

Governance Structure Work Group

Work Group Members & Process

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Important Policy Questions for Consideration

Immediate (End of 2021)

Authorization & Role of Policymakers:

1. What does it mean for the various roles such as Mayor or City Council?
2. Do residents know what this change means? How do we engage and inform them?
3. What are the types of operational issues that, currently, require approvals/authorizations from the City Council? What happens to the processes?
4. What happens with the standing committees and the concept of "home committees," where departments report? What are examples of how operations would change if department are not required to get these types of approvals/authorizations from City Council? What are examples of those kinds of things?

Enterprise Operations (HR/FPS/IT)

1. Structural reporting/position analysis is critical, with an immediate focus on City Coordinator position.
2. Dependent on timing of the implementation, reinvestments needed on the data aspects of ERPs, network system access/permissions, etc.
3. Consideration must be given to onboarding and orientation programs for new officials and employees about the new governance structure.
4. Change management strategies will be necessary to help departments adapt to the new structure and changes in operating policies and procedures.
5. Will need to capture FTEs for potential redeployment based on new/adjusted/adapted priorities, consistent with City values and goals, etc.

Communications & Engagement

1. How will the communication and engagement plan from the first 30-days be further developed to maintain a consistent and concise cadence with all stakeholders?
2. **WHO:** What audiences—internal and external—will be seeking information (e.g., Minneapolis legislative delegation, internal City staff, residents, labor partners, news media, etc.).
3. **WHAT:** Key topics that audiences will expect to be informed about (e.g., what changes will happen and when vs. what will stay the same, what is the process for policymaker/staff decisions, etc.).

- a. Consider the potential impact on the FY22 Budget process (effective date is Dec. 3, which is budget markup).
 - b. Look through the pool of potential vendors/contractors in the City's TMP for potential professional facilitation services to help guide discussions.
4. WHO/WHAT: What resources will be needed to do this communications and engagement work? (i.e. budget, dedicated staffing, other resources) [Consider Communications; NCR; IT; 311; IGR; Service Center]

Mid-Term (2022)

Authorization & Role of Policymakers

1. How much day-to-day engagement will the Mayor have in directing and supervising departments? How much direct interaction/contact will the Mayor have with department heads (and key department leadership staff)?
2. How will the new "executive department" be structured; e.g., the St. Paul model or the Duluth model.
3. How will role of City Coordinator be defined in the future under an "executive mayor"? Discussion has included about the opportunity to re-envision this position as a Chief Administrative Officer, similar to a city administrator, as in the Duluth model [favored by the Charter Commission].
4. What is future role of Mayor's staff in relation to the Administration? What functions does the Mayor's staff assume and perform, versus what might be handled by the Administration?

Enterprise Operations (HR/FPS/IT)

1. Need to plan ahead and be intentional in order to ensure the City is able to get the right people into the right positions, and that enterprise values, goals, and priorities are reflected in the recruitments, appointment, and performance evaluation processes.
2. Need to plan proactively to ensure that the goal-setting process with new Mayor and Council is scheduled as early as possible, post-election.
3. What implications will there be on City Hall space (department adjacencies/proximity)?

Communications & Engagement

1. How will the new structure be communicated—internally and externally?
2. How will communication with staff change? How will this be communicated? Recommend scheduling a series of recurring briefings to discuss/explain the status of implementation, anticipated next steps, etc.
3. What type of internal/external engagement would be contemplated?

Long Term (Beyond 2022)

Authorization & Role of Policymakers

1. How would the executive mayor structure impact the relative autonomous nature currently experienced by department heads under the current structure? What level of direction/engagement would departments need to get and take with a more hands-on direction from the Mayor?
2. Consider if there is opportunity under this proposal for increased collaboration across the enterprise, potentially by consolidating reporting relationships between the Mayor and operating departments, especially through a Chief Administrative Officer (CAO).

Enterprise Operations (HR/FPS/IT)

1. Complete goal-setting process for new term (2022-2023) with Mayor and Council. How do these goals get translated into departmental business plans, monitored and evaluated in terms of results, and balanced in the annual budget process?

Communications & Engagement

1. How will the communication and engagement plan be further developed to maintain a consistent and concise cadence with all stakeholders?

Parking Lot (other issues/items)

1. Department head performance evaluation process – need to review/revise, etc.
2. Making sure new positions that might be created align with City goals and ensuring we get the right people in with the right intentions.

Listen & Learn Sessions (Duluth, St. Paul, Fresno)

1. What are the roles of the staff in the Mayor's Office and how do these interact with other City leadership/operating departments?
2. What are the ways that other jurisdictions provide enterprise-wide "project management," for those major policies and projects that cross multiple departments, and provide reporting connections to Mayor (and other key decisions makers)? [e.g., homelessness and shelter needs/encampments] How is sufficient operational oversight structured, both short-term and long-term? How is interdepartmental work managed?
3. How are decision-making processes structured, from departments through departmental leadership to the Mayor and other top decision-makers/policymakers? What is the decision-making process?
4. Need to ensure operational alignment with new structure.
5. Change in structure may provide more accountability and better communication.
6. Ensure that ordinance reflects the goals of the restructure.