

**CITY OF NORTH LAS VEGAS  
SPECIAL CITY COUNCIL MEETING MINUTES**

January 16, 2008

Website - <http://www.cityofnorthlasvegas.com>

**CALL TO ORDER**

4:36 P.M. , Council Chambers, 2200 Civic Center Drive, North Las Vegas

**ROLL CALL**

**COUNCIL PRESENT**

Mayor Michael L. Montandon  
Mayor Pro Tempore William E. Robinson  
Councilwoman Stephanie S. Smith  
Councilwoman Shari Buck  
Councilman Robert L. Eliason

**STAFF PRESENT**

City Manager Gregory Rose  
Assistant City Manager Sam Chambers  
Assistant City Manager Maryann Ustick  
City Attorney Carie Torrence  
City Clerk Karen L. Storms  
Economic Development Director Mike Majewski  
Finance Director Phil Stoeckinger  
Fire Chief Al Gillespie  
General Services Director Eric Dabney  
Human Resources Director Joyce Lira  
Parks and Recreation Director Mike Henley  
Assistant to the City Manager Michelle Bailey-Hedgepeth  
Assistant City Clerk Anita Sheldon

**VERIFICATION**

Karen L. Storms, CMC  
City Clerk

## **BUSINESS**

### **1. PRESENTATION, DISCUSSION AND/OR ACTION REGARDING CORE VALUES.**

City Manager Gregory Rose stated City Staff had been working for several months to develop core values for Council's consideration. The reason for the development of the values was to ensure that, during the hiring process, applicants were aware of the expected behavior for all employees. The core values would also be used as a guide to evaluate the behavior of current employees.

Assistant to the City Manager Michelle Bailey-Hedgepeth stated Staff had worked on the core values process for over a year. It was developed in-house with the assistance of Chief Labor Relations Manager Austin Scaccia.

Councilman Eliason entered Chambers at 4:38 p.m.

City Manager Rose had asked Assistant to the City Manager Bailey-Hedgepeth to research different programs regarding values. Other cities were researched with the goal of bringing a similar program to North Las Vegas and getting the employees involved. The objectives of the presentation were to examine the process Staff took, the focus group results, and to refine and determine what the City's values would be as directed by City Council.

Values represented the principles and ideas within an organization's culture, including what drives the members. Values drive the intent in the direction the organization desired to go. The purpose behind developing core values was they often reflected strategic and management plans, ideals and priorities. Core values would help the City define what the expectations of the employees were. Some existing items the City used to support core values were the Mission Statement and priorities.

Assistant to the City Manager Bailey-Hedgepeth reviewed the employee results. An initial meeting was held with the City's Directors in February 2007 to determine what values they held in common. Focus meetings were held with the Mid-Level Manager's Group which comprised managers and aspiring managers of the City. Three other groups, A, B and C, represented employees from all levels of the organization including Police and Fire, clerical, professional and blue collar employees. The information gathered was reviewed with the directors in June 2007. During the process with the employee groups, an Organizational Perspective survey was also conducted. The information was patterned after Dublin, Ohio which had conducted a similar in-house process. The survey was used to determine where the City was in its strategic plans and values. The survey results gave Council an idea of where the City was before the inception of the values program. As the values were rolled out to employees, if approved by Council, re-testing would occur to gauge the success of the program. The City of Dublin re-tested annually and used the results as a guide.

The Mid-Level Managers group and the employee focus groups developed three key core

values that were consistent: integrity, leadership, and teamwork. They also found excellence, respect, communication, accountability and service were important to at least two of the groups. The information was shared with the City's executive team which developed the following core values:

- Quality Service
- Respect
- Integrity
- Teamwork
- Creativity
- Accountability
- Leadership

The core values were further defined:

Quality Service: We deliver the highest level of excellence and strive to continuously improve services.

Respect: We treat each other with respect in all transactions.

Integrity: We are committed to making the right decisions for the right reasons.

Teamwork: We sustain an environment that respects individual opinion while building consensus to a common goal.

Creativity: We encourage risk taking in order to try new approaches and experience new ideas.

Accountability: We take ownership in what we do and do the job right.

Leadership: We inspire others to achieve their goals by leading by example.

Mayor Montandon questioned if quality service was an amalgamation of two other core values because it did not appear on any of the lists. Assistant to the City Manager Bailey-Hedgepeth stated it was a combination of excellence and service. The values as shown created the acronym 'critical' (QRITCAL) when listed in that order.

The recommendation was to accept the core values as defined by Staff or modify and make changes to the Core Value Statements. As an alternative, direct Staff to provide additional information on the implementation of the Core Values and Employee Program. Assistant to the City Manager Bailey-Hedgepeth suggested a resolution could be brought before Council for formal adoption. Some of the next steps planned included promoting the concepts throughout the City in materials and staff meetings. The values would be used as the basis for the Employee Recognition Program and would also be included in the

City's new Performance Management System.

Mayor Montandon asked for clarification regarding using the core values as part of the City's evaluation system. He asked if evaluations would be completed using some type of measurement of each core value. City Manager Rose responded that was correct; it would be one part of the evaluation process. He added the program was designed to establish a minimum standard that would apply to all employees but did not preclude each department creating its own core values in addition to the City's core values.

Councilwoman Smith noticed, with regard to the survey question on the mood and morale of the employees, as many employees agreed as disagreed. She felt that was a strong indicator of the employees' morale level and asked if City Manager Rose felt the core values would help address the situation. Assistant to the City Manager Bailey-Hedgepeth stated the initial survey was performed simultaneously with the core values work. City Manager Rose added the core values process was asked for by the employees so that management could be more consistent in their evaluations. Councilwoman Smith asked if there were any sub-questions asked. Assistant to the City Manager Bailey-Hedgepeth responded the questions were generic because she wanted to keep the integrity of the process used in the other city for comparison purposes. Councilwoman Smith suggested asking more specific questions to discover how employees really felt about their work environment.

Councilwoman Buck asked to break the data down by department. Assistant to the City Manager Bailey-Hedgepeth had wanted to keep the data anonymous but could supply the departments if requested. Councilwoman Buck stated the survey could still be a good tool to use as anonymous data for the City Manager to assess the morale in the various departments. City Manager Rose stated he had received more information than was being presented to Council and had a good understanding of the challenges in the various departments.

Mayor Pro Tempore Robinson felt the reasons for employee dissatisfaction should be addressed and dealt with. The survey was not useful if it remained anonymous. City Manager Rose responded one of the goals of the survey was to achieve good participation throughout the entire organization. The focus groups were used as representation for all levels of the organization. He felt those efforts were successful. He also wanted to ensure there was no retribution for those employees who chose to participate in the process, especially those who had critical comments. City Manager Rose agreed action needed to be taken and that was why this program was presented to Council.

Councilwoman Smith commented the anonymity factor was critical to the manner in which employees responded. She felt employees had been more forthright with their comments than if they knew their identify would be known. She further commented the lack of morale was most likely not the result of one person but was a more global issue. She preferred people to be honest.

Mayor Montandon stated anonymity allowed Council a big picture into the morale of the City. But as the data was used to develop solutions, such as improvements to the Employee Evaluation Program, that was very individual. The leadership of the individual departments would define their own values, successes and failures. Until a problem was drilled down to the person creating the problem, the data was worthless. But there had to be some baseline to begin with and that was obtained from the big picture the survey provided.

City Manager Rose stated Staff's intention was to bring a resolution back to Council for consideration that would approve the core values for the City. Conversations would be held with Council during the interim period to make sure the resolution reflected Council's desire.

**ACTION:** PRESENTATION MADE; STAFF DIRECTED TO BRING BACK TO CITY COUNCIL AS A RESOLUTION

**ADJOURNMENT**

**ACTION:** THE MEETING ADJOURNED AT 4:57 P.M.

**MOTION:** Mayor Montandon

**SECOND:** Mayor Pro Tempore Robinson

**AYES:** Mayor Montandon, Mayor Pro Tempore Robinson, Councilmembers Smith, Buck and Eliason

**NAYS:** None

**ABSTAIN:** None

**APPROVED: March 19, 2008**

/s/Michael L. Montandon  
Mayor Michael L. Montandon

**ATTEST:**

/s/Karen L. Storms  
Karen L. Storms, CMC  
City Clerk