

COUNCIL ACTION FORM

**SUBJECT: EXCELLENCE THROUGH PEOPLE CONSULTING CONTRACT
CHANGE ORDER**

BACKGROUND:

Under the City Manager's leadership, for over 20 years the City's internal organization has been committed to implementing our *Excellence Through People (ETP)* culture development initiative. This initiative reinforces a values-driven culture that is dedicated to providing exceptional customer service to our citizens and customers at the best price, while assuring that our employees experience an enjoyable and stimulating work environment from which personal and professional growth can occur.

ETP is built on three pillars. The first is for employees to *bring our 13 values to life each day*. These values include continuous improvement, creativity and innovation, customer driven, data driven decision making, employee involvement in decision-making, excellence, fiscal stewardship, honesty and integrity, leadership, positive attitude, respecting one another, safety and wellness, and teamwork.

The second pillar recognizes the vital role formal leaders play in achieving *ETP's* goals. Leaders are thus taught to *Create the Culture* where our values can be brought to life. They do this through modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart.

The third pillar – *Total City Perspective* – encourages all City staff to routinely use all resources from throughout the entire organization to provide exceptional customer service.

Since the inception of *ETP* in the 1990's we have relied heavily on current employees to help lead the initiative. While these employees performed these duties quite admirably, this assignment became more and more difficult, given that they needed to perform their permanent work assignments at the same time. Like most organizational initiatives, we have reached a critical time where our efforts have plateaued. Therefore, in order to continue the success of *ETP*, the City Manager felt it was time to designate one person whose sole responsibility would be to coordinate our *ETP* efforts. A professional services contract was thus developed to secure the services of a qualified individual to temporarily assume these coordinating responsibilities.

In June the City Manager's Office contracted with Donna Gilligan of The Gilligan Group to serve as our *ETP* Coordinator. Ms. Gilligan has extensive experience assisting organizations with their culture development efforts; and has also contributed to the

development and implementation of *ETP* since its inception. This contract included services to address eight key goals:

1. Work with all members of the Executive Leadership Team to identify key areas and concerns for development of the organizational culture, teams and individuals.
2. Through one-on-one interviews with 41 employees and focus groups with formal leaders, assess the current state of *ETP* as a means of developing a comprehensive plan for future support and engagement.
3. Deliver one session of *Creating the Culture I*, a multi-day leadership development course offered annually to all new formal leaders.
4. Develop and begin delivering a *Creating the Culture II* course to deepen all formal leaders' understanding of their key roles in leading *ETP*.
5. Work with key leaders to ensure the ongoing establishment of *Bringing Our Values to Life*. This organization-wide initiative seeks to constantly refresh employees' commitment to our 13 values and their understanding of how to apply the values in the specific services they provide.
6. Develop a roadmap for development of new employees, first time supervisors and senior leaders to ensure the ongoing development of employees, leaders and the organization.
7. Support the effective development of both departmental and City-wide teams.
8. Increase the leadership effectiveness and performance of key formal leaders through individual coaching.

In order to initiate Ms. Gilligan's work, an original purchase order for these services was administratively approved in the amount of \$42,950. In order to move forward on the eight goals and complete the desired services during 2018/19, it is now proposed that Council approve a change order increasing this amount by \$20,800 to \$63,750.

A total of \$22,600 was included in the Adopted 2018/19 Budget for *ETP*. Due to a lengthy vacancy in our Human Resources Director position, sufficient funds have been accumulated to allow us to fund this contract. In addition to this City-wide contract, individual departments also periodically contract with Ms. Gilligan to facilitate team-building or leadership coaching within their respective departments.

This contract allows the City administration to contract for temporary assistance to coordinate and strengthen *ETP* across the organization. If this initiative is successful, sometime in the future there may be a budget recommendation for a permanent position to perform these very important duties.

ALTERNATIVES:

1. Authorize the \$20,800 change order to the existing contract with The Gilligan Group for *Excellence Through People* consulting services.

2. Do not authorize this change order, thus limiting the *ETP* services available to the City organization.

CITY MANAGER'S RECOMMENDED ACTION:

The services provided by Donna Gilligan are playing a major role in strengthening *Excellence Through People* throughout the City organization. Since existing City staff do not have adequate time to lead and coordinate this effort, contracting with an experienced organizational development expert provides the most effective way to help us progress in achieving *ETP's* two purposes.

Therefore, it is the recommendation of the City Manager that the City Council approve Alternative No. 1, as stated above.