

**CITY MANAGER'S OFFICE MEMORANDUM
#18-2021**

DATE: June 28, 2021

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *hmg*

FROM: Rupa Venkatesh, Assistant to the City Manager *RV*
Diana Wilson, Director of Communications *DW*
Tamara Dixon, Human Resources Director and Chief Diversity Officer *TD*

SUBJECT: Cultural Transformation Initiative Launch

PURPOSE

To provide City Council with information on the internal, employee-led Cultural Transformation Initiative and new organizational core values.

BACKGROUND

In the City Manager's First Year Game Plan, an outlined action item (Action #3) was to strengthen organizational culture to build leadership and team member passion and alignment for success, which included the development of organizational core values. These core values will be used to align with a performance management system. This action item was in response to observations by the City Manager and the 2018 Employee Survey results.

As a result, Objective 1.5 was identified in the 2019-2023 Strategic Plan under the first goal, High-Performance Government. It outlines the creation of core values and customer service expectations to promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency.

This project started in September 2020 with the contracted assistance of consultant June Ramos. Geyer charged the Executive Leadership Team to nominate a member of their department or division to serve on the Cultural Design Team (CDT). The CDT was then responsible for producing five deliverables for the Cultural Transformation Initiative: Team Charter, Business Case for Change, and an internal vision, mission, and core values.

It was important to the City Manager for employees to drive the process rather than the Leadership Team in creating the vision, mission and values statements so they would more likely be accepted by all of staff. This process was created to be owned by employees and gain feedback and buy-in from their co-workers along the way. Members of CDT will continue to serve as the primary change agents for the implementation process.

Cultural Design Team

To maximize employee engagement in this process, the CDT is comprised of 17 employees from various levels in all departments across the City and varying tenures of employment. The Executive Leadership Team was asked to consider the following criteria when making nominations to the CDT:

- Articulated passion around culture development or positive change for the organization
- Has a big-picture perspective - can understand and align to the long-range strategy for their organization and work unit/department/division
- High-performing

- Respected within their departments and across departments
- Willingness to participate for the next three to four months to meet regularly with other team members
- Has current bandwidth to participate or management will provide time
- Willingness to learn and developmentally grow and learn new skills - e.g., change management
- Articulate and be able to communicate well and use those skills to obtain feedback and motivate others to achieve the changed vision
- Willingness to build on current relationships within their department to obtain ongoing feedback
- Able and willing to provide straight-talk feedback, confront tough issues and challenge thinking to avoid “group think”

The following employees were selected in October 2020:

- City Clerk’s Office: Ashley Hensgen, Lisa Andrews
- Communications: Jenni Murphy
- Economic Development: Shannon Fields
- Finance: David Scott
- Human Resources: Debbie Garcia
- Information Technology: Max Olivas
- Municipal Court: Sheila Berkey
- Neighborhood Services: Laura Farzim
- Parks, Recreation, and Culture: Juliana Berry, Darren Burke, Kimberly Jongejan
- Planning: Sara Dusenberry
- Police Department: Lisa Dolan, Charles Festi, Paige Serna
- Public Works: Deano Abeyta, John Winterton

Process

The CDT officially kicked off in November 2020. From then until April 2021, Ramos conducted a series of workshops with the CDT to provide information on each of the deliverables and its components. The CDT brainstormed potential ideas as a large group and then a smaller subcommittee met separately to draft the deliverable based on the brainstorm. The subcommittees also received feedback from co-workers along the way. After several iterations, the subcommittee presented the final draft to the entire CDT group to finalize the deliverable.

The CDT presented the five deliverables to mid-managers and to the Executive Leadership Team in April 2021. Buy-in and feedback were received and incorporated before the kick-off occurred for all employees on May 19 and 26.

Attachments 1 to 3 contain each of the final versions of the five deliverables. The presentation, included in Attachment 4, provides an overview of each of the deliverables.

NEXT STEPS

Human Resources will be working to integrate the new vision, mission and values into employee work life. This includes ensuring the hiring of employees who are aligned with the values, ongoing training for employees on how to incorporate the vision, mission and values into their daily work, a recognition system that allows peer-to-peer acknowledgment of living our values, and a revamped performance evaluation system that outlines the specific behaviors aligned with the new values.

BUDGET/TIME IMPLICATIONS

There are no financial or time impacts to the City.

STAFF RECOMMENDATION

This is for informational purposes only.

STAFF REFERENCE

If Council members have any questions, please contact Rupa Venkatesh, Assistant to the City Manager, at rvenkatesh@northglenn.org or 720.376.8069.

ATTACHMENTS

1. CDT Charter
2. CTI Business Case for Change
3. Vision, mission and values poster
4. Presentation



January 14, 2021

Cultural Design Team Charter

Purpose: The Cultural Design Team (CDT) will provide recommendations for clearly defining the desired Northglenn culture through the creation of the City's vision, mission, and core values and will serve as the primary change agents for the implementation process. This project is called the Cultural Transformation Initiative (CTI).

Member Composition: To maximize employee engagement in this process, the CDT is comprised of 17 employees from various levels in all departments across the City with varying employment tenures. The members are as follows:

- City Clerk's Office: Ashley Hensgen; Lisa Andrews
- Communications: Jenni Murphy
- Economic Development: Shannon Fields
- Finance: David Scott
- Human Resources: Debbie Garcia
- Information Technology: Max Olivas
- Municipal Court: Sheila Berkey
- Neighborhood Services: Laura Farzim
- Parks, Recreation, and Culture: Juliana Berry, Darren Burke, Kimberly Jongejan
- Planning: Sara Dusenberry
- Police Department: Charles Festi, Lisa Dolan, Paige Serna
- Public Works: Deano Abeyta and John Winterton

Charter Definition: Rupa Venkatesh is the Lead for this project and Diana Wilson is the Co-Lead. June Ramos is the contracted facilitator who will provide contextual information on relevant topics to the CTI. Each CDT member plays a pivotal role in defining the culture of Northglenn and encouraged to join subcommittees where much of the meat of the work will be done. Rupa and Diana will facilitate the subcommittee meetings.

Team Deliverables: Develop Business Case for Change and drafts of vision, mission, and values to be reviewed by all stakeholders by February 2021/early March 2021.

Accountability Measures: We are willing to attend and participate in all meetings, as much as schedules allows. We will show up on time with great attitudes, a willingness to listen to others' ideas, have an openness to change, and give the best that we can give. We will look to ourselves as leaders no matter what our job titles are and become comfortable with being uncomfortable as we work to move the organization forward. We will continuously ask for feedback from our co-workers and incorporate their concerns into our work. We also expect the Leadership Team to be open to change.

Team Sponsors: The Leadership Team led by the City Manager will have the approval authority to enact the vision, mission and core values CDT creates.

Meeting Schedule: The CDT will meet as a large group at least 6 times from November 2020 to February/March 2021 on a Thursday at 9am for a duration of 2-3 hours per session. Leadership Team is expected to work with their CDT employees to make sure regular work schedules do not conflict. In addition to the minimum of 6 sessions, the CDT will work in subcommittees to complete some of the tasks which include gaining feedback from their co-workers.

Rupa will be responsible for scheduling the CDT meetings and subcommittee meetings.

Meeting Guidelines: Members should be in attendance at all group meetings and subcommittees of which they are members. If you are unable to attend a meeting, please notify Rupa and one of your teammates will be responsible for filling you in on what was discussed.

June Ramos will work with Rupa and Diana to set the agenda for each large group session. Rupa and Diana will be responsible for agenda setting for the subcommittee meetings.

Each member is responsible for taking their own notes. PowerPoint presentations and documents will be shared using [this](#) Google Drive folder.

Each member is expected to be respectful of each other as this is a collaborative process. We encourage positive, creative, and open-minded thinking. For those that tend to stay quiet, we encourage you to speak up and share your ideas.

Communication Plan: Rupa and Diana will share the subcommittee work with the Leadership Team for feedback and report back to the subcommittee for final approval. A member of the subcommittee will then share with the entire CDT group for feedback and approval. As appropriate, Rupa will share the deliverable with all employees via email. Each CDT member is then responsible for garnering feedback from their co-workers and sharing with the rest of the CDT.

Diana will also include information on the work CDT is doing in the City Manager's bi-weekly newsletter.



January 28, 2021

Cultural Transformation Initiative (CTI) – Business Case for Change

Northglenn's CTI is a staff-driven initiative to create a roadmap for employees to be able to provide world-class service in a positive, supportive work environment where we hold ourselves and each other accountable.

We are embarking on this journey to create pride and unity within our organization in an effort to better serve our community and establish an environment that fosters continuous improvement. We will:

- Value employee's strengths and offer them a place to grow
- Create a tool to measure and address accountability which will build trust and respect
- Improve employee retention and morale
- Foster a diverse, productive, inclusive, and equitable environment
- Encourage professional development so we can promote from within as much as possible, learn best practices to better serve our community, and maximize resources
- With the support of leadership, improve regular communication within and across departments to break down silos, better support each other, and collaborate productively towards a common goal
- Recognize and build on our current success
- Use feedback from the 2018 employee survey and resident surveys, strategic plan goals, city council mission and values, and other sources as basis for our employee mission and core values
- Preserve public trust
- Help the City adapt to the needs of employees in the changing social, economic, and political climate
- Create a touch point when we need to regroup, refocus, and re-evaluate

If we remain status quo, consequences may include:

- Missed opportunities to recognize and build on our current success
- Poor employee morale and burnout
- Inability to address issues early which could lead to situations that spiral out of control
- Reduction in level of service and quality of life for residents
- Not able to retain or attract strong employees
- City could gain a bad reputation as a place to live, work, and play
- Block of positive energy flow



**FOLLOW TRUE NORTH.
WE ARE GOING IN A
NEW DIRECTION,
TOGETHER.**



VISION

Team Northglenn: Where excellent public service thrives through employee equity, trust, innovation and work-life balance.

MISSION

We enrich our community with high-quality city services and a small-town touch. For us, people are the priority - we are responsive, inclusive, and respectful.

VALUES

- ▶ Customer Service Excellence
- ▶ Integrity
- ▶ Respect
- ▶ Inclusivity
- ▶ Accountability
- ▶ Joy

CULTURAL TRANSFORMATION INITIATIVE LAUNCH

Co-Presenters:

- Rupa Venkatesh, Assistant to the City Manager
- Diana Wilson, Director of Communications
- Jenni Murphy, Community Outreach Coordinator
- Shannon Fields, Economic Development Specialist
- Ashley Hensgen, Central Records Coordinator
- Max Olivas, Senior Network Administrator
- Sara Dusenberry, Senior Planner
- Tamara Dixon, HR Director and Chief Diversity Office

Regular Meeting
June 28, 2021



CITY OF
Northglenn

THE ORIGIN OF THE INITIATIVE

- **City Manager First Year Game Plan**
- **Council set an external vision, mission, and values that is important - but how can employees create a foundation to build upon our future internally?**
- **Objective 1.5: Develop core values and customer service expectations to promote a values-driven organizational culture that maintains public trust through ethical behavior and transparency**

CORE TEAM AND CHANGE AGENTS

- **Referred to as the Cultural Design Team (CDT)**
- **Important for this to be employee-led with buy-in from mid-managers and Leadership Team**
- **Comprised of 17 employees from various levels and tenures in all departments**
- **Primary change agents for implementation**

MEET THE CULTURE DESIGN TEAM

Deano Abeyta

Lisa Andrews

Sheila Berkey

Juliana Berry

Darren Burke

Lisa Dolan

Sara Dusenberry

Laura Farzim

Charles Festi

Shannon Fields

Debbie Garcia

Ashley Hensgen

Kimberly Jongejan

Jenni Murphy

Max Olivas

David Scott

Paige Serna

John Winterton

PROCESS

Nov. &
Dec. 2020

- CDT Team met for the first time
- Subcommittee drafted Business Case for Change

Jan.
2021

- Business Case for Change reviewed by leadership and all staff, refined and completed by CDT
- Subcommittee created and presented draft vision statement for full team's review
- Brainstormed values to present to all employees in survey

Feb.
2021

- Employee survey on organizational values
- We had 122 responses!

PROCESS

CONT'D

March
2021

- Values results reviewed and recommendations set
- Sub-committee drafted mission and presented for full team's review

April
2021

- April 9: Mid-Managers presentation
- April 28: Executive Team presentation
- Incorporate feedback

May
2021

- May 19: All-Employee Kick-Off!
- May 26: Employee virtual option

PROJECT TEAM CHARTER

- **Purpose**
- **Team deliverables**
- **Accountability measures**
- **Team sponsors**
- **Meeting schedule**
- **Meeting guidelines**
- **Communication plan**

BUSINESS CASE FOR CHANGE

- **What is the Cultural Transformation Initiative?**
- **Why are we doing this?**
- **What are the benefits?**
- **What are the consequences if we remain status quo?**

VISION

Looks towards the future

Team Northglenn: Where excellent public service thrives through employee equity, trust, innovation and work-life balance

MISSION

What is our purpose and what makes us special?

We enrich our community with high-quality city services and a small-town touch. For us, people are the priority - we are responsive, inclusive, and respectful.

VALUES

Core principles to guide our workplace behavior and activities

Customer Service Excellence

We are responsive, empathetic, and produce results. We go above and beyond expectations.

Inclusivity

We encourage our diverse team to contribute fully. Team Northglenn is valued, engaged and supported to reach their full potential.

Integrity

We do the right thing even when no one is watching.

VALUES

CONT'D

Core principles to guide our workplace behavior and activities

Accountability

We are responsible for our actions, behaviors, performance and decisions, and no matter our position, we hold ourselves and each other to these expectations.

Respect

We recognize that everyone is important and has a role that matters. We honor and value the rights, opinions, wishes, experience, and competence of others.

Joy

We support a fun and fulfilling work environment that fosters productive, creative, and engaged people.

EMPLOYEE KICK-OFF



WHAT'S NEXT?

- **Hiring/new employees**
- **Training**
- **Employee recognition**
- **Performance evaluations**



THANK YOU, CULTURAL DESIGN TEAM!

QUESTIONS?



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