

City Council Meeting Minutes

**December 11, 2018
City Hall, Council Chambers
749 Main Street
6:00 PM**

Call to Order – Mayor Muckle called the meeting to order at 6:00 p.m.

Roll Call was taken and the following members were present:

City Council: ***Mayor Robert Muckle
Councilmember Jay Keany
Councilmember Chris Leh
Councilmember Susan Loo
Councilmember Dennis Maloney
Councilmember Ashley Stolzmann***

Absent: ***Mayor Pro Tem Jeff Lipton***

Staff Present: ***Heather Balsler, City Manager
Megan Davis, Deputy City Manager
Kevin Watson, Finance Director
Tracy Winfree, Interim Parks & Recreation Director
Aaron DeJong, Economic Development Director
Kurt Kowar, Public Works Director
Rob Zuccaro, Planning & Building Safety Director
Chris Neves, Information Technology Director
Sharon Nemechek, Library Director
Dave Hayes, Police Chief
Kathleen Hix, Human Resources Director
Emily Hogan, Assistant to the City Manager
Meredyth Muth, City Clerk***

STRATEGIC PLAN PRESENTATION & DISCUSSION/DIRECTION ON IMPLEMENTATION

Deputy City Manager Davis stated the Strategic Plan process has been underway for five months and is meant to improve the organizational culture. It has included staff engagement as well as input from Council to create the Vision, Mission, and Values. Tonight's meeting will include discussion on the implementation.

Julia Novak, Novak Consulting, reviewed the process to date. The Strategic Plan is the answer to what do we know to be true today, where do we want to go, and how do we get there. The framework was developed collaboratively with the management team and staff. The feedback from Council in October was taken into consideration and the vision statement was tweaked to include “small town atmosphere.” Staff has created an implementation program, aligned the City programs with the Critical Success factors, and identified the priority initiatives. Tonight is to finalize the framework to be followed by implementation. The focus is now on building culture and the organizational values.

Deputy City Manager Davis stated the critical success factors are really to determine how we do our work, how we want employees to work in alignment with our values, and to define how we function at our best. The critical success factors are foundational to the organization for a number of years.

The priority initiatives are what we need do in the next two years. While they align with the budget and the CIP plans, these are above and beyond what we do on a day-to-day basis. These represent places we put additional resources to get an increased level of service. The third piece is to align the programs and subprograms and these initiatives. Deputy City Manager Davis reviewed some of the specific priority initiatives staff has listed for each category. These priorities were influenced by the City Council’s budget discussions and with management team input.

City Manager Balser stated priorities were based on the budget discussions where there were requests for additional service levels.

Novak stated the implementation is now up to the City. The focus will be on staff and how they communicate it, how they will focus the organization, and how to update it and keep it relevant.

Deputy City Manager Davis stated the organizational implementation will be evolving as we see how to integrate it into the work staff does. It will be important to have a strong kick-off and for everyone to understand what it means to them as an employee day-to-day. We want everyone to be familiar with it and explain how it affects customers. The plan is to launch early in the year. After launch, each department will determine how best to implement it and how their staff will determine how it is important to them. With a new trainer coming on next year there will be more training resources for all employees.

Novak noted this will be integrated heavily into human resources processes where they have the ability to reinforce the intentional culture with systems and processes. This will also help Council to frame their work plan for future years.

Deputy City Manager Davis stated this will be integrated with existing plans such as the Comprehensive Plan and others. This will be aligned with the Key Performance

Indicators (KPIs) and we will have to see how the priority initiatives impact the KPIs. When we revisit both the priority initiatives and the KPIs we can adjust them as needed.

City Manager Balser stated staff is asking Council for their thoughts on the priority initiatives and implementation.

Councilmember Maloney stated this looks like a good plan and the implementation will be the tough part. He wondered how it will align with the 2019 work plan and how it will be acculturated with Council, directors, and staff so everyone is working together. He asked how do we assure initiatives in this are also in the Council work plan. There will need to be a way for everyone to use the same vernacular across the whole organization so everyone is having the same larger discussion.

Councilmember Loo stated everyone will need to commit to the process.

Novak stated every city has to find a way to connect this to the work of the governing body. Westminster identifies how each Council agenda item is linked to the critical success factors. It becomes a discipline about how all of our actions affect the strategic plan. Staff will want to use this in as much of the daily work as it can to create that common vernacular. Everyone will need to relate everything back to the strategic plan.

Councilmember Stolzmann stated it will be interesting to see if we are able to hold our selves accountable to this tool. It seems we still have a lot of work to do to get program budgeting on board even after two years so we will need to integrate the two and keep them aligned. Both tools are important and have the potential to keep us accountable to citizens.

City Manager Balser stated there are lots of opportunities to integrate both processes. There will be an external piece with the community to help them understand the priorities and the alignment.

Councilmember Leh stated he would like to do this on every level. It needs to be incorporated into the culture at all levels. He asked what could happen to make this fail.

Novak stated it can't fail if the organization wants to get it done. She stated projects imposed by the elected officials are hard to accept but this has been done collaboratively by all levels. It can fail if there is passive-aggressive behavior and people are not being held accountable.

Councilmember Stolzmann stated failure can happen if there is no accountability and people don't follow the plan or take the time to work on this. City Manager Balser added it needs to be kept updated as well

Councilmember Keany asked how this will work with rank and file employees; how do you get their buy-in.

Novak stated the city is positioned well as the employees already weighed in on the mission, vision, values so employees should feel heard and involved. There will be cynicism, but you begin to build on the intention by including questions on your performance evaluation that reflect the values. That will reinforce the culture. She noted some cities have peer-to-peer recognition of employees who embody these values.

Councilmember Stolzmann stated using Deputy City Manager Davis' expertise at Boulder County helps as the County does this very well.

Councilmember Maloney asked directors how this will affect them. City Manager Balser stated the management team and organization has been involved. The plan is built on the culture we have now; the next step is articulating this. It helps directors clearly explain our expectations with a common language and it allows everyone to have the same conversation with employees.

Director Hix stated the Library staff nominates each other for awards already, now this can be done with a focus on the I CARE values from the plan. These peer-to-peer interactions will use these same words and reinforce that.

Chief Hayes stated it allows directors to model the behavior, set expectations, and use for training. It includes reflecting this in major policy changes.

Director Winfree stated this directors group came together around the mission, vision, values, and initiatives very easily. This works for everyone, there were no factions. It leaves a great foundation for implementation. Parks and Rec is already integrating this into the 2019 work plan and staff understands the role of the department to move the whole city forward. She added using the same language across the organization is really useful.

Councilmember Maloney stated the more Council understands this it enriches our ability to set policy. He would like to see this have a context we share for all projects.

Councilmember Loo stated she was surprised and pleased with the final document. However, she stated it seems some of the goals are broad and she worries it is too general. These are the kinds of values everyone should bring to a job without being told. She stated if staff thinks this is what the City needs to succeed she is on board but she thinks a lot of times these don't work.

Mayor Muckle stated this is a good plan and he understands this needs to be a living document that can be adapted. This will fail if people don't believe in it, but assuming everyone integrates this into what we do and this is a living updatable document it can be a really useful thing. He stated he doesn't want people to feel it can't be adapted when needed. He would like to see this posted on City documents and in facilities; make it visible.

Councilmember Leh stated this will have to be translated to a variety of people in many different ways; some people are driven by values and documents and some are not. One way it can fail is if people don't think they can relate this to what they do every day.

Councilmember Loo stated it will need leadership. Councilmember Leh agreed that will include the Council and how we model this for employees.

ADJOURN

Members adjourned at 7:04 pm.

Robert P. Muckle, Mayor

Meredyth Muth, City Clerk