

OSCAR LEESER
MAYOR



JOYCE WILSON
CITY MANAGER

CITY COUNCIL
ANN MORGAN LILLY, DISTRICT 1
LARRY ROMERO, DISTRICT 2
EMMA ACOSTA, DISTRICT 3
CARL ROBINSON, DISTRICT 4
MICHEL NOE, DISTRICT 5
EDDIE HOLGUIN JR., DISTRICT 6
LILY LIMÓN, DISTRICT 7
CORTNEY NILAND, DISTRICT 8

SPECIAL MEETING OF THE CITY COUNCIL MINUTES
COUNCIL CHAMBERS
October 3, 2013

The City Council met at the above place and date. Meeting was called to order at 9:08 a.m. Mayor Oscar Leeser, present and presiding and the following Council Members answered roll call: Ann Morgan Lilly, Larry Romero, Emma Acosta, Carl Robinson, Michiel Noe, Eddie Holguin, Jr. and Cortney Niland. Absent: Lilia Limón requested to be excused. Representative Holguin left at 1:05 p.m.

1. Discussion on report from Gilbert Moreno, Prestige Consulting Services, regarding the responses and information obtained during interviews conducted with officials and staff on issues concerning the future strategic planning and goal setting.
2. Discussion and action on update of the Strategic Goals for the City.

Mayor Leeser opened the meeting with a call for a unified approach to running the City, instead of as separate districts.

Mr. Gilbert Moreno, Prestige Consulting Services, asked Council to consider their roles today. Think creatively, let everyone have their say. Set a tone and a direction as to where we are going. Council is in charge of the direction the community is going in: 1) asked Council to introduce themselves, 2) What you love about the City, and 3) What you value in others. Mr. Moreno went around the room.

We are here to establish a strategic intent as to how we will come together, need to create an accountability plan. Document ideas, opinions, and goals on the flip chart.

- Characteristics of a high performing team
- Respect
- Trust
- Communication
- Direction
- Understanding each other and each other's capabilities
- Shared goals
- Understand the teams weaknesses

Public comment:

Ms. Lisa Turner stated we need to use non-traditional ideas to accomplish objectives.

Representative Robinson stated not so much what you do, but how you do it.

Mayor Leeser stated as a Little League coach he would pick a kid with a big heart over one with natural talent. You can teach skills.

Why do Strategic Planning and Thinking?

- Bring Focus
- Engage people
- Fast, frequent, factual communication.

Value as benefit to citizens: What is City about?

Representative Niland replied "Service."

Mayor Leeser replied "People."

Gilbert Moreno stated service is the mechanism for delivering values to people.

Representative Robinson commented, "We need to value the people we represent." Being heard, understood, listened to so as to address their needs and wants.

Mr. Moreno went over the results of his interviews with Council, City Attorney, and Deputy City Managers.

Representative Niland discussed the teamwork built when one Council member defends another against unsuitable public attacks. She cited Representative Acosta's defense of her at the most recent Council Meeting.

Mayor Leeser commented mutual respect is so important and we need to build confidence among the staff.

Representative Robinson brought up being honest with ourselves about transparency and opinions.

Prior actions by Council have caused the loss of public trust a lot of work needs to be done to regain that trust. (Ballpark)

Mr. Moreno stated the ballpark was mentioned by a member of the public as an example where communication with the public was not ideal.

Representative Niland stated self-sabotage is a danger. Council members need to respect the majority's opinion on Council and support that decision, even if they did not agree within it.

Public Comment:

Mr. Jim Erickson commented financial obligations for the future are a threat.

Ms. Lisa Turner commented when Council makes a decision, they do not allow the public to weigh in. They ignore El Pasoans. They do not successfully market the vision on programs and projects.

Representative Acosta stated we need to be accountable to constituents. She intends to continue to listen to her constituents, even when they do not agree with the majority of Council.

Mr. Moreno stated citizen impact and dialog is important.

Representative Robinson answered it is essential to be honest and forthcoming with the citizens.

City Attorney Sylvia Firth sees a problem with policy setters interfering with administrative functions and vice versa, when City Administration interferes into policy making. She said there is a lack of understanding of proper roles and the roles of Legal.

Truth Card

Exercise: Truth Card, reflect on four things.

How good a job are we doing as a City to define the strategic direction and promote our strategy?

Representative Niland stated we plan ourselves to death, but our problem is execution. We have more than enough plans.

How effectively are the right opportunities surfaced, filtered and retrieved?

How effectively are human resources allocated and motivated to maximize the right opportunities?

How effectively do the initial systems and processes support the vision of the organization?

RECESSED at 10:24 a.m. during which Council put dots on a Chart.

The group discussed the results of the truth card.

Mr. Moreno guided the Council on the vision statement. Recommends changing the “to be a high performance customer service organization to: “We are a high performance, customer service organization.”

Mission Statement:

Dedicated to outstanding customer service for a better community.

Tag line: Service, Solutions, Success

Public Comment:

Mr. Jim Erickson commented he does not believe there is a shared definition of what a better community is, what that phrase means.

Mr. Moreno asked Council and City Manager “What their definition is?”

Mr. Moreno commented the new employee orientation should include the tag line, especially, as a focus on their new jobs as City employees.

Public comment:

Ms. Lisa Turner would like to see the word “you” used more in the mission, vision statements.

Representative Niland thinks the mission statement missed the action component, dedicated to providing outstanding customer service for a better El Paso.

City of El Paso Values

- Excellence
- Respect
- Integrity
- Accountability

Mr. Moreno asked Council to add any value they wanted.

Representative Niland commented we value our people.

As a team what is non-negotiable:

Mayor Leeser replied values, fulfill commitments.
Representative Niland replied disrespect, failure.
City Manager Joyce Wilson replied zero tolerance for corruption.
Representative Robinson replied opinions, honesty, honoring Oath of Office.

Public Comment:

Ms. Lisa Turner answered her big value is for Council to focus on working for all citizens.

Mr. Moreno: Value Proposition Survey

Stakeholders: Taxpayers/Community
Staff/Employees
Partners/Vendors/Contractors

Ms. Lisa Turner praised Ms. Wilson for her employee service awards and would like to see that expanded to reorganizing businesses.

Representative Robinson does not want to duplicate what the Chamber of Commerce is doing.

Ms. Joyce Wilson suggested ways to recognize business and community leaders at the Council meeting.

Representative Niland sees the citizens as clients who want to see a return on their investment. She wants the City to celebrate our successes.

Critical Success Factors: anything that can impact the value proposition. Define cause and effect statements.

Mayor Leeser stated we must lead, manage and produce results in order to succeed.

Representative Niland stated we must set policy that fosters economic growth in order to create jobs.

Ms. Joyce Wilson stated we must make exact time to review our policies and procedures. We must continuously work to improve our internal processes to maximize our human and other resources.

Mr. Moreno asked Council to work in teams of two to determine critical success factors, one elected and one staff member.

LUNCH RECESSED AT 11:44 A.M.
BACK FROM LUNCH RECESS AT 12:16 P.M.

Critical Success Factors:

Deputy City Manager William Studer and Mayor Leeser, we must manage resources both wisely and efficiently to ensure the financial livability of the City. (Funding resources major theme)

Mr. Mathew McElroy, Director of City Development and Representative Noe
We must have a regional strategic plan for economic development to improve our competitiveness; increase number of high paying jobs, decrease the tax rate. (Client needs major theme)

Representative Romero and Ms. Carmen Arrieta-Candelaria, Chief Financial Officer
Identify the priorities and levels of service that the City can provide in order to adequately fund these services.

Deputy City Manager Jane Shang and Representative Acosta
Re-evaluate/change processes in order to streamline and deliver services quicker and better.
(Quality/Accountability)

City Attorney Sylvia Firth and Representative Niland
We must foster a climate of supportive economic development in order to create jobs, create opportunity,
grow the tax base, improve quality of life, return and develop talents. (Client needs major theme)

We must communicate in order to offer hope, encourage investment, encourage development and retain
talent. (Communications and Marketing)

Representative Romero and Ms. Carmen Arrieta-Candelaria, Chief Financial Officer
We must maintain good financial stewardship in order to ensure the financial stability and sustainability of
the City.

Deputy City Manager William Studer and Mayor Leeser
We must stop talking about action and move to action in order to produce positive action. (Services,
Products, and Deliverables)

Representative Noe revised the economic development.

Representative Acosta
We must initiate a formal succession plan in order to prepare a strong pathway to leadership.

Representative Holguin
We must improve our communication and relationships with our citizens in order to regain their trust.
(Communications and Marketing)

Interim Deputy City Manager Sean McGlynn and Representative Robinson
We must have strong, positive leadership in order to execute or implement the vision.

Representative Lilly and Ms. Lynly Leeper, Chief Budget Officer
We must express and respect the individual in order to recruit and retain employees, recruit new business.
We must prorate our bicultural success in order to encourage economic development. (Marketing Culture)

Representative Holguin and City Manager Joyce Wilson
We must continue to band as a Mayor/Council/City Manager team with strong communication.

We must explore third party private partnership in order to reduce the cost of government services.

We must strive for excellent relationships.

We must make sure the Quality of Life Bond Projects are built on time and within budget in order to give the
citizens what they voted for.

Ms. Lisa Turner asked to make Representative Lilly's statement multicultural instead of bicultural
community.

Representative Niland wants to establish a united front and model a trusting environment.

Representative Robinson stated you do not need to have to have a formal meeting or planning session to bond. You can bond every day, if the will is there to do so.

Representative Acosta stated we must focus on El Paso first, instead of the region to strengthen and increase our tax base.

Ms. Carmen Arrieta-Candelaria stated we must be innovative and improve our technology and infrastructure in order to reduce inefficiencies, deliver on line services and communicate effectively with the public.

Mr. Mathew McElroy stated we must improve our competitiveness and increase our tax base. (Client need)

We must align community priorities and needs with City government initiatives in order to gain community support and have a meeting of the minds between government and community.

Council placed dots on the critical success factor.

Representative Holguin left at 1:05 p.m.

Mr. Moreno ranked the critical success factors.

1. Organization Management
2. Client Needs
3. Quality Management/Accountability
4. Funding/Resources

Develop a formal executive leadership program. We have a strong pool of internal candidates for executive positions as they arise. Example: Fire Chief Recruitment. Need to have expectations.

Ms. Joyce Wilson said Human Resources conducted a successor plan to identify in the next 24 – 36 months who is eligible to retire. What are those positions, and are there replacements ready to step in?

Ms. Lisa Turner commented department heads should be grooming supervisors for executive positions; City Manager should be grooming department heads for Deputy City Manager positions and City Manager position.

Ms. Joyce Wilson stated Council members could share with City Manager what qualities they would like to see as core competencies in executive staff.

Representative Acosta questioned, “What is the process to hire the next City Manager?”

Representative Niland stated we must set a climate of collaboration and team spirit among the Council and Staff. They should have a zero tolerance policy of disrespect.

Mayor Leeser stated no one will be willing to take a job if they think they will be disrespected, bad public relations for recruiting a new City Manager.

Mayor Leeser stated lead by example. Mayor is asking Council and City Manager to be the model of respectful behavior.

Ms. Lisa Turner commented City Managers and elected officials are in a political environment. Flak is going to come their way as a nature of the job.

Mayor Leeser agrees with Ms. Turner about the need for Council members to endure flak, but there needs to be a respectful environment where disagreements are expressed civilly.

Representative Acosta commented department heads need to develop staff so that accurate information is conveyed to Council.

Ms. Carmen Arrieta-Candelaria had explained how difficult it is to recruit top positions given their reluctance to expose themselves to bashing by Council at the podium during the meeting.

Ms. Joyce Wilson said she has instructed staff to have all supporting documentation prepared and posted for Council and citizens or they will have the item postponed.

Mayor Leeser stated we need to build an economic base that stabilizes taxes and grows the tax base.

Ms. Carmen Arrieta-Candelaria stated increased in assessed valuations.

Ms. Joyce Wilson stated number of new jobs created annually.

Ms. Jane Shang stated higher paying jobs increase.

Mr. Mathew McElroy stated median wage category rises.

Public comment:

Ms. Lisa Turner stated sales tax receipts.

Deputy City Manager David Almonte stated unemployment rate decreases.

Public comment:

Mr. Jim Erickson median family income increases.

Mr. Mathew McElroy answered we have an economic development cluster plan tied to regional development plan with clearly identified City of El Paso responsibilities and duties.

Mayor Leeser stated we need to be open for business as a City.

Ms. Joyce Wilson stated we need to develop specific metrics for economic growth.

Public comment:

Ms. Lisa Turner commented transportation infrastructure, permitting processing and an educated workforce.

Representative Niland commented Western Refinery left because their wives don't want to live here anymore.

Mr. Mathew McElroy stated biggest decision of where companies are locating is the quality of place component.

Mayor Leeser wants to timeline the projects to see what they do with our tax base and to make sure they do not burden the tax base too heavily.

Representative Niland commented we need to get creative about public/private financing.

Mr. Moreno stated deliver services timely and efficiently measured by customer feedback loops. Satisfaction level should be 70% to 90% over 2 to 5 years. Measure: every year we should highlight the top innovation improvement processes, sharing them with the citizens.

Representative Niland would like to see yearly customer satisfaction surveys.

Ms. Joyce Wilson would like to have a minimum of five goals.

Mr. Moreno questioned what percentage of employees should be conversant with continuous improvement programs.

Financial Stewardships

Timely delivery and on budget projects for Quality of Life bond projects; measured by community satisfaction; BOAC oversight; Mayor and Council feedback and staff feedback.

We will maintain continued financial stability and accountability through financial management.

Measured by: Bond rating, unqualified external audit, GFOA Certificate of Excellence for Financial Reporting and Budgeting, Adoption of a balanced budget annually, Growth in reserves; Debt management policies.

Technology: Increase in on-line services, increase in texting services.

Ms. Julie Lozano commented on utilizing other agencies to maximize outreach during emergencies.

Plan: Feedback satisfaction regarding communication and use of technology. Reduce transaction services. Reduce number of interactions a person has to have with government to accomplish their goal.

Representative Acosta stated the IPAD cannot go back and play an old City Council meeting. Ability to bring up key spots in previously recorded City Council meetings.

City Clerk Richarda Momsen explained the new agenda software will allow people to do that.

Ms. Lynly Leeper questioned are staff members prepared and able to use the technology provided?

Representative Niland stated has had feedback that ACCELA does not work very well and it creates a layer of bureaucracy that delays work orders.

Transportation Policy Statement needs to be added to Critical Success Factors as a stand-alone statement.

Mr. Moreno stated homework for Mayor and Council and participants.

- 8 Strategic Goals Defined

Do they impact directly each person's personal value profile?

Mr. Moreno's staff member will get everyone a copy of all of this documented within 5 business days.

Mr. Moreno: Return on Strategy Concept

It appears to him that we have an internal process to identify and evaluate innovative procedures and processes.

Strategic Initiative Owner: A person responsible for reporting the progress of where we are.

Inventory of where you are and where you are going; must set priorities, inventory of projects; then correlate. Action plan update; report progress. Strategic only if it produces value.

Accountability Plan:

Representative Niland commented communicate plan to stakeholders.

Ms. Joyce Wilson commented complete process and adoption by December 17, 2013.

Representative Niland and Ms. Joyce Wilson commented quarterly updates and sessions.

Mayor Leeser asked why wait six months?

Representative Acosta stated next 30 days.

Mayor Leeser stated seminars are exciting, have a game plan for success. Mechanism in place for success.

NO ACTION taken on these items.

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The meeting **ADJOURNED** due to the loss of a quorum at 3:17 p.m.

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APPROVED AS TO CONTENT:

Richarda Duffy Momsen, City Clerk