

The Future of Westminster – Organizational Re-Design to Better Align for the Future

Why are we proposing change? What are we working to improve? For over 100 years, the City of Westminster has been an innovator in local government. Always thinking ahead has kept Westminster in a first position of quality of life. Westminster has some of the best municipal service in America. The secret ingredient is a highly capable and dedicated workforce and stable political leadership where courage and support of the workforce is the standard.

Start with Why. To be a truly inspired organization, we need to understand WHY we do what we do. Why do we exist? What are our values, our beliefs? We are excellent at the HOW and WHAT, but we need to truly understand the WHY we do what we do. (Simon Sinek – [Start with Why](#), Ted Talk 3/3/14) This can be very personal and unique to each one of us in local government, but an overarching theme for all of us is the quality of life within our community.

What is this organizational re-design initiative? We are working to position this organization to be as nimble as possible; to maintain and build upon our cultural values of SPIRIT (Service-Pride-Integrity-Responsibility-Innovation-Teamwork); and to be best positioned to take advantage of opportunities and tackle challenges as they present themselves. We need to add horsepower in Financial Strategy, Capital Planning, Communications, and Innovation while improving many of our internal business practices and reducing unnecessary organizational bureaucracy. These concepts have been informed and reinforced through a very thorough review of in-house and outside survey data, individual interviews and focus groups with employees, and research on best practices in both government and business. Further, our world around us is changing very rapidly as we make critical policy decisions that will impact our long term sustainability as a high quality of life city.

Focusing on the WHY, we are working to address the following:

- Improve our **financial sustainability**, through revenue diversification, streamlined operations, and better capital planning of all assets
- Infuse our organization with a culture of longer term planning through **innovation**
- Enhance both internal and external **communication**, to be more strategic, educational, and tell Westminster’s story
- Elevate our workforce development and prepare **future leadership**
- Strengthen our business practices and **reduce bureaucracy**

How do we accomplish this? The organizational re-design is recommended to better align City resources to take on these efforts. This initiative will require an investment in our future and it represents change for all of us. We must cross-function, innovate and think forward. A total of 13.0 FTE new positions, 4.0 FTE reclassifications, and one temporary position are proposed. The staffing proposed is outlined below; while we are asking for approval for all of these positions in 2019, they are proposed to be added in a phased manner as noted below. We make these investments because we believe they will generate new revenues and save more money than we invest.

In the area of **financial sustainability**, the following positions and/or reclassifications are proposed (NEW 5.0 FTE; 1 reclassification):

- Chief Financial Officer / Deputy City Manager (NEW 1.0 FTE) (4th Quarter 2019)
- Assistant City Manager (reclassification from Policy & Budget Manager) (June 2019)
- Policy & Budget Analyst (NEW 3.0 FTE) (2nd Quarter 2020)
- Executive Aide (NEW 1.0 FTE) (2nd Quarter 2020)

In the area of **innovation and communication**, the following positions and/or reclassifications are proposed (NEW 7.0 FTE; 2.0 reclassifications):

- Innovation & Communication Manager (reclassification of existing Communication & Outreach Manager) (3rd Quarter 2019)
- Innovation Coordinator (NEW 1.0 FTE; fill initially as temporary employee) (3rd Quarter 2019)
- Communication Manager (reclassification of existing Communication & Outreach Coordinator) (June 2019)
- Digital Media Specialist (NEW 1.0 FTE) (3rd Quarter 2019)
- Communication & Outreach Coordinator-Community Development Department (NEW 1.0 FTE) (4th Quarter 2019)
- Lead Graphic Designer (NEW 1.0 FTE) (4th Quarter 2019)
- Digital Media Specialist-PRL (NEW 1.0 FTE) (2nd Quarter 2020)
- Videography Specialist (NEW 1.0 FTE) (2020) (1st Quarter 2020)
- Administrative Assistant (NEW 1.0 FTE) (1st Quarter 2020)

In the area of **business improvement**, the following positions and/or reclassifications are proposed (NEW 1.0 FTE; 1 reclassification; 1 new temporary):

- Senior Deputy City Clerk (NEW 1.0 FTE) (3rd Quarter 2019)
- Assistant to the City Manager (Reclassification of Executive Administrator) (June 2019)
- Management Intern (NEW temporary position) (3rd Quarter 2019)

Will there be specific outcomes? Yes! We do anticipate this to cost in the initial phases but long term, it will save more than it initially costs. With focused emphasis on long term financial planning, enhancing innovation efforts throughout the organization, we anticipate the dividends of these efforts will position the City financially for the long term and in how we deliver services through improved business processes and innovation. We will enhance our communications in a manner that is more strategic, educational, and tells our story. We will build upon our strong reputation and be more proactive in telling our story to help residents understand why policies and certain decisions are necessary. Supporting more strategic capital project planning, regardless of funding source, will help position the City's infrastructure to best serve the community within our limited financial resources (i.e., water, storm water, wastewater, municipal buildings, streets, parks, recreation and cultural facilities, multi-modal facilities, real estate investments, fleet, technology, etc.). As we continue to develop our workforce through strategic investments, we will recruit, retain and grow talent for the future. We will develop innovative strategies for new and more diverse revenues. We will reduce bureaucracies, both internally and externally. We will focus on the triple bottom line sustainability approach that prioritizes assignment to core city services. Finally, we are creating many new advancement opportunities and will fill many of these jobs with existing staff.

What are the next steps? We are in the process of filling the Information Technology and General Services Directors and anticipate having them filled by third quarter. The other positions are planned as outlined above.

In June, Staff will bring City Council a recommended amendment to the 2019/2020 Pay Plan and a budget amendment. The Pay Plan amendment will be for all of the positions and reclassifications noted in this document. The Pay Plan amendment is recommended to be approved at this time to allow certainty to those individuals filling new positions recommended to be immediately hired in 2019 and allow Staff to strategically plan for recruitment and hiring of those new positions for 2020. The budget amendment will cover the immediate costs for 2019 positions and the balance will be included within the Mid-Year 2020 Budget amendment process planned for later this summer. Staff is confident that revenues currently being

generated within the Sales and Use Tax Fund, which includes a substantial audit return as well as collections coming in higher than was unanticipated and therefore budgeted, are sufficient to cover the 2019 costs.

We respectfully request City Council support with the proposed Pay Plan and budget amendment to allow this organizational re-design to continue with the positive energy and momentum it is generating within the organization.