

**Personnel/Budget Committee
Meeting Agenda
City Council Chambers
April 12, 2021 - 4:30 p.m.**

1. Personnel Budget Committee April 12, 2021 4:30 p.m.
2. Update regarding the hiring of summer help.
3. CCTV Staffing proposal – Damon Lueck
4. Strategic planning process review.

Members Present: Councilors Paul Novotny & Mike Urban

Members Absent: None

Others Present: Joel Young, Shane Fox, Kay Coe, Richard Fursman & Brian Burkholder

Strategic Planning: The committee met with Richard Fursman, of HueLife, to review a proposal to develop a strategic plan for the City. Fursman described a strategic plan as an effort to develop short term action plans that would pursue the longer term goals articulated in the City's Comprehensive Plan. The plan would be developed through discussions with the members of the city council, the City's department heads and representatives of the community. The primary goal of the process is to identify a small number of priorities to pursue, identifying action steps and assigning responsibility for any priority identified. One perspective that was offered is to perceive the strategic planning process as more of a communication effort than a capital improvement plan. Another perspective was that the city council members should be listening to this process more than participating, that more of the input should come from community members than from city council members. Staff was asked to put together more thoughts relative to how the process might work and who might be involved.

Pool Manager: The committee discussed the fact that no one applied to manage the pool this year. One individual has offered to provide management but is not currently certified in any way. The City is waiting to hear back from one other person and the Red Cross for more information.

INTEROFFICE MEMORANDUM

TO: Personal Committee
FROM: Brian Burkholder, SCS
SUBJECT: 2 Summer help positions
DATE: 4/6/2021

Action Requested: To update the committee on the hiring process for (2) summer help positions.

Background: An ad was placed in the both the Chatfield News and the Journal. As of Tuesday, I have received (1) application.

The application deadline is on Wednesday, April 7th. I will interview the applicants and then if possible, I would like to give my recommendation for council approval at the April 26th meeting.

Thank you for your time,
Brian Burkholder

Joel Young

From: Damon Lueck <damon@chatfieldschools.com>
Sent: Wednesday, April 7, 2021 2:35 PM
To: Joel Young
Subject: CCTV Administrator Transition Proposal

Hi Joel,

As CCTV has been busy dealing with winter and spring sports, we've also had some good discussions on how we can move forward with finding someone to replace James. I think we've all realized that there is no "Craig Manahans" who have the desire and dedication to do everything that is required of the position, while at the same time accepting part-time pay for it. A long term solution requires creative thinking and teamwork to make CCTV continue to move forward.

On Wednesday March 31st, the board met and approved a proposal that we would like the personnel committee to consider. I will outline the proposal below for the committee. Josh Broadwater was part of this discussion and can certainly provide some insight into it, but he wasn't sure if he was allowed to attend the personnel meeting for open meeting law reasons. As such, if you would like me in attendance to help explain or clarify things, please let me know.

The CCTV Board feels that the CCTV Administrator previously had 4 main functions:

- 1) Lead CCTV- Guidance, meeting planning, scheduling and running programming
- 2) Technical- Maintain equipment, edit audio and video, put edited content onto the channel, troubleshoot tech issues during events, train volunteers, plan for equipment upgrades and replacement
- 3) Marketing- Get sponsorships and keep funding going for CCTV.
- 4) Coordinate- Coordinate volunteers for events and also run equipment during events.

Our proposal would be to break down those 4 roles so the next administrator can be successful and make CCTV more sustainable in the future.

We propose the following roles with details provided below:

- 1) Administrator role be approximately a .25FTE position that does duties similar to 1) above
- 2) Technical role be approximately a .25FTE position that does duties similar to 2) above
- 3) Marketing role is handed off to the Chatfield Alliance.
- 4) Coordination of events is handled by individuals in each sport (8-9 total)

Here are some details on each of the above proposed roles:

- 1) The new administrator at a .25FTE could potentially be someone we are already familiar with, but maybe that person has a full-time position elsewhere. Having a .25 role that could be done at almost any hour of the day would allow them to maintain their full-time employment elsewhere, but also have time to support CCTV and the community. Cost wise, the CCTV board had discussed this position being in the 15k salary area.
- 2) The new technical role at .25FTE could also be someone CCTV is familiar with. Just like the administrator position, the technical position holder could be a person who already has a full-time career elsewhere, but is able to work remotely as needed to fulfill the technical duties. Cost wise, the CCTV board was thinking this position would be about the same as the administrator position around 15k salary. This position could be a 1099 contractor position and not on city payroll.
- 3) In partnership with the Chatfield Alliance, we feel that the marketing could better be done by marketing people. If CCTV can work with them and show them all of the options for sponsorships, such as Commercials, scoreboard sponsors, banner sponsors, scrolling sponsors during events, Headline sponsors for certain events etc, then CCTV lets the Chatfield Alliance go find the sponsors. We feel it is vital that we start negotiations with the Alliance as soon as possible to determine costs and how much of a percentage of the revenue they will receive.

If they are able to do a better job at selling CCTV's value, than we were previously, then it is our goal to have increased revenue from previous years, even after their costs are taken out.

- 4) One of the biggest jobs we've seen the administrator previously cover was coordinating volunteers and working events. We feel that CCTV would be more sustainable if we broke this task down into 8-9 different jobs that receive a stipend for each season or year. The proposed coordinators would be the following:
- a. Football
 - b. Volleyball
 - c. Wrestling
 - d. Boys Basketball
 - e. Girls Basketball
 - f. Baseball
 - g. Softball
 - h. Civic meetings
(city council + school board)
 - i. Fine arts + parade (could potentially be done by administrator)

The duties of each of these coordinators would include: Finding and coordinating volunteers for all events. Setting up equipment, running events, tearing down equipment, putting event footage (sd card) into CCTV computer for technical person to process footage, and in general, being the go-to person for that sport. An excellent example of a person who could be a coordinator would be Ricky Irish for wrestling. Ricky finds volunteers, volunteers himself, and generally needs no assistance in setting up equipment, traveling, getting footage back to CCTV for editing etc. He has a camera setup that is all in one case and has his name on it for the Wrestling season.

We feel that we would have great potential to find a coordinator for each sport/season. If there is a sport, lets say Softball, that we cannot find a coordinator for, then we will work with booster clubs and coaches to find someone. If no one is interested in being involved, then we will be unable to provide coverage for that sport. For sports that don't have a designated coordinator like Track or Golf, if we wanted to have an event covered, then the administrator would work to find volunteers to cover the event. Since there are not many fine arts events, we could potentially have the administrator coordinate those as well, but we think maybe having that coordinator as well, may help cultivate more coverage of those types of events.

Cost wise- if each coordinator was paid a stipend for the season, then it should make it worth their time and dedicated effort. We don't know if each sport/coordinator position should pay the same or not. I think input from the personnel committee would be important. Maybe each sport pays \$2000? In the example of baseball. There are 9 home games plus playoffs. That could equate to about \$200 per game over the baseball season. Football only has 4 home games but potentially 4 away games and playoffs. Football also has multiple cameras and the CCTV van to deal with. In general, it may be about the same number of events and responsibilities for each coordinator.

In total, if you add up the suggested amounts of 15,000 + 15,000 + (\$2000x9) we are still under the amount of money that was budgeted for the .8 administrator and benefits and costs associated with the previous administrator position. Even if the new .25 FTE administrator was on payroll (and not a 1099 contractor), the cost for FICA for the administrator salary would only be about \$1200 per year. These costs could also be re-evaluated yearly if needed to determine proper allocations based on workloads etc.

Overall, the CCTV board feels like the above arrangement would be sustainable in the long run and would push CCTV forward on a promising path. Obviously working with the Chatfield Alliance will take some cultivation to get rolling, but once that partnership is formed and they start to work their magic, we should be on good financial footing. If the personnel committee would like me to be present to discuss any of this, please let me know. Once we have some sort of confirmation that we can move forward with these recommendations, then we can make contact with the Chatfield Alliance to discuss the partnership opportunity, as well as post for

positions and start the transition of duties. I think the board has some ideas of whom could potentially fill these roles, so it may not be a long process to complete.

-Damon Lueck
CCTV Chairperson

MEMORANDUM

TO: CHATFIELD PERSONNEL BUDGET COMMITTEE
FROM: JOEL YOUNG, CITY CLERK
SUBJECT: STRATEGIC PLANNING
DATE: 03/23/21
CC:

Process & Purpose: At the last meeting of the Personnel-Budget Committee, staff was asked to provide more information about the process of strategic planning and who might be involved in the process. To that end, I would suggest that the strategic planning process is an exercise that will transform our visions and plans into more strategic action steps. This process is intended to go beyond the realm of deciding when to replace or install certain capital assets to envision the future development of the community and how the City should operate, including its form of interaction with the public.

In addition to capital planning, the strategic planning process should include discussions relating to the City's communications and interaction with the residents, it would include strategies related to the development of the people who work here and who lead the organization, it would include discussion relating to housing and economic development and it would develop a set of guiding principles that would assist us as we develop the City's policies and goals. In short, the process would cause the participants to develop a long term vision, along with specific strategies, action steps, and points of accountability to guide the work for the next three to five years.

Once implementation begins, it would be expected that future decisions would be guided by this plan, reporting intervals would be identified by which to measure progress, an annual review and report would be completed, and the process would be renewed, always evolving over time.

Participants: The participants will represent different interest groups and different perspectives. The participant list will include the elected leaders of the City, the City's department leaders, the City's professional consultants and a variety of residents, some of whom sit on advisory boards of the City and some of whom may or may not be actively involved in other organizations within the community.

The mayor and city council members have each been elected to represent the community in terms of developing policy, setting goals and the budget & tax levy. These individuals have a better

understanding of the role of a local government than most other people and they carry valuable institutional knowledge.

The City's department leaders also understand the unique role of a local government as it relates to the organization's role in the community and the feasibility of performing certain tasks. They, too, possess valuable institutional knowledge.

The City benefits by the knowledge and experience of a variety of consulting professionals, and this process would benefit by their participation as well. The current consultants include the City Engineer, Planner, EDA Coordinator, Preservation Planner, Financial Consultant, and City Attorney.

The City staffs six different advisory boards and commissions with residents of the community and the City has a strong relationship with the School District and several local non-profit organizations, including the Chatfield Center for the Arts, the Chosen Valley Community Foundation, the Bluff Country Hiking Club, the Chatfield Trails ATV Club, and the Chatfield Alliance. Representatives of these groups, including a few people who are unaffiliated with an organization would also benefit the process. However, it would be helpful to keep the number of participants to thirty or less.

In summary, this initial foray into strategic planning might best be described as the first step in developing a culture that develops and blends long term visioning with short term action, informed by people who are interested in and knowledgeable about the community.

To: Joel Young
From: Kay Coe
Subj: Strategic Planning Purpose
Date: Tuesday, March 9, 2021

Purpose of Memo: Per Councilor Novotny's request, following is a summary of the thoughts I shared (as well as some additional thoughts) with the personnel budget committee regarding how it feels like the strategic planning process could help us be more intentional about how we expend resources in order to have more synergy between departments and community stakeholders to identify and achieve the priorities for the community.

The City has been intentional in its efforts with Capital Planning. The Capital Improvement Planning process has helped our community be fiscally intentional and achieve goals declared each year in the budgeting process. The 2021 budget planning process identified the following.

- maintaining a steady, predictable, local tax rate
- reducing the debt per capita level
- maintaining positive reserves in the enterprise funds
- developing budgets based on specified needs and goals
- developing work plans based on specific outcomes
- helping to assure the public of their personal safety, convenience and maintenance of property values with necessary public safety and public works programming
- developing and maintaining technology, communication, and administrative services that allow all interested parties to be well informed, while protecting the City's critical data and operating systems.

It seems like the strategic planning process would put the equivalent organizational design/ human resource planning process in place to enhance intentional communication and role clarification as the intentional financial planning process that we have in place for budgeting and capital planning. Strategic planning seems like the complimentary plan that would give life to the capital improvement plan and comprehensive plan by routinely creating shared community goals and objectives and clarifying roles. I believe that implementing a strategic planning process would lead to improved communication within the city structure as well as between community stakeholder groups.

Aligning goals and clarifying roles ultimately results in synergy within the community by allowing people and groups to work within their areas of strength which would help the community achieve more together and ultimately increasing citizens satisfaction with the services provided by permeating the community culture with positive energy through achieving shared / valued accomplishments.