



# Memorandum

---

**To:** Mayor Nelson and Members of the City Council

**From:** Daniel R. Buchholtz, MMC, Administrator, Clerk/Treasurer

**Date:** January 6, 2021

**Subject:** Cultural Assessment

Dr. Herreid will be providing an overview of the cultural assessment to the City Council at its January 11, 2021 work session. I have attached the cultural assessment for the City overall as well as for the Police Department specifically.

Department Heads and City staff have met with Dr. Herreid about the study. I have also been meeting with Dr. Herreid and worked with her to put together an action plan.

The Action Plan for Administration is as follows:

1. Spell out job roles and job expectations:
  - a. Job descriptions will be updated as part of the classification and compensation study that the City Council authorized at its December 21 meeting.
  - b. Consistently assign tasks to individual employees.
  - c. Be more diligent about annual performance evaluations to provide employees with clear feedback on what they are doing well and areas in which they can improve.
2. Improve staff communication:
  - a. Hold Administration staff meetings twice per month. We will have our first staff meeting on January 11.
  - b. Draft Council after-meeting summary after each City Council meeting and distribute to staff.
  - c. Require each staff person to put together a "job manual" to assist an employee assigned to backup another's functions can fulfill those duties during absences and to assist with on-boarding of new employees.
  - d. Assign a mentor to help introduce new employees to the City and its staff.
3. Assign Building Official Jeff Baker to be in charge of the Administration Department when I am out of the office on vacation or on leave.
4. Establish annual training for Administration staff, either onsite or off-site. I will consult with employees to determine their priority educational needs.

I will oversee and support the efforts of the Department Heads to address the themes raised in the interviews. Specific focus will be placed to provide support and guidance to Chief Ebeltoft on his efforts to implement culture change in the Police Department.

I am confident that with improved communication and collaboration within the City, we will be in a much better position to improve productivity, collaboration and morale. I am committed to that work.

If you have any questions, please don't hesitate to contact me at 763-784-6491.