



City of Columbia, Missouri

Meeting Minutes

City Council

Thursday, January 16, 2020
9:30 AM

Strategic Plan Retreat

The Food Bank for
Central and Northeast
Missouri
2101 Vandiver Drive -
Community Room
Columbia, MO 65202

I. CALL TO ORDER

The meeting was called to order at approximately 9:45 a.m.

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

Welcome and Opening Remarks - *John Glascock, City Manager*

City Manager John Glascock welcomed the group and stated he was glad to have the consultants to help with the Strategic Plan. The City started the process differently this time, by engaging front line employees. The City wanted to focus on employee engagement. He stated that it is important for all employees to see how they fit within the Strategic Plan. He added the Strategic Plan needed to fit into the budget - goals could not be accomplished if the City was unable to provide funding for them. If they continue with the status quo, there won't be change. He is looking forward to seeing where it goes from here.

Retreat Objectives, Agenda Review, Introductions, Recognition of Planning Team, and Opening Exercise - *Carolyn Sullivan, Consultant*

Attachments: [Strategic Priority Areas & Proposed Objectives](#)
[FY 2020 Strategic Plan Trends](#)
[Evaluation of 2nd 2019 Strategic Plan Staff Retreat](#)
[SPPC Drawing](#)

Consultant Carolyn Sullivan acknowledged the employees who have been working hard on this and was excited about the big reveal of the new priority areas. She introduced her partner, Carrie Collier, and stated that New Chapter Coaching was honored to work on this, as they are citizens of the city. New Chapter Coaching has been working with the City since 2012. This Strategic Planning process has been innovative and they were happy to be working with the City on this.

Ms. Sullivan outlined three key objectives for the day. The plan won't be finished by the end of the day, but there will be consensus for the priorities. Currently, there are five strategic priorities. Staff are recommending five new priorities areas with new objectives. There will be presentations and opportunities for staff to sign up for areas in which they are interested in working. Everyone here has a role in the Strategic Plan.

She presented the agenda for the day and the group norms that were adopted in October by the 65 front line staff members who started the process. She recognized the Strategic Plan Team Members and discussed their roles in the process.

Ms. Collier from New Chapter Coaching facilitated an ice breaker.

City of Columbia Vision, Mission, and Values - *Sara Humm, Community Relations Specialist*

Community Relations Specialist Sara Humm spoke about the Vision, Mission, and Values. She emphasized the importance of all employees knowing the City's Vision and Mission and she described the difference between the two. The Vision is aspirational and the Mission is how we work to achieve the Vision. She outlined the City's core values.

Ms. Sullivan checked in with participants to see if they felt the Mission and Vision and Core Values were still accurate for the new Strategic Plan - there was general consensus.

Module One: Our New Strategic Planning Process - *Carolyn Sullivan and Planning Team Members*

- 2019/20 Process: Timeline and refinement of planning through cycles of evaluation and improvement
- Alignment of plans across City
- Front line staff perspective on the new strategic planning process

Ms. Sullivan defined Strategic Planning for the group. She emphasized the importance of having outcome objectives to ensure what the City intends to do has a clear path to accomplish those goals. She reviewed the timeline of the process thus far and actions moving forward, including a discussion of the trend statements. She reviewed the 10 process improvements that have taken place since the 2015 Strategic Plan planning process. She remarked on the front line staff who met in October to begin the process and how happy they were to be involved in the process. She introduced staff who had been involved in the process to speak.

Jay-Dee Bush spoke about his experience in the process. He noted that it was an honor to be selected to work on this and that being included gave staff a sense of ownership.

Ms. Sullivan stated that all participants in October were asked what they wanted Council to know about their engagement so far - those responses were made available at the tables. Shreya Mukerji and Toni Messina looked at all the long term plans the City currently has and overlaid the plans across the current strategic priorities and mapped it out on the Plan Alignment Chart. They created this so staff could be mindful of all the plans. Ms. Messina noted that she was happy that there were no obvious conflicts among the various plans.

Module Two: Strategic Priorities and Outcome Objectives

- Presentations by Strategic Priority Leaders
 - High Performing Government
 - Safe Community
 - Infrastructure
 - Healthy Environment
 - Thriving Community
- Facilitated Q&A regarding strategic priority areas and supporting trends/data
- Consensus about strategic priority areas

Ms. Collier discussed the Strategic Priority areas that the planning team and staff came

up with during the process thus far. Each group has appointed a spokesperson to discuss the identified priority areas, as well as the proposed outcome objectives. The proposed Priority Areas are as follows: high performing government, safe community, reliable infrastructure, healthy environment, and thriving community.

Ms. Sullivan discussed the Eight Prioritization Criteria, the criteria the team used in December to create and evaluate the proposed outcome objectives. She reviewed these criteria. She added that the workforce didn't all see themselves in the previous Strategic Plan, so it was critical that they had a place in this plan.

JayDee Bush presented on the High Performing Government priority. He reiterated the importance of all employees being able to see themselves in the Plan. He discussed the outcome objectives that fell under this priority area.

Mr. Bush was asked how engagement will be measured. Margrace Buckler stated an employee survey will be done every 18 months. The focus groups are coming back at the end of February to get more feedback from employees - this will help departments find better ways to engage their staff. She reminded all in attendance that engagement is not an HR program.

Mike Bauer spoke about Safe Community. He noted that many people only think of public safety as pertaining to Fire and Police, but that it should include other departments, such as Law, Municipal Court, Community Development, as well as the Call Center. He discussed the outcome objectives.

Mr. Bauer reinforced that the proposed outcome objectives were based on trend statements and surveys, as well as data from other departments. He added that they did discuss emergency management as well. A question was asked about how to improve communication with Boone County. Mr. Bauer noted that they all used different systems, but that this would be rolled into the safe community priority. He noted that the code enforcement outcome objective wasn't detailed in the trend statements, but he stated that when they asked for additional information it was an issue that came up.

Ms. Sullivan noted the process on how the priority areas were decided. The team wanted the areas to represent destinations, in a way that the previous plan did not. The process has been very data driven.

The group took a brief break at approximately 11:01 a.m. and reconvened at approximately 11:16 a.m.

Regina Tavaréz presented on Reliable Infrastructure. She stated that infrastructure was the foundation of the City. She discussed the outcome objectives for this priority area. She emphasized communicating with the community and keeping them informed. The group used reports and studies to build their outcome objectives. She shared some data with staff in attendance, including that it would cost the City \$1.3 billion if all streets needed to be replaced, 15% of stormwater pipes are beyond their useful life, and only 23% of residents in the area use the Columbia Regional Airport currently.

Nina Hennkens presented on Healthy Environment. She noted that this priority area hadn't been included in previous plans. The environment is being dramatically impacted by human actions, so a focus on building a resilient community will improve the future of all residents. They used the Climate Action and Adaptation Plan as a starting point, with a focus on goals achievable in a 3 year timeframe.

Angel Arnall spoke about the Thriving Community priority area and the outcome objectives. She noted that mental health and substance abuse were serious issues impacting our community. She stated that the group used information from the Community Health Improvement Plan to create their outcome objectives.

Attendees were given 15 minutes to speak about the proposed Priority Areas with those seated at their table. The group came back together for some discussion.

David Nichols felt that Healthy Environment should be integrated into the other four areas which would reduce the number of areas from five to four. He said all the outcome objectives were represented in the CAAP. Mike Griggs suggested that Healthy Environment could be modified to include other areas, such as parks and public health. Sheela Amin felt that Healthy Environment should be more than just the CAAP.

Ms. Sullivan reminded everyone that after lunch, tables would get into the weeds of the outcome objectives and would go more in depth on what the priorities areas would include. She noted that these categories represented to the stakeholders that this is something important that is visible to the community.

Councilman Skala stated that in the previous Strategic Plan that social equity enveloped all the other priority areas and he did not want to lose that with the new plan. Ms. Sullivan encouraged the group to consider that social equity may not be accessible to all members of the community, as in it may be too high level. Megan McConachie stated that she had a difficult time finding her department represented in the previous plan, but she did see the Convention and Visitors Bureau in the Thriving Community priority. Ms. Messina wondered if social equity became a value rather than a priority area.

Group voted on the five strategic priority areas by a show of hands. There was general consensus.

The discussion will continue after lunch.

LUNCH BREAK

The group broke for lunch at approximately 12:18 p.m. and reconvened at approximately 1:04 p.m.

Module Three: Outcome Objectives

- Discussion of proposed outcome objectives; revisions, as necessary

Ms. Sullivan instructed the participants to post their names under the strategic priority of their choice. Staff sat in groups for each priority to discuss the outcome objectives. She defined outcome objectives as a really specific goal. Groups will work off of what the previous strategic plan retreats provided. Ms. Sullivan gave an example of a SMART goal. The larger group broke into small groups to review their outcome objectives for 30 minutes. Each group presented their revisions to the provided outcome objectives. Megan McConachie discussed the importance of making goals measurable.

Gabi Alexander and Ms. McConachie presented on the outcome objective revisions for the High Performing Government Priority. Ms. McConachie stated that the turnover percentage in the second outcome objective should not include retirements and involuntary leave. Councilman Matt Pitzer discussed how the group was stuck on how to measure recruiting and retaining the best employees. The group proposed three new outcome objectives for the Action Teams to consider. Steve Sapp mentioned that the City web site can be an action to help us with increasing the amount "agree" and "strongly agree" responses to the question "City leaders listen to what citizens say" in the Citizen

Survey.

Angel Arnall and Councilman Mike Trapp presented on the outcome objective revisions for the Safe Community Priority. The group decided not to change the first and second outcome objectives that were provided by the previous Strategic Plan Retreat. Ms. Arnall stated that the group made revisions to the fourth and fifth outcome objectives since the violent crime index and property crime index averages are moving targets. Councilman Trapp commented that better education and citizen engagement can help with prevention of code enforcement violations.

Rebecca Roesslet and David Nichols presented on the outcome objective revisions for the Thriving Community Priority. Mr. Nichols referred the second outcome objective to the Planning Team to review. Ms. Arnall stated that the second outcome of objective was put in the strategic plan so all departments are seen in the strategic plan. Chief Geoff Jones mentioned that the Action Teams should focus more on affordable housing options for an outcome objective. Councilman Trapp commented that Steve Hollis would be a good person to reach out to about this priority, and the Action Teams should target chronic homelessness. Ms. Roesslet explained that the group wanted to include mental health and substance use in the Strategic Plan, but it may fit better in the Safe Community Priority.

Nina Hennkens and Barbara Buffaloe presented on the outcome objective revisions for the Healthy Environment Priority. Ms. Buffaloe stated that this area should have more outcome objectives than just including the CAAP goals. Mike Griggs said neighborhood parks and a green space within a ½ mile radius of residents already has funding. Ms. Sullivan explained that continuing the non-motorized transportation program is an action step not an outcome objective. Toni Messina asked if a community water quality standard would be different than a state water quality standard. Ryan Williams stated that the community water quality standard could be higher than the state water quality standard, and that standard should be determined by the citizens.

Leland Reharde and Regina Tavaréz presented on the outcome objective revisions for the Reliable Infrastructure Priority. The group decided to move the fifth objective to the Healthy Environment Priority. Ms. Tavaréz explained that the group wanted to change the objective of repair/replace 1,000 additional linear feet of failing stormwater infrastructure each year to include utilities and streets. Ms. Tavaréz stated the group added the objective of making a 5 year plan for a 1% replacement per year for Utilities and Streets. Dave Sorrell mentioned that securing funding from City Council could be an action item for the outcome objective.

Ms. Sullivan explained that the Action Teams will work out any difficulties before the Strategic Plan is brought to City Council.

BREAK

The group took a brief break at approximately 2:46 PM and reconvened at approximately 3:05 PM .

Module Four: Identifying our Strategic Advantages and Strategic Challenges

- Review 2019 SWOT analysis (strengths, weaknesses, opportunities, and threats) and City's core competencies
- Identify City's strategic advantages and strategic challenges
- Evaluate alignment with strategic plan

Ms. Collier facilitated a Brain Break exercise.

Ms. Sullivan reviewed the 2019 SWOT Analysis document provided by New Chapter Coaching, LLC from the previous Strategic Plan Retreat. She also reviewed the City of Columbia's Core Competencies. She stated that the Strategic Plan's outcome objectives should align with the strategic advantages and challenges.

Attendees discussed City of Columbia's strategic advantages and challenges in small groups for 30 minutes.

Ms. Sullivan read the list of the strategic advantages. The group decided the top four strategic advantages for the City of Columbia were having universities in the city, owning our own assets and facilities, being a full-service City, and the sports facilities/park trail system. Ms. Sullivan mentioned that these advantages should appear in the Strategic Plan. Staff asked for the Planning Team to examine if owning our own assets and facilities and being full-service City is redundant.

Ms. Collier read the list of the strategic challenges. The group decided the top three strategic challenges for the City of Columbia were the city's aging infrastructure, declining sales tax/general fund, and non-competitive wages. Ms. Sullivan discussed that the City of Columbia can aim to mitigate these challenges in the strategic plan.

Module Five: Where Do We Go From Here? Next Steps and Accountability

- Completion of strategic plan by Strategic Priority Action Teams
- Presentation of draft strategic plan to City Council
- Closing thoughts

Ms. Sullivan asked the attendees to fill out the evaluation once the survey is emailed. New Chapter Coaching, LLC and the Planning Team use the evaluation for process improvement purposes. Strategic Priority Action Teams will be charged by the planning team. Ms. Sullivan said that the Strategic Plan should come before council in April for approval. Councilman Skala asked for additional information on why the council-manager form of government and less corruption was listed as a threat. Mr. Rehard viewed the council-manager form of a government as a strength, since it prevents corruption. Ms. Sullivan asked the attendees to make a 140 character closing thought to Tweet.

II. ADJOURNMENT

The meeting adjourned at approximately 4:29 p.m.