



# City of Columbia, Missouri

## Meeting Minutes

### City Council

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Monday, August 6, 2018  
6:00 PM

Pre-Council

Conference Room  
1A/1B  
Columbia City Hall  
701 E. Broadway

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#### I. CALL TO ORDER

The meeting was called to order at approximately 6:04 pm. Mr. Thomas arrived at 6:08.

**Present:** 7 - Ruffin, Trapp, Thomas, Peters, Treece, Skala, and Pitzer

Missouri Quality Award Feedback

**Attachments:** [Feedback Report Presentation](#)  
[MQA Final Application 2017](#)  
[Council Memo \(February 5, 2018\)](#)  
[City of Columbia 2017 MQA Feedback Report](#)

Carol Rhodes, Assistant City Manager, recognized the category leads for this application as the driving force behind the application process. Ms. Rhodes provided a history of the Malcolm Baldrige Award and the criteria for performance excellence. The goal of the Malcolm Baldrige National Quality Improvement Act of 1987 is to enhance the competitiveness of U.S. businesses, identify and recognize role model businesses and to establish criteria for evaluation improvement efforts and to share best practices. The Malcolm Baldrige award is the highest honor awarded and the Missouri Quality Award has the same criteria and is awarded at the state level. She reviewed the key components of the Baldrige excellence system noting that it is a system model for operating any organization. Performance improvement complements include: making fact-based decisions, attaining alignment, focus, and communication.

Ms. Rhodes stated that Baldrige provides the framework to focus on obtaining the highest level of organizational excellence. It is data and process driven and focuses on improving results to achieve a higher level of customer satisfaction and relies in continuous improvement. The evaluation process is the best, most cost-effective assessment an organization can find.

Ms. Rhodes noted that a key part of the application is the organizational profile which helps to define what is important to the applicant. It is a five page description on the environment, relationships and strategic situation. The other categories in the application include: Leadership, Strategic Planning, Customer Focus, Workforce Focus, Measurement, Analysis, and Knowledge Management, Operations, and Results. The City of Columbia began its journey in 2010 when Council adopted the Baldrige Criteria. The City has since applied for the Compass Level application in 2015 and the Award Level Application in 2017.

Megan McConachie stated that this is her 7th year as an MQA Examiner and 4th year as a Team Lead. The goal of the report is to provide actionable feedback for the organization.

There are four components to a feedback report: key themes, comments, item scoring ranges, scoring band distribution. She explained how the scoring works noting the categories 1 through 6 are process categories and are scored based on approach, deployment, cycles of learning and integration. The results category is scored based on levels, trends, comparisons, and integration. Scores are solely based on strengths. She reviewed the scoring ranges for the City noting that a 50-65% score for a first time application is a score to be happy with. The scores received in all categories are acceptable and also leave room for improvement.

There were two key themes for strengths: customer focused excellence and strategic planning and a focus on success. Key themes for the opportunities for improvement (OFI) are process management and continuous improvement and workforce engagement and high performance management. Key themes for results included strengths in individual measures and OFI themes were adverse trends and missing results.

Ms. McConachie reviewed a list of strengths that can be built upon which were noted in the feedback report as well as a list of opportunities that are related to the key themes. She reviewed next steps for each category and the actions they will be taking for improvement. She stated that teams are moving forward with the priorities, measuring the effectiveness of the changes being implemented, and will begin work on the next application.

Mr. Skala noted that this was the idea of former councilman Jerry Wade.

Mr. Trapp asked when the next application will be. Ms. McConachie stated that they will apply for the state level application in 2020. Mr. Trapp noted that several key themes align with our strategic plan and that's where some improvements could be focused. He added that the Leadership category OFI regarding city leaders personal actions and the comment about two-way communication are both areas that could be focused on. He noted that there is no systematic process for succession planning for the positions that report to City Council and those are things the Council should begin to discuss. Mr. Trapp felt that a work session should be scheduled to discuss these items further. He suggested council representation in this process.

Mr. Pitzer asked about results and missing data. Ms. McConachie explained that it may be that the results provided didn't strongly enough match the criteria. She added that in her experience as an examiner, for a first time applicant, the level of feedback we received was really impressive and we should be really proud. She would hope to not get the same feedback on a future application and that we move up in the score bands.

Ms. Peters asked how often the teams meet. Ms. McConachie stated that the category teams meet at various frequencies. It is an ongoing effort to implement new ideas and continue existing strengths. Mr. Matthes added that there has been work done on the OFI's from the feedback report since we have received it.

There was general consensus among council to have a work session on this.

**Race, Equity, and Leadership (REAL) Debrief**

**Attachments:** [Agenda for 2018 NLC University Forum - Leading Through Disruption](#)  
[Municipal Action Guide - Advancing Racial Equity in Your City - REAL](#)  
[Municipal Action Guide Discussion Questions - REAL](#)  
[301 Worksheet - REAL](#)  
[Agenda - REAL & YEF Council Joint Meeting](#)  
[Agenda - REAL Council Meeting](#)

Due to time constraints this item was not discussed and will be covered at a future meeting.

## II. ALL OTHER ITEMS THE COUNCIL MAY WISH TO DISCUSS

None.

## III. ADJOURNMENT

The meeting adjourned at approximately 6:52 pm.