

PROVIDENCE CITY COUNCIL MEETING AGENDA
Wednesday, December 30, 2015 6:00 p.m.
15 South Main, Providence UT

The Providence City Council will begin discussing the following agenda items at 6:00 p.m. Anyone interested is invited to attend.

Call to Order: Mayor Calderwood
Roll Call of City Council Members: Mayor Calderwood
Pledge of Allegiance:

Business Items:

Item No. 1. Resolution 048-2015: The Providence City Council will consider for adoption a resolution appointing a committee of three people to evaluate the results of the organization review study prepared by Todd Anderson, CEO Platinum HR, and make recommendation to the incoming Council.

Agenda posted the 29 day of December 2015.


Skadlet Bankhead
City Recorder

If you are disabled and/or need assistance to attend council meeting, please call 752-9441 before 5:00 p.m. on the day of the meeting.

Pursuant to Utah Code 52-4-207 Electronic Meetings – Authorization – Requirements the following notice is hereby given:

- Providence City Ordinance Modification 015-2006, adopted 11/14/2006, allows City Council member(s) to attend by teleconference.
- The anchor location for this meeting is: Providence City Office Building, 15 South Main, Providence, UT.
- Member(s) will be connected to the electronic meeting by teleconference.

Resolution 048-2015

A RESOLUTION APPOINTING A COMMITTEE OF THREE PEOPLE TO EVALUATE THE RESULTS OF THE ORGANIZATION REVIEW STUDY PREPARED BY TODD ANDERSON, CEO PLATINUM HR, AND MAKE RECOMMENDATION TO THE INCOMING COUNCIL

WHEREAS UCA § 10-7-717 Purpose of resolutions, states, "Unless otherwise required by law, the governing body may exercise all administrative powers by resolution . . ."

WHEREAS Providence City desires to provide for the health, safety, and welfare, and promote the prosperity, peace and good order, comfort, convenience, and aesthetics of the City and its present and future inhabitants and businesses.

WHEREAS on December 8, 2015 the Providence City Council adopted Resolution 046-2015 approving an agreement with Todd Anderson, a HR Consultant, for an organization review.

- T Anderson has completed the review.
- The City Council desires to appoint a committee of three people to evaluate the results of the organization review study and make recommendation to the incoming Council.
- The City Council recommends the following three people be appointed:
 - _____
 - _____
 - _____

THEREFORE be it resolved by the Providence City Council:

- The following three people shall be appointed to a committee to evaluate the results of the organization review study, prepared by Todd Anderson, CEO Platinum HR, and make recommendation to the incoming Council.
 - _____
 - _____
 - _____
- This resolution shall become effective immediately upon passage.

Passed by vote of the Providence City Council this 30 day of December, 2015.

Council Vote:

Bagley, Bill	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Excused	<input type="checkbox"/> Abstained	<input type="checkbox"/> Absent
Baldwin, Jeff	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Excused	<input type="checkbox"/> Abstained	<input type="checkbox"/> Absent
Call, Ralph	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Excused	<input type="checkbox"/> Abstained	<input type="checkbox"/> Absent
Drew, John	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Excused	<input type="checkbox"/> Abstained	<input type="checkbox"/> Absent
Russell, John	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Excused	<input type="checkbox"/> Abstained	<input type="checkbox"/> Absent

Providence City

Don W Calderwood, Mayor

Attest:

Skarlet Bankhead, Recorder

Executive Summary - Providence City

FINAL VERSION

Assignment #1 – Analyze the structure of the City to determine if the reporting structure and job functions are efficient and consistent with other similar sized Cities.

Summary:

There were 4 other similar sized cities I examined. Unfortunately each city is run so differently and has different budgets and responsibilities that it was difficult to determine a “best” practice. In my opinion and based on 30 years of experience looking at and working for various organizations, the City of Providence has managed to find a structure that, with a few exceptions, runs efficiently.

Assignment #2 – Review the City’s Handbook and make recommendations.

Summary:

I have reviewed the handbook and made recommendations on some of the content and some minor corrections to spelling, grammar, etc.

I reviewed the minor changes with Skarlet and she will be presenting the draft version to the council to discuss the more substantive changes. “Red Line” version will be attached to the email that I send to the Mayor.

Assignment #3 – Conduct a 360 degree survey with the leaders as the subjects. The object was to assess the competency and leadership skills of the various Managers and provide constructive feedback to them. The Spreadsheets I used to collect the data will be attached to the email I send to the Mayor.

Summary:

This was, by far, the most time-consuming part of the project, but well worth the effort. The surveys were conducted at the Old Rock Church to create as neutral a location as possible. Each person was forthcoming and, I believe, shared with me their true impressions. See my impressions on each department below:

The Public Works department seems to be managed and manned by competent and skilled workers. I thoroughly enjoyed talking with each of the employees. They genuinely love their jobs and want only what is best for the City. They like and respect Rob, even those who are his senior. They believe him to

be knowledgeable and a hard worker. It is obvious that he is not afraid to roll up his sleeves and jump in the trench if necessary.

Resourced Properly:

Several of those surveyed indicated that they are understaffed in certain areas. Particularly in “Streets” and “Water and Sewer”. As the City has grown, the headcount has decreased in those area and places the employees under a great deal of stress. With new regulations and ordinances related to flood water, the workload and paperwork have increased to the point where I believe the City should look at adding headcount in this department. The risk of not staffing the department properly could result in fines and penalties. Another example is in the area of SDS (Safety Data Sheets). New Federal regulations require that these be updated and reformatted. According to one employee, this process is at risk of not being completed on time.

Structure:

I had one concern about the reporting structure. Apparently the “Parks” department reports to the City Administrator. My gut reaction was that it would make more sense to have Parks report into the Public Works Director in order to share resources and equipment and free up some of the City Administrator’s time.

Room for Improvement:

The Public Works Department sometimes feels a little “left out” because of the distance between the buildings. I recommended to both Skarlet and the Mayor that they pop in from time to time to say hello. They both agreed whole-heartedly.

Rob tends to do things himself a lot and sometimes forgets to delegate. He is the acting Director and needs to focus on the bigger picture. Getting in the trench is a good work ethic, but other departments or workers may need his direction also. It’s hard to do that when you are in the trench. I shared this with Rob and he acknowledged that he could do a better job of delegating.

City Treasurer. Beth is well-liked and respected by those with whom she works. She has a tough job managing the large number of part-time Crossing Guards. Beth has to walk a fine line between following Statutes and Ordinances while still allowing the Guards to be friendly and efficient.

Resourced Properly:

Beth seems to be managing her department without the need to add more headcount. Her work area is crowded, however, and she indicated that she could use more filing cabinets.

Structure:

Having the City Treasurer report to the City Administrator seems to be working well and is consistent with other Cities.

Having the Crossing Guards report to the City Treasurer is as good a place as any for them to report.

Room for Improvement:

A few of the Crossing Guards expressed their desire that Beth be more approachable with them. They understand that she is extremely busy, but they would like her undivided attention when they meet with her. I shared this with Beth and she immediately understood what I meant and made a commitment to do better.

City Administrator. Skarlet's people respect her for her knowledge of the City and the various laws and ordinances that it must follow. One of her employees said that "she didn't know how the City would get along without her". Skarlet has been with the City for a long time and over those years, she has learned the various roles and rules that it takes to manage a City.

Resourced Properly:

Everyone I spoke to, including Skarlet, indicated that the City Administrator's job is more than full-time. Given the budgetary constraints, I don't know if the City could hire an assistant for Skarlet, so the City may have to get creative in order to free up some of her time.

Structure:

The City Administrator is the right hand to the Mayor, so there is no other way for this position to report other than directly to the Mayor. This is also consistent with other Cities.

Room for Improvement:

Skarlet agrees that sometimes she can be a little "standoffish" and committed to be more open with her employees by sharing appropriate information with them (to the extent she can) on a more frequent basis.

Skarlet, like Rob, likes to get in the "trenches" and do a lot of the work herself. She is aware that she needs to delegate more so that she can manage the Department rather than performing the task herself.

If Skarlet would transfer the Parks Dept. under the Public Works Director, that might also free up some of her time.

Mayor. Mayor Calderwood is a bright, articulate man with years of business experience. He prides himself on being honest and ethical. He also uses his background in business and his expertise in the field of "Human Engineering" to help him interact his employees, the City Council, vendors, contractors and the citizens of Providence in a positive way.

He has a difficult job of trying to bring disparate ideas and opinions together to reach consensus, or at least a level of tacit cooperation in the various groups with whom he works.

I believe the Mayor to be genuinely concerned for his employees and the citizens of the city. Conflict, within reason, is a good thing in any organization and there are differing opinions that are, and should be expressed before and during Council meetings, for example.

The Mayor is comfortable expressing his opinions, and he seems open to the opinions of others. As Mayor, his job is to express his opinion, listen to the opinions of citizens and Council members, then put the motion to a vote and act on the Council's decision.

The one concern I have is that many of the opinions of Council members on very sensitive matters are expressed outside of Council Chambers or in Executive Session and there seems to be some animus directed toward certain members of the City staff that almost rises to the level of harassment.

All authority to make personnel decisions has been relegated to the Mayor. Until or unless the Council changes that authority, it must respect and abide by the personnel decisions of the Mayor.

The Mayor must conduct himself and manage the conduct of his staff in accordance with established Federal and State law as well as the policies as set forth in the City's Employee Handbook.

Employee Handbooks can and should be modified from time to time in order to address missing or misunderstood policies and practices, but this document is the safest and most legal way for any City Manager to govern and/or discipline the behavior of its employees without running afoul of the law.

Resourced Properly/Structure

The Mayor/City Council structure seems to work well for Providence.

Room for Improvement

The Mayor recognizes that he is dealing with diverse personalities both on the Council and in the office. I shared with him that his people need to see him a little more often, especially over at the Public Works shop. He readily admitted that he could and would do a better job of "managing by walking around".