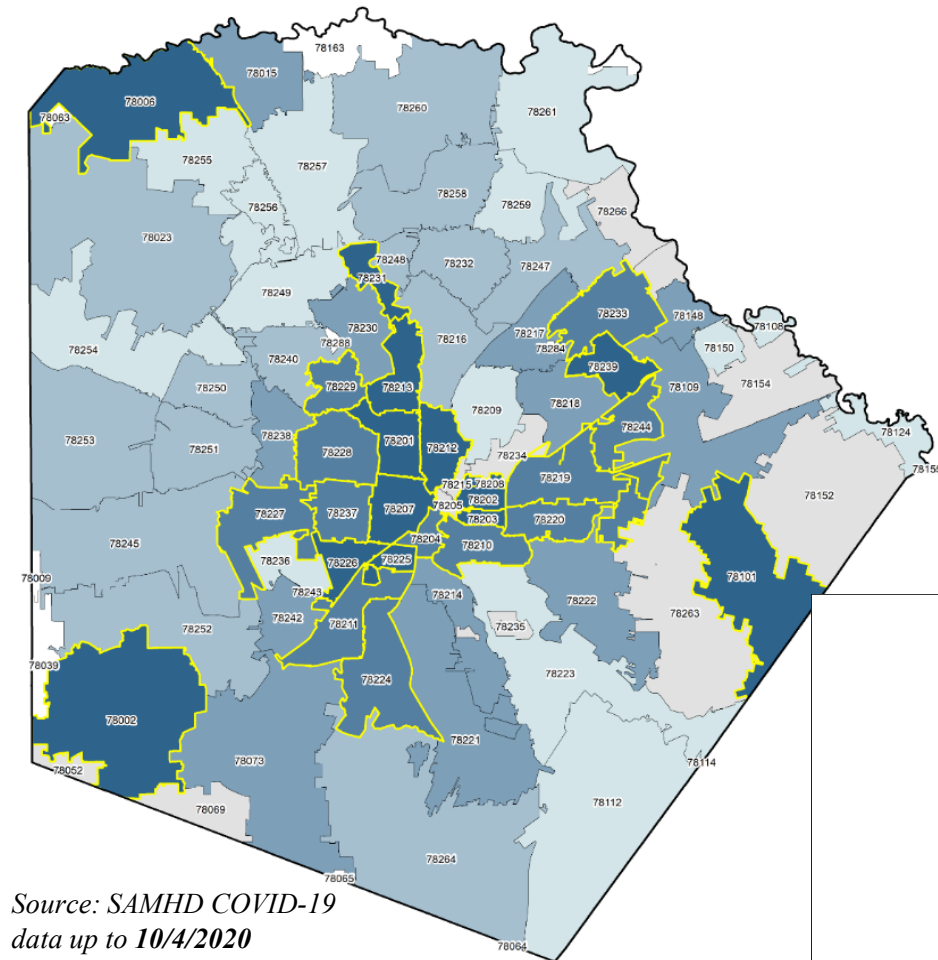
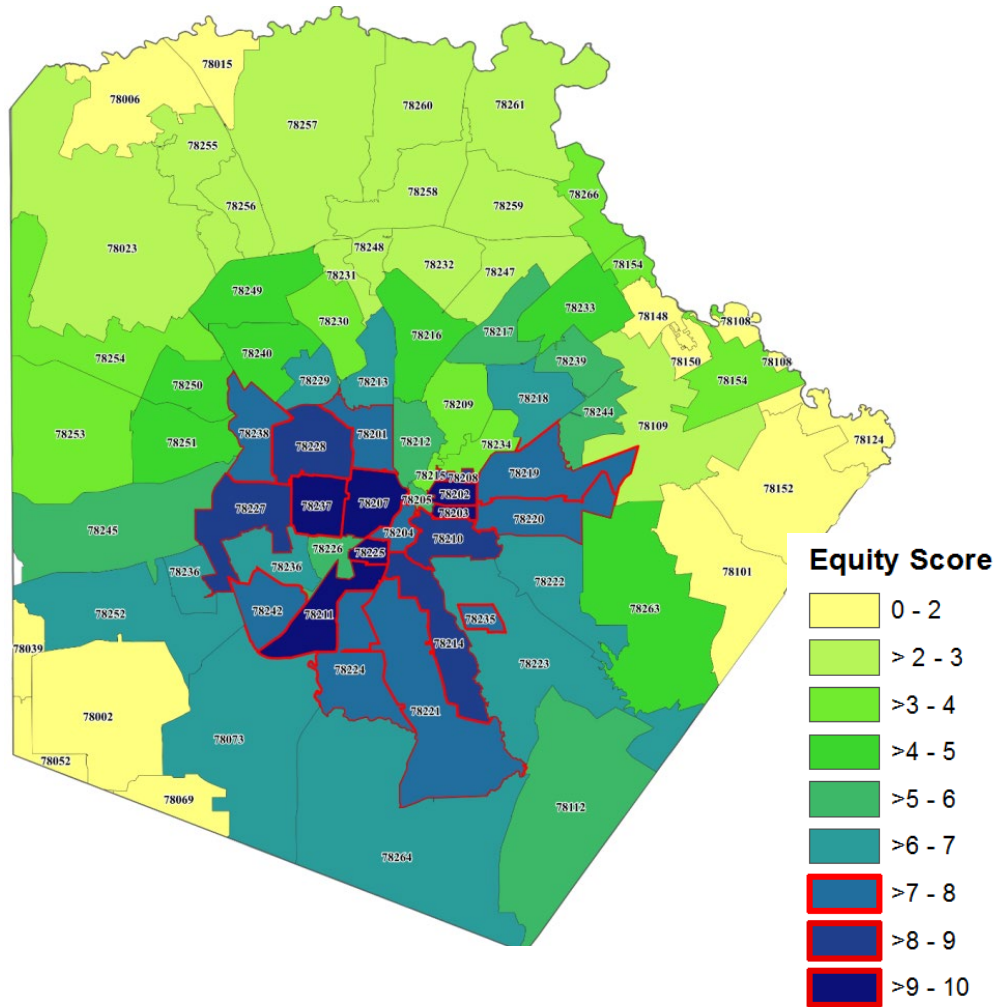


Atascosa  
Data Source: COSA  
Office of Equity, Equity Atlas  
(Index data derived using race/ethnicity and income data from Census Bureau's 2018 American Community Survey (ACS))



BRFSS 500 Cities data – 2017 estimates released in 2019

# Deriving Insight from Data: Equity Matters



# Telling Stories with Data: Our Community-facing SA Forward Dashboard



## SAN ANTONIO METROPOLITAN HEALTH DISTRICT SA FORWARD PLAN 2021 – 2026

The SA Forward Plan presents the strategic direction for the San Antonio Metropolitan Health District to protect and improve the health of our community so that all people thrive in healthy safe communities. The SA Forward Plan strengthens our foundational capabilities to work in new ways to deepen our impact. Over the next five years, Metro Health will focus our efforts on the following six priority areas.

- Access to Care
- Data and Technology Infrastructure
- Food Insecurity and Nutrition
- Health Equity and Social Justice
- Mental Health and Community Resilience
- Violence Prevention



[SA Forward Plan 2021-2026 \(PDF\)](#)

[Read a Message from the Director >](#)

## DASHBOARD

Metro Health launched a new dashboard designed in partnership with [mySidewalk](#). This new dashboard tells the story of our communities' most pressing challenges and health issues and gives San Antonio residents insights into the social and economic drivers of health. This interactive platform provides access to over 50 data indicators and allows residents to stay informed about how social determinants health and the burden of disease are affecting their neighborhoods. The graphs and maps are available for download to the media and public.

[View the SA Forward Dashboard](#)

## SIX HEALTH PRIORITY AREAS

- ACCESS
- DATA
- FOOD
- EQUITY & JUSTICE
- MENTAL HEALTH
- VIOLENCE PREVENTION



- Welcome & Overview
- Our City at a Glance**
- Socioeconomic Characteristics
- Health Status
- Social Determinants of Health
- 'SA Forward' Strategic Plan & Priority Areas
- Contact Us

[Download PDF](#)

## Our City at a Glance



Thoughtful strategic planning requires insight into the communities in which we live and serve. Understanding the demographic, socioeconomic, and health



<https://www.sanantonio.gov/Health/AboutUs/SAForward>

# Telling Stories with Data: Our Community-facing SA Forward Dashboard



## Food Insecurity & Nutrition



Why is This an SA Forward Priority Area?

## Our neighborhoods, Our Communities, Our Home

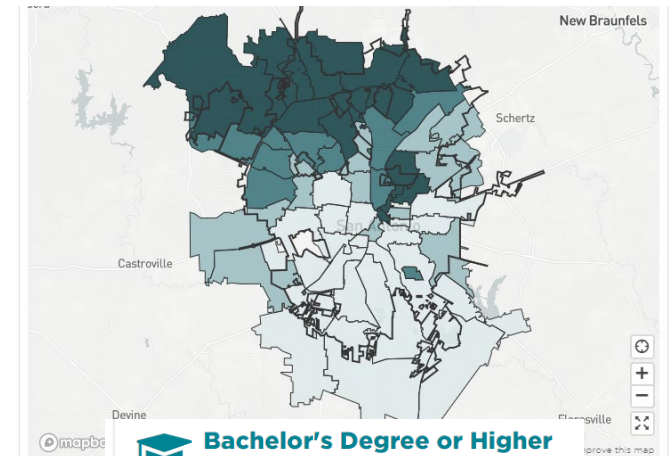
San Antonio is a growing city and it remains as the 7th largest city in the US. Our city is rich with culture and tradition and our communities are vibrant. As our population continues to grow, we need to ensure that our communities, opportunities, and support systems continue to grow equally and justly.

### Population Growth Over Time



## A College Degree Can be a Lifeline

College graduates live, on average, longer lives than those who do not have the opportunity to complete a 4-year degree. Those with more education are more likely to have access to higher-paying, higher status jobs that also provide health-promoting benefits such as health insurance, paid leave, and retirement.



**Bachelor's Degree or Higher**  
**27.3%**  
 of Population 25 and Over  
 San Antonio, TX

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**31.5%**  
 of Population 25 and Over  
 Texas

---

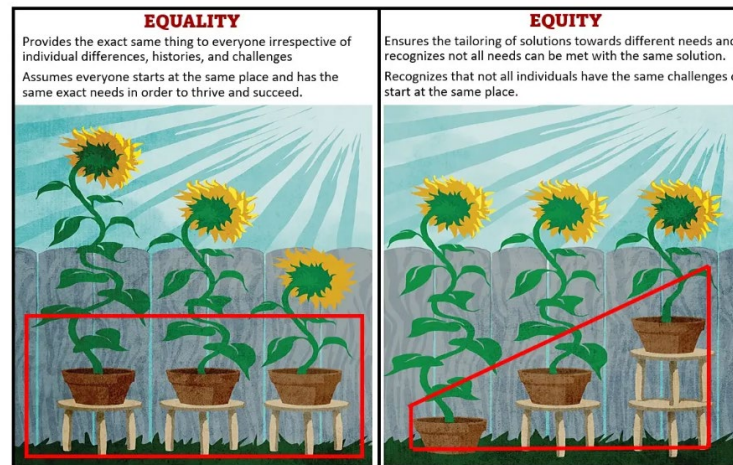
**33.7%**  
 of Population 25 and Over  
 United States of America

## Social Determinants of Health - Why They Matter

In the previous page, we got a good look at the burden of disease within our communities. We know that exercising often and cooking healthy meals at home significantly reduces our chances of getting diabetes or complications from it, but how do we make the time when many of us are working multiple jobs or juggling school, parenting, and work? We know that things like poor housing quality can trigger or worsen asthma, but often there isn't enough money and time to do all the necessary maintenance and fix-ups around our homes. We also know that access to good quality healthcare, when we need it most, can make a big difference in the outcome of our illnesses, but often it's hard to set money aside upfront for health insurance, especially if our jobs don't provide it for us.

### To move beyond the status quo, we need to lead with equity.

Equity means fair and just inclusion, outcomes, and opportunities for all people regardless of their identity. **Equity** is different from **equality** (see picture below).

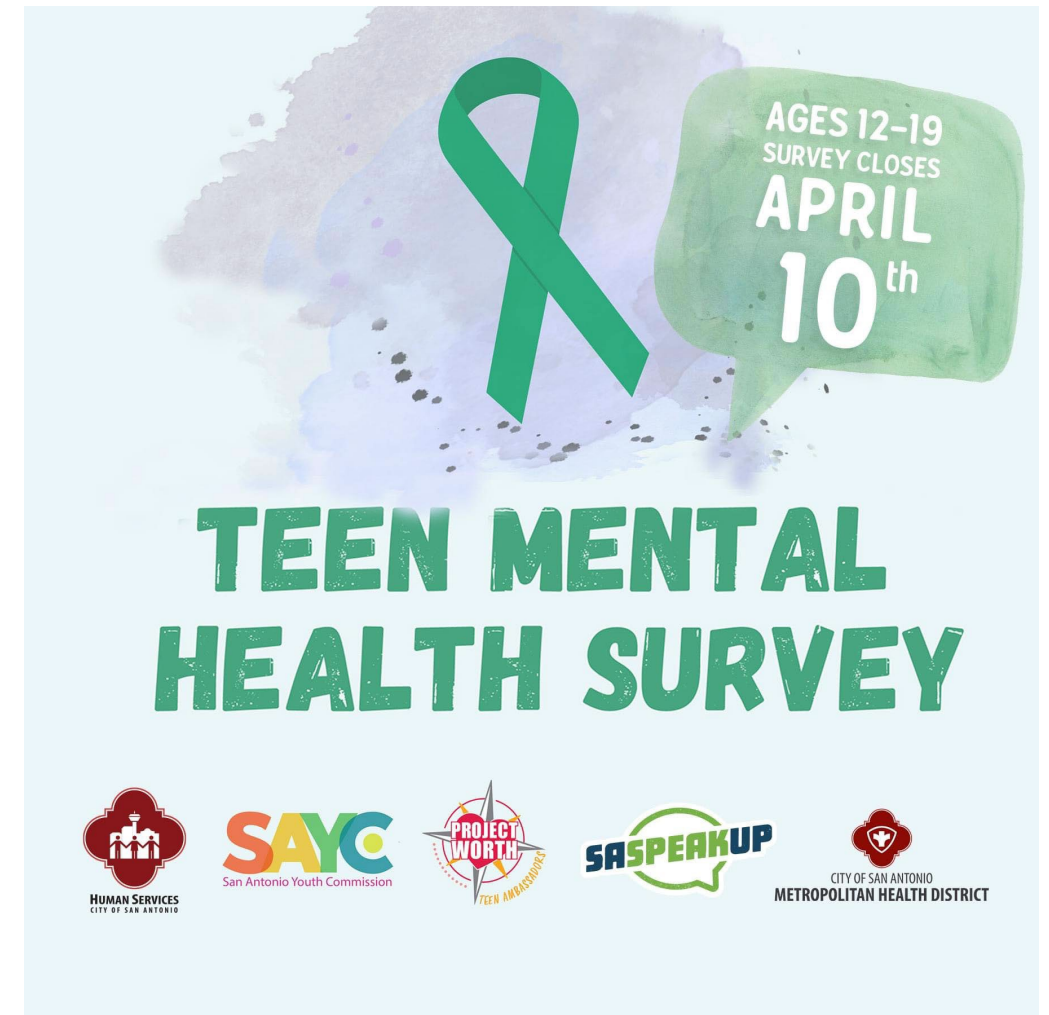


# Facilitating Community- led Data: Teen Mental Health Survey

## CREATED BY YOUTH FOR YOUTH FOR CHANGE






The Teen Mental Health Survey is a city-wide survey for young people ages 12 to 19. The survey was designed to give insight into the state of teen mental health in our city. Data collected will help our youth leaders make recommendations to improve mental health for young people in San Antonio.

The survey was created by the **San Antonio Youth Commission (SAYC)** and **Project Worth Teen Ambassadors (PWTA)**. The SAYC is a group of high school students from around the city. PWTA are youth from 7th - to 12th grade who support teen health in the community by volunteering and sharing their voices, creativity, and ideas.



AGES 12-19  
SURVEY CLOSING  
APRIL  
10<sup>th</sup>

# TEEN MENTAL HEALTH SURVEY

# Facilitating Community-led Data: Teen Mental Health Survey

“Once you feel sad for so long, it's weird to feel happy. Give us time.”

“Many adults look at mental health as a joke, but they need to realize the impact of COVID-19 and online school have had on us.”

## TOP ISSUES EXPERIENCED BY TEENS



Eating or sleeping too much or too little



Having low or no energy



Not interested in spending time with people or doing usual activities

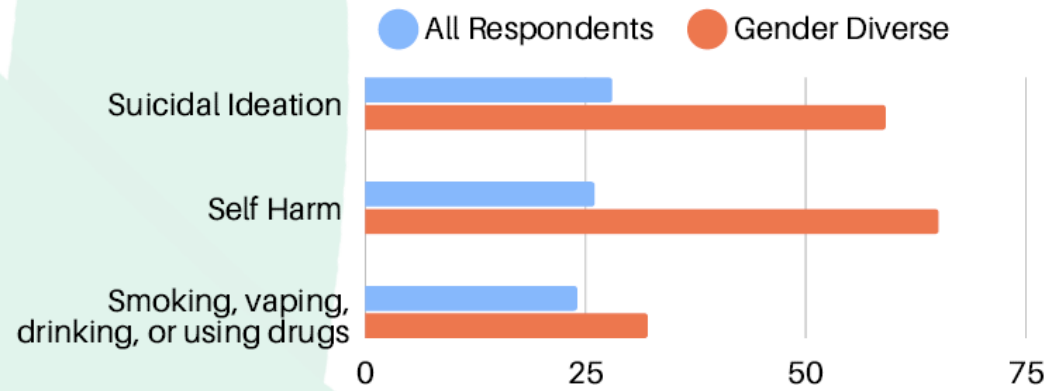


Feeling unusually confused, forgetful, angry, worried, or scared

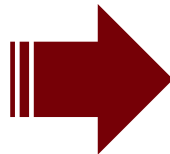
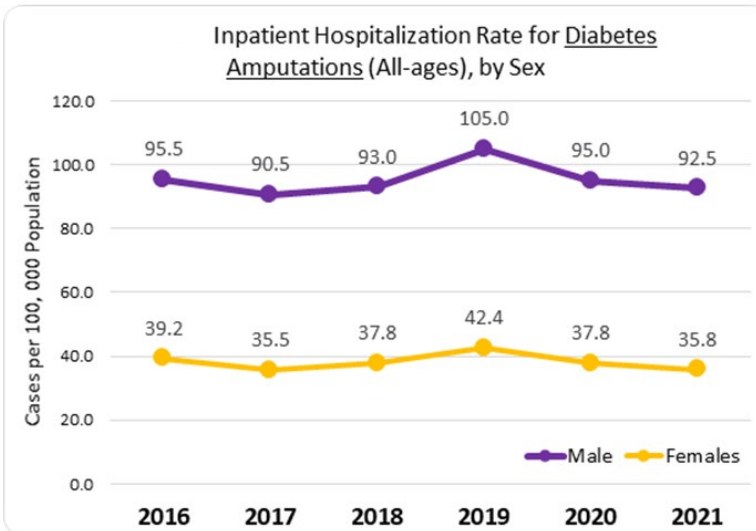
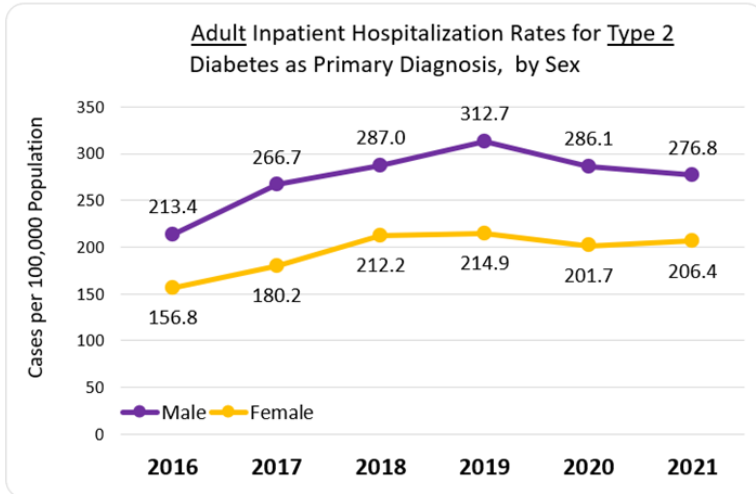


Feeling numb or nothing matters

## SUICIDAL IDEATION, SELF HARM & SUBSTANCE USE



# Making Decisions with Data: Diabetes in Men

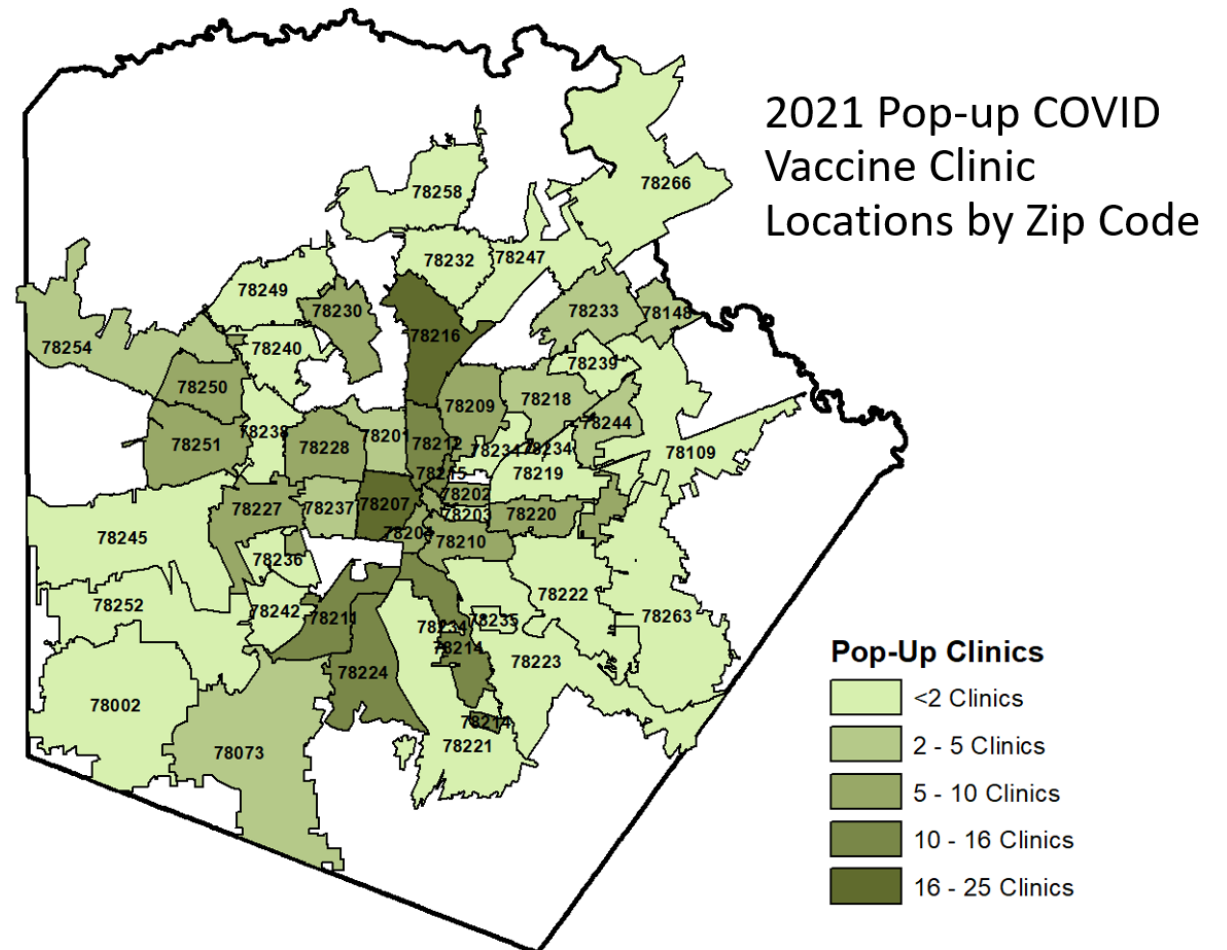
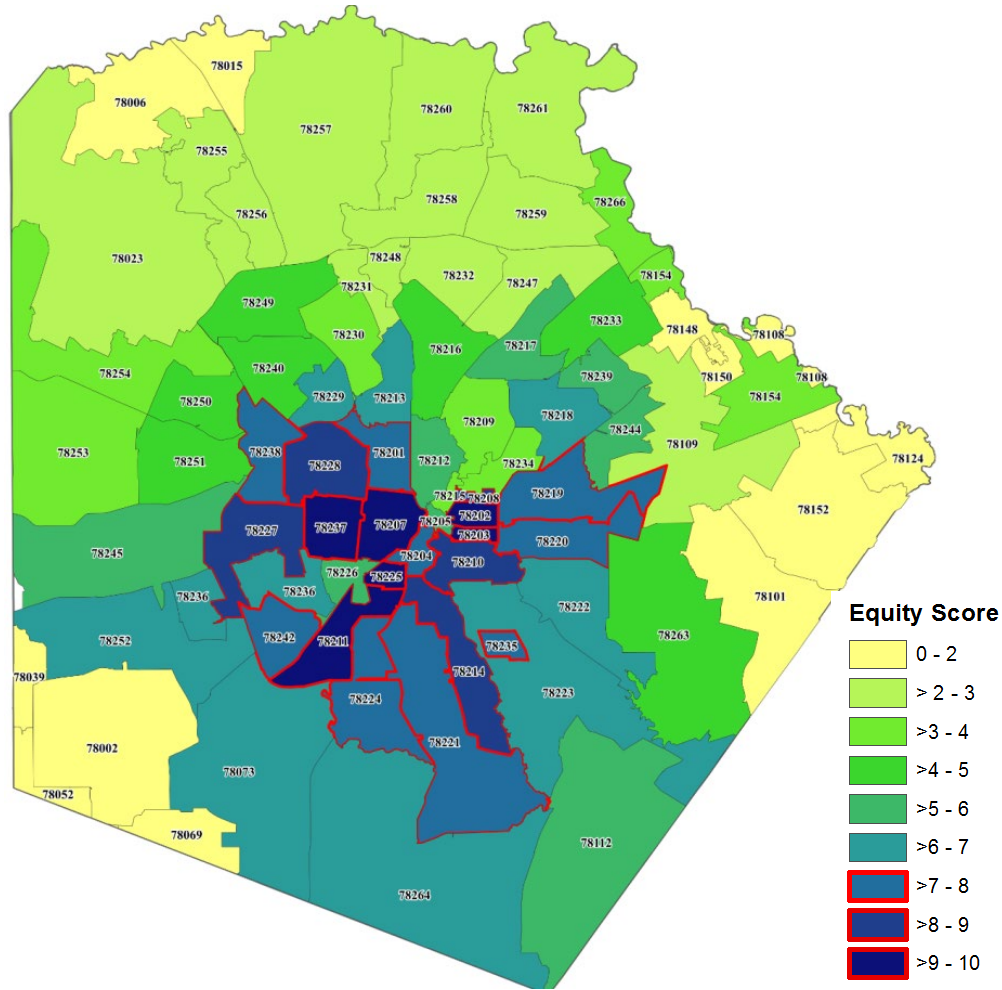


The Diabetes Garage is a four-week workshop series specifically designed for men who have diabetes. The curriculum uses examples of car maintenance and automotive care to describe how men with diabetes should take care of their bodies. Topics include: healthy eating, taking medications, checking your blood sugars and increasing your physical activity. The goal of the program is to help you better manage your symptoms and to help you live a healthier life. Men who complete the workshop series receive a \$20 HEB Gift Card and a red toolbox full of items to care of both your car and your body. Each session is once a week for two hours. Only men diagnosed with diabetes are eligible to participate.

**NO-COST Diabetes Education Workshops for Men (18+) with Type 1 and Type 2 Diabetes**

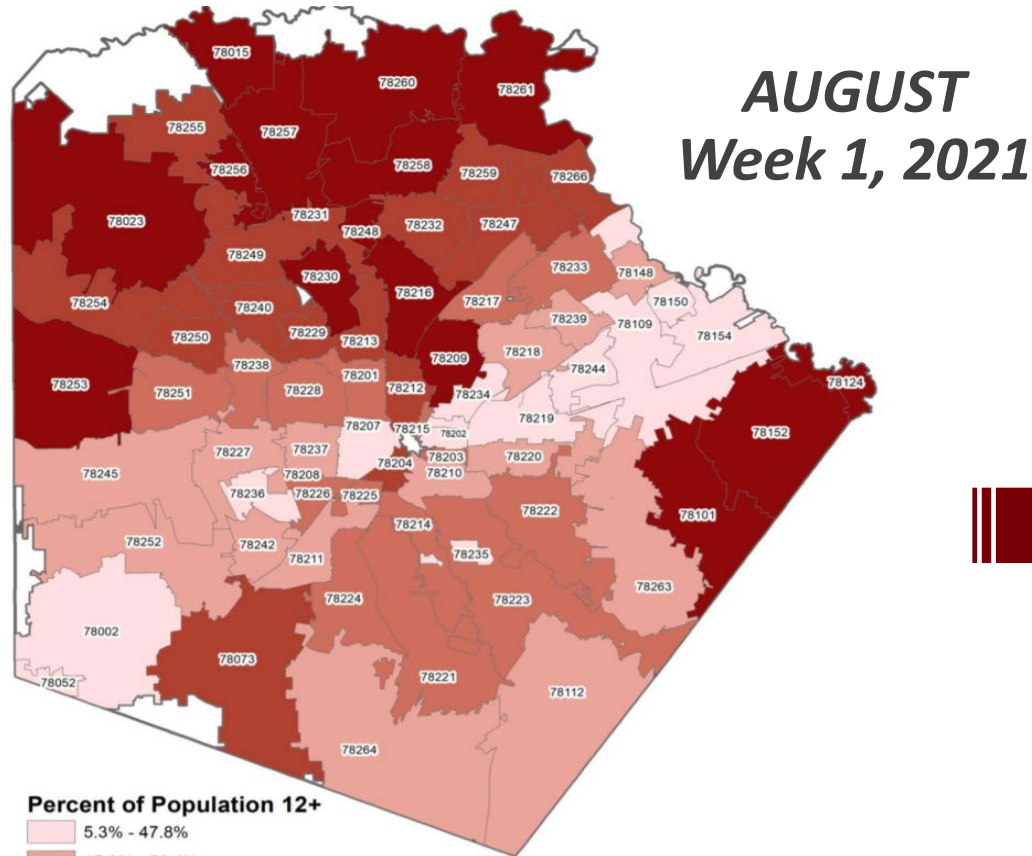
**Wednesday**  
**February 22, 2023**  
**9:00 AM - 11:00 AM**  
**Claude Black Center**  
**2805 E Commerce St**

# Making Decisions with Data: Operationalizing Equity Index for Vaccination

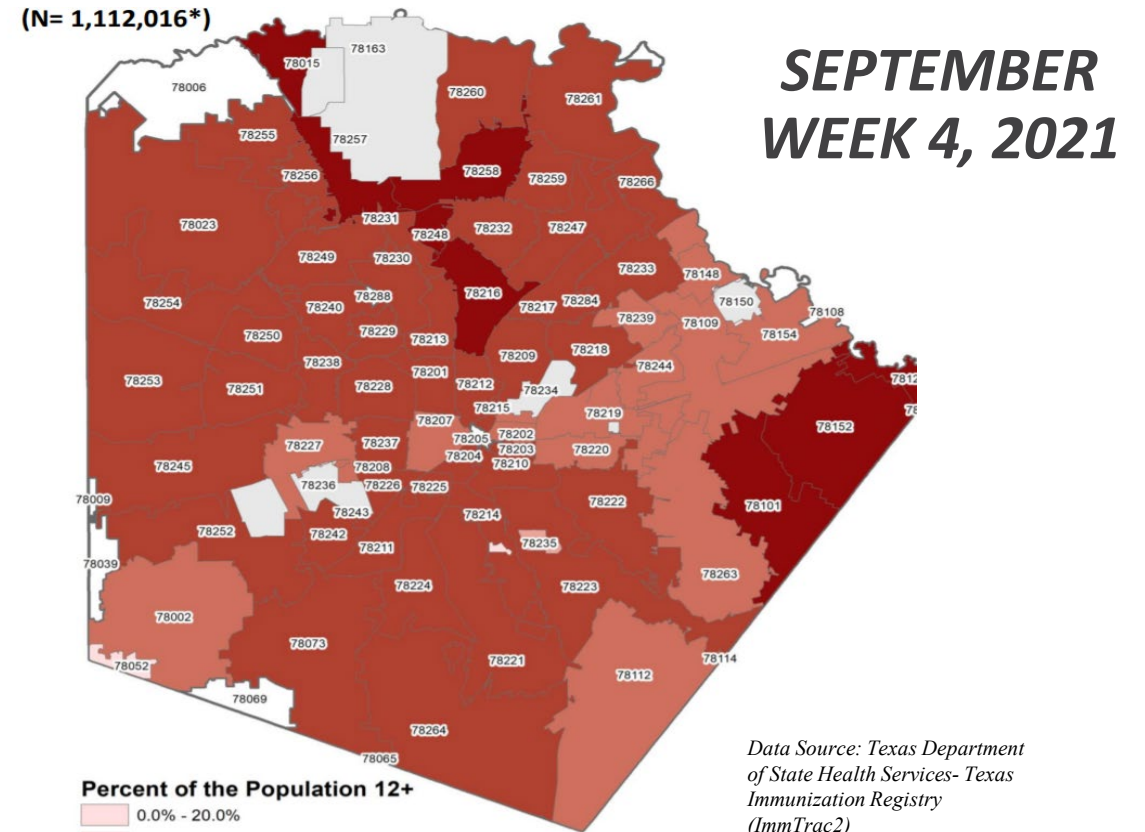
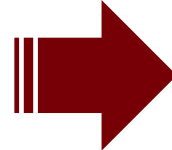




# Making Decisions with Data: Operationalizing Equity Index for Vaccination



\*Individuals with a zip code that mapped into Bexar County



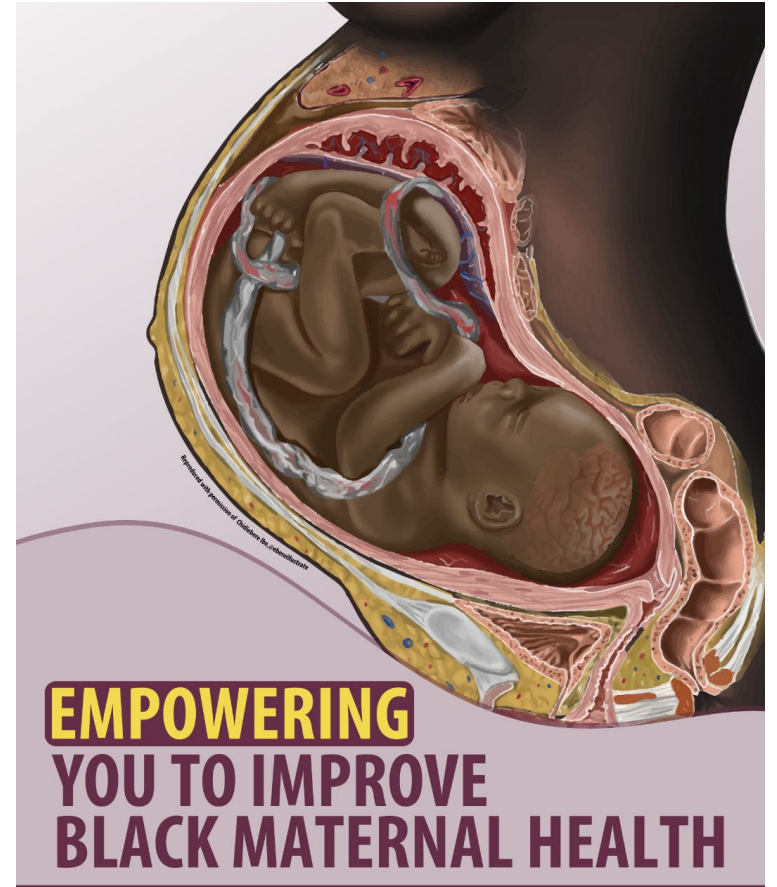
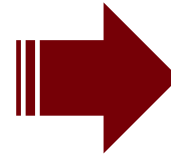
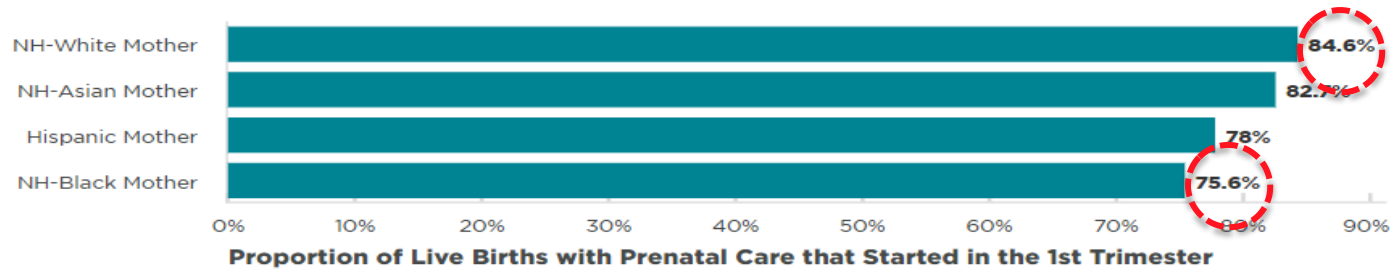
\*Individuals with a zip code that mapped into Bexar VA and DOD data not included

Data Source: Texas Department of State Health Services- Texas Immunization Registry (ImmTrac2)

# Making Decisions with Data: Improving Black Maternal Health



**Births with Prenatal Care Started in First Trimester by Race / Ethnicity, 2018-2021**



Did you know? Most pregnancy related deaths are preventable. Scan to learn more and call 311 for local maternal health resources.



**50% higher**

Proportion of Low Birth Weight Newborn

**For NH-Black compared to NH-White**

Bexar County, 2021

# Leadership in a Data-Driven World: Important Considerations



- Pandemic highlighted the important of **data, science, evidence, and communication**
- **Effective storytelling, Critical thinking, and packaging of information** are key skills in today's data-inundated world.
- Data without **proper context and framing** are often meaningless.
- “Garbage in = Garbage out” – must prioritize **good methods and scientific conduct** in data collection



**Caitlin Rivers, PhD** @cmyeat... · 5h Much of epidemiology exists on a spectrum. Things are not safe, they are safer. Events are not never, they are rare. Understanding is not complete, it is better. One of the challenges of clear communication is turning those nuances into a key message.

“But the true nature of science is that, particularly when you’re in an evolving situation, you’ve got to be flexible enough and humble enough to say ... we’re starting to see a different set of data and a different set of facts that we may want to modify the kinds of decisions and recommendations that we make.”

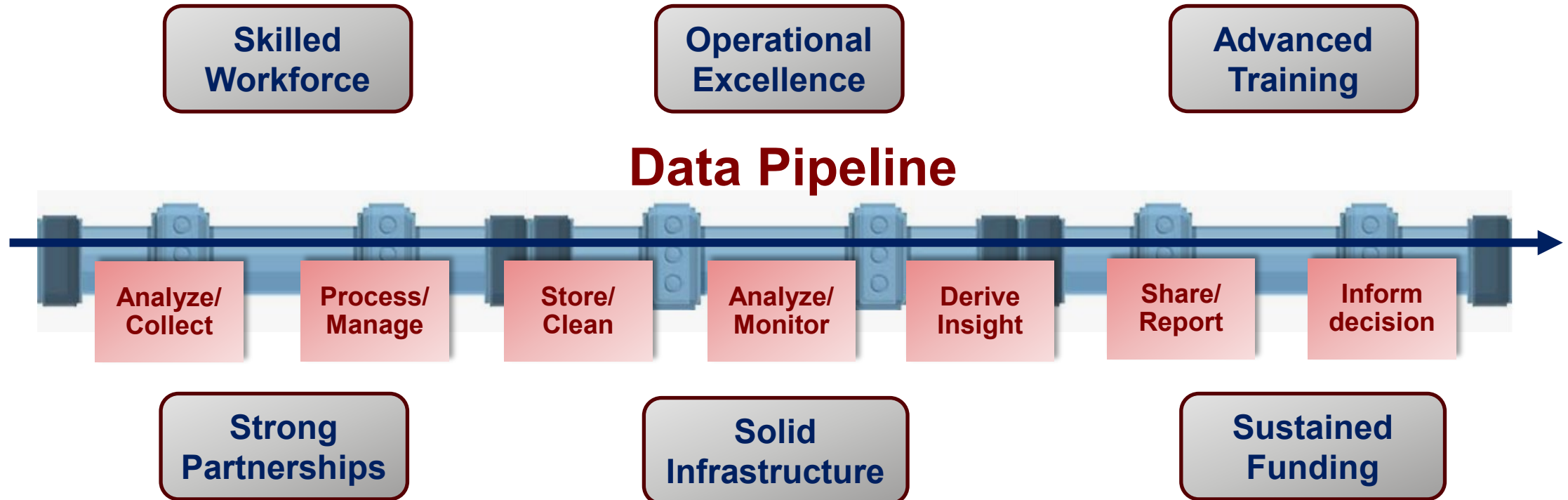
Dr. Anthony Fauci, NIAID  
“When Public Health Means Business”  
Harvard Chan School  
AUGUST 5



**Over the course of the COVID crisis, we have repeatedly seen leading scientists and scientific organizations change their recommendations, and we have seen multiple scientific studies retracted or at least highly debated. Many view this as proof that science doesn't work and/or scientists don't know what they are doing. In reality, this is exactly what we expect to see when science works. Science is a method, not a body of facts, and**

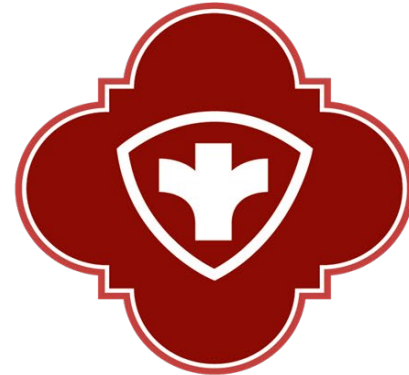


# Leadership in a Data-Driven World: Necessary Ingredients



# Thank you! Any Questions?

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