

TO: Mayor and City Council

FROM: Heidi A. Nelson, City Administrator

DATE: May 13, 2020

SUBJECT: May 17 Council work session items

Update on PD Workplace Culture Assessment. Dr. Susan Herreid will provide an update to the Council on the progress on the Workplace Culture Assessment workplan.

Maple Grove Convention and Visitors Bureau. In December 2020, the City Council passed a resolution signifying an intention for the city to withdraw from the Minneapolis Northwest Tourism bureau at the end of 2021. During the 1-year notice of withdrawal period, the City has been further evaluating current tourism within the City and potential options for the future. The City Council will review the future options and provide guidance for next steps to city staff.

New city website update. Staff will provide an update to the Council on the work completed thus far on the new website design.



Human Resources Department

MEMORANDUM

TO: Maple Grove Mayor and City Council

FROM: Denise Thul, Human Resources Director

DATE: May 12, 2021

SUBJECT: Police department cultural assessment update & council work session on May 17

Dr. Susan Herreid has completed follow-up meetings with all members of the police department staff where she discussed the reported findings and recommended action plans. All staff have had the opportunity to meet with Dr. Herreid to review the findings and action plan and discuss them with her. All members of the leadership group, with the exception of one sergeant, participated in these follow up meetings with Dr. Herreid.

Dr. Herreid has now begun the next phase of her organizational consulting work which includes the implementation of the recommended work plan. A copy of the work plan with current status updates is enclosed.

Dr. Herreid will be present by WebEx for the council work session on Monday, May 17th where she will discuss the following:

1. Provide a status update on the organizational work conducted to date
2. Facilitate a feedback session with council regarding council/staff communications

If you have any questions about any of this information, please contact me at dthul@maplegrovern.gov or 763-494-6016.

City of Maple Grove Police Department-Cultural Assessment Workplan

Created: March 23, 2021

Updated: May 13, 2021

Action step #1 – Leadership coaching and consultation

Dr. Herreid will coaching sessions to PD leadership personnel. The coaching process is intended to support and assist participant(s) with specific professional development areas and interests as well as helping to further strengthen and enhance leadership skills so that the coaching participant can more effectively supervise, coach and lead staff, and manage work-related issues or conflict.

Other possible discussion or coaching topics may include but are not limited to; effective communication, professional boundaries, managing/diffusing conflict, promoting collaboration, setting standards for accountability, etc. As part of any coaching process, Dr. Herreid would develop and share a documented coaching plan for review with each participant and their Supervisor for onsite support and accountability.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Coaching session with Chief Eric Werner	Dr. Susan Herreid Eric Werner	April 2021	Ongoing: Dr. Herreid and Chief Werner have met virtually, in-person, and by phone on April 7 th , April 23 rd , May 6 th and May 13 th
Coaching session with Commander Adam Lindquist	Dr. Susan Herreid Adam Lindquist	April 2021	Ongoing: Dr. Herreid and Commander Lindquist met on May 6 th
Coaching session with Commander Jon Wetternach	Dr. Susan Herreid Jon Wetternach	April 2021	Ongoing: Dr. Herreid and Commander Wetternach met on May 6 th
Coaching session with Captain Travis Pobuda	Dr. Susan Herreid Travis Pobuda	April 2021	Ongoing: Dr. Herreid and Captain Pobuda met on May 13 th
Coaching session with Admin Services Manager Theresa Keehn	Dr. Susan Herreid Theresa Keehn	April 2021	Ongoing: Dr. Herreid and Theresa met on May 6 th

City of Maple Grove Police Department-Cultural Assessment Workplan

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Updated: May 13, 2021

Action step #2 – Feedback conversations

Dr. Herreid will meet with identified personnel on an individual basis to provide feedback for their consideration. One-on-one discussions will focus on opportunities for engagement, support and professional development as well as other reviewing additional feedback or pertinent information from the assessment process.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Individual meetings with identified personnel	TBD by Dr. Susan Herreid	April 2021	<p>Completed: Dr. Herreid has conducted individual feedback sessions with many individuals as identified in the cultural assessment. In addition to the individuals identified in Action Step #1 above, Dr. Herreid conducted a feedback session with Administrative Assistant Jennifer Olson on May 6th.</p>

City of Maple Grove Police Department-Cultural Assessment Workplan

Created: March 23, 2021

Updated: May 13, 2021

Action step #3 – Role clarity, responsibilities, and division of duties

Command staff

Dr. Herreid will work with the Chief, Commanders and Captain for the purpose of discussing delegation of duties, work assignments, communication and follow through as well as expectations for accountability.

Although there is an organization chart, there are different perspectives on what duties and responsibilities have been or should be delegated and specifically what that means regarding decision making and authority.

Council's role and boundaries

Additional recommendations include scheduling a work session with the council for the purpose of sharing feedback regarding member's roles, responsibilities and boundaries related to their direct involvement with staff. This assessment feedback would be helpful information to share with the council in their efforts to support the identified action plan (resulting from the assessment process and recommendations) and PD leadership's actions going forward. Feedback and discussion would primarily be related to identified challenges that some of the interactions by council members can have by creating confusion with staff and unintentionally undermining leadership.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Meet with Chief and Command Staff to identify delegation and work assignments	Dr. Susan Herreid Chief Commanders Captain	Late April-early May 2021	Pending: Command staff work session is scheduled for May 20th
City Council work session to identify roles and boundaries	Dr. Susan Herreid City Council City Administrator	May 2021	Pending: Council work session is scheduled for May 17th

City of Maple Grove Police Department-Cultural Assessment Workplan

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Action step #4 – Leadership team work session(s)

Chief and command staff

Dr. Herreid will provide individual coaching and consultation with the chief and command staff to address leadership related issues/matters related to communication and processes for more effective efforts for inclusion and as appropriate, collaborative problem solving and decision making. Assist to address the need for strategic plan(s) for change and process implementation.

Sergeants

Facilitate one or more work session(s) to discuss current obstacles to communication and collaboration. An initial session should be focused on the sergeants’ group and addressing their current issues and identifying a plan for working together more collaboratively going forward.

Additional PD leadership work session(s) may include topics such as developing clear leadership expectations for the department (per a team agreement), further conversation may be related to role clarity, training needs, conflict resolution, employee wellness and creating opportunities for employee engagement.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Individual coaching sessions with Chief and Command Staff to address communication and processes related to collaborative problem solving/decision making.	Dr. Susan Herreid Chief Command Staff (Commanders, Captain, Admin Services Manager, and Administrative Assistant)	May 2021	Pending
Determine need for specific plan to implement change with regard to collaborative problem solving/decision making.	Dr. Susan Herreid Chief Command Staff	By end of May 2021	Pending

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<p>Conduct work session with Sergeants group to discuss obstacles to communication and collaboration</p>	<p>Dr. Susan Herreid Sergeants</p>	<p>May 2021</p>	<p>Completed: Dr. Herreid met with Sergeants group on May 13th</p>
<p>Conduct PD leadership work session to discuss and create team agreement re: role clarity, training needs, conflict resolution, employee wellness and creating opportunities for employee engagement.</p>	<p>Dr. Susan Herreid Chief Command Staff Sergeants</p>	<p>By mid-June 2021</p>	<p>Pending</p>
<p>Conduct PD management work session to discuss communication and trust building within management team.</p>	<p>Dr. Susan Herreid Command Staff (Commanders, Captain, Admin Services Manager, and Administrative Assistant)</p>	<p>May 2021</p>	<p>Completed: Dr. Herreid facilitated command staff work session focused on communication and trust building on May 13th</p>

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Action step #5 – Resolution session(s)

Dr. Herreid will conduct voluntary resolution sessions with two or more parties to identify, address, and resolve communication and/or interpersonal issues that have impacted their current working relationship(s). Resolution sessions would be facilitated by Dr. Herreid. The participants would be addressing issues that have caused problems in their past professional working relationships but will primarily focus on what needs to change regarding communication, problem solving and conflict resolution going forward.

At the conclusion of each session, Dr. Herreid would share a written summary agreement with those participating in the process. Participants would have the opportunity to review the document to ensure an accurate summary of their discussion. As appropriate, and determined and agreed upon at the onset of the process the information may also be shared with the appropriate management personnel for on-site support.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Conduct conflict resolution sessions between parties	TBD by Dr. Herreid	April 2021	Pending

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Action step #6 – Critical incident process

Assist MGDP staff who should be tasked with leading the Critical Incident Process, to create a plan for an ongoing focus on PD personnel support needs specifically, expectations for timely critical incidence response and employee support.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Conduct meeting to review Critical Incident Process and create a plan for critical incident response to support PD personnel with assigned roles	Dr. Susan Herreid Command Staff CIT leadership Patrol work group	April 2021	Pending

City of Maple Grove Police Department-Cultural Assessment Workplan

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Updated: May 13, 2021

Action step #7 – Staff / shift work session(s)

Consider the need for shift or staff work session to address various work-related issues identified as a part of the culture assessment process.

The STRIVE committee was initially met with great enthusiasm. It was seen as an opportunity for staff engagement, which is a topic that is important to personnel in all areas of the department. It is suggested that the command staff may be tasked with considering (with staff's interest and input) if a similar process with more collaborative and clearly defined expectations should be reinstated.

Specific Tactic	Individuals Involved	Timeline to Address	Current Status
Conduct PD sworn/non-sworn work session to review various work-related issues identified as a part of the culture assessment process.	Dr. Susan Herreid PD sworn/non-sworn or possible committee	June 2021	Pending

Maple Grove - City Council Climate Assessment Feedback

Presented by Susan Herreid Ph.D CEAP
May 17, 2021

POLICE DEPARTMENT FEEDBACK:

As a result of the Climate Assessment conducted in January and February, 2021 there were several comments made by Police Department (DP) personnel regarding concerns about City Leadership's (e.g., City Council and the City Administrator) support. These concerns stem from current events and recent situations that have played out over the past year in other cities and communities after a critical incident or use of force situation had occurred in their community.

During a recent council work session, members of the City Council stressed their support for the PD and all city personnel. They shared concerns about this perception after hearing feedback as a part of the Climate Assessment Summary.

There were additional comments by PD personnel as well as council members themselves regarding the need to clarify boundaries. Additionally, several individuals also expressed the need to discuss their expectations for communication from departments and specifically the PD.

As a part of the work session it would be helpful for city leadership to discuss and identify what they would like to be informed about going forward.

Recommended Work Session Discussion Topics:

Expectations for communication from the Police Department

Expectations for Council Involvement with PD personnel

TO: Mayor and City Council

FROM: Joe Hogeboom, Community and Economic Development Director
Brett Angell, Economic Development Manager

DATE: May 17, 2020

SUBJECT: Maple Grove convention and visitors' bureau discussion

In December 2020, the City Council approved a resolution providing notice to Minneapolis Northwest Tourism on an intent to withdraw from the organization at the end of 2021. Minneapolis Northwest (formerly known as Visit Minneapolis North) has provided the city's tourism and convention visitors' bureau services since 1998. The primary intention of a CVB is to attract visitors to the area which they serve, promote shopping and dining, and provide leads to increase the number of customers at a hotel.

CVBs are funded through local lodging taxes, which are at 3%. Of the lodging tax that is received, 95% of the tax is given to the CVB and the remaining 5% is retained by the City and added to the general fund. On an annual basis pre-COVID, Maple Grove received approximately \$800,000 from the lodging tax. While this amount has decreased due to the pandemic, there is optimism about tourism and hospitality regaining momentum in the near future.

Following the notice of intent to withdraw from Minneapolis Northwest, city staff spoke with representatives from the other participating cities of the organization regarding the future of the CVB. From those discussions, staff were made aware that one of the other cities was also considering leaving Minneapolis Northwest. In May 2021, the Brooklyn Park City Council decided to move forward with exploring withdrawal from Minneapolis Northwest and to create a Brooklyn Park-only CVB. Attached is a recent article regarding Brooklyn Park's City Council discussion on this item.

During the past several months, city staff have been exploring potential options moving forward for the tourism services of Maple Grove. The potential options which were explored include remaining with Minneapolis Northwest, creating a new Maple Grove specific CVB, creating a new joint CVB with the City of Plymouth, and seeking special legislation for a portion of the lodging tax funds to go towards potential community center improvements. Staff have interviewed representatives for many of the hotels within the city to receive their viewpoints on preferred CVB operations moving forward.

City staff have also studied and explored how other city-specific CVBs operate within the state. As such, some cities have a CVB comparable to one which would be specific to Maple Grove. These CVBs are typically organized as legally separate entities from the City, most as 501(c)6 organizations. Additionally, many other cities have chosen to office their CVB out of their community center or other city-owned facility. Based upon conversations with Parks/Community Center staff, there is possibilities to potentially locate a CVB within the Maple Grove

Community Center in an existing meeting room. A portion of the CVB funds would be used as rent to the Community Center, to offset potential lost rental revenue from outside entities.

Should the City Council determine that a Maple Grove-specific CVB is the preferred option moving forward, it is recommended that a consultant be hired to assist with the creation of the new CVB and the initial operations of the organization as it begins. Staff have identified a consultant who specializes in this area who has conducted similar work across the United States.

Similar to the form and function of Minneapolis Northwest Tourism, state regulations require a new Maple Grove-specific CVB to be led by a Board of Directors. Positions of the Board of Directors would be determined at the time of the organizations' creation. Boards typically include city leadership (both elected officials and appropriate staff), representatives from the local hotel businesses, and representatives from the local business community. Currently, staff from Boston Scientific, the Arbor Lakes Business Association (ALBA), and several Maple Grove hotels serve on Minneapolis Northwest Tourism's Board of Directors. It would be anticipated that a similar representation would be had on a Maple Grove-specific CVB.

The Board of Directors would provide general oversight to an Executive Director. The fulltime Executive Director would be in charge day-to-day activities of the organization, with one or more additional fulltime support staff who work to implement the policies and procedures set forth by the Board. While a Maple Grove-specific CVB would ideally be collocated within the Community Center, the organization would function independently from the City, utilizing its own budgeting practices as well as its own office resources (computer operating system, supplies, website, etc.). The Community and Economic Development Department would ideally provide staff liaison services and collaboration with the CVB.

Based upon the proposed revenues from the lodging tax, a Maple Grove only CVB would be financially feasible. Attached to this memorandum includes an example budget based slightly upon reduced lodging tax revenues. This example budget is meant to provide a better understanding of what the City could potentially see from a marketing benefit standpoint. Staff anticipate soon receiving additional information regarding set-up costs of the organization. Set-up costs, including working with a consultant, formally establishing the organization, branding, hiring of staff, office set-up and ancillary marketing services could be financed through city general funds, some of which have been provided through the years by the 5% of the lodging tax that is retained by the city.

Staff are currently seeking direction on whether the City Council would prefer to move forward with a Maple Grove-only CVB or if other options should be further explored. Next steps based upon Council direction will be shared at the work session.

Attachments

Attachment A: Example Budget

Attachment B: Brooklyn Park Article

Maple Grove CVB Example Budget

		Year 1	Year 2
Revenues			
	Other- Hotel Tax	\$750,000	\$775,000
Total Revenues		\$750,000	\$775,000
Personnel Expenses			
	Salaries	\$150,000	\$160,000
	Benefits	\$45,000	\$47,500
Total Personnel Expenses		\$195,000	\$200,000
General Expenses			
	Rent	\$25,000	\$26,000
	Phone	\$3,000	\$3,000
	Office Supplies/Equipment	\$6,000	\$6,000
	Meetings	\$3,000	\$3,000
	Legal Fees	\$1,000	\$1,000
	Trainings/Conferences	\$35,000	\$40,000
	Dues and Subscriptions	\$7,000	\$6,000
	Depreciation	\$3,000	\$3,000
	Mileage	\$2,000	\$1,000
	Accounting	\$10,000	\$10,000
	Marketing Services	\$400,000	\$410,000
	Travel/Entertainment	\$30,000	\$35,000
	Donations/Sponsorships	\$5,000	\$6,000
Total General Expenses		\$530,000	\$550,000
Total Expenses		\$725,000	\$750,000
Net Income (Retained Fund Balance)		\$25,000	\$25,000

Brooklyn Park ponders future of tourism board

Kevin Miller

May 11, 2021



(SUN POST FILE PHOTO BY KEVIN MILLER)

Brooklyn Park may reconsider its future with the Minneapolis Northwest Tourism Board if Maple Grove withdraws from the agreement. The venture is funded in part by lodging taxes levied on hotel room rentals. Pictured is Brooklyn Park's La Quinta Inn, at 7011 Northland Circle N.

With Maple Grove considering ending its relationship with the Northwest Minneapolis Tourism Board, the Brooklyn Park City Council discussed its future with the organization in a work session May 3.

The consensus of the council was to consider moving away from the multi-city tourism board to a Brooklyn Park-only model.

In its current form, the board promotes travel and tourism in three cities: Maple Grove, Brooklyn Park, and Brooklyn Center. The board is funded through lodging taxes levied on hotel room rentals in each city.

“Their main purpose is to jointly market the three cities,” said Breanne Rothstein, Brooklyn Park economic development and housing director.

“At least 50% of their work is focused on attracting events where they don’t know they’re going to be coming to Brooklyn Park. They know they’re going to be coming to northwest Minneapolis. ... They’re trying to attract events and tourism from a national perspective and people don’t want to pay to be downtown or don’t want to be downtown because it’s too inconvenient; they look at northwest Minneapolis.

By contract, Maple Grove is required to provide one year’s notice before leaving the board. According to Brooklyn Park’s city staff, Maple Grove informed the board in January that the city would be spending the year evaluating its future participation in the organization.

Six of the board’s 13 members represent Maple Grove businesses or their city government. Maple Grove also has more than half of the total hotel rooms in the consortium, thus contributing more than half of the lodging tax revenue to the approximately \$1.8 million pre-COVID budget. As a result, if the city pulls out of the consortium, the organization’s budget will markedly shrink.

Without Maple Grove, Brooklyn Park and Brooklyn Center could continue the operations jointly or develop a new joint powers agreement, branch off onto their own, or do away with the lodging tax and the tourism board as a whole.

With a solo operation, “Brooklyn Park would have more control, particularly around the branding and activities of the board,” Rothstein said, but “the future is uncertain.”

She said that city staff are likely to recommend giving notice to leave the agreement even if the city plans to continue operations with Brooklyn Center.

Brooklyn Park is contractually obligated to provide 18 months' notice before it could withdraw from the board.

In 2019, prior to the COVID-19 pandemic, Brooklyn Park's lodging tax brought in approximately \$419,000.

Councilmember Lisa Jacobson said the city should pull out of the venture and start its own board. The city was not always happy with the level of attention it received in the agreement, and a solo effort would allow the city to focus on its own priorities, she said.

The city ought to not only focus on its own tourism board, but could also develop its own commerce board to promote local businesses, she said.

"We need to be proactive in this," Jacobson said. "Our businesses deserve attention."

Rothstein said it would not be uncommon to use lodging tax revenue in this format. A local chamber of commerce tied to the tourism board would likely conform with state law and not require special legislation to be allocated lodging tax funds.

Councilmember Terry Park concurred, saying the city ought to move toward creating its own board.

"I think we have the staff. I think we have the place to be," he said.

The city could consider funding a combined chamber of commerce and tourism board, then push for special legislation to allow the use excess funds to help create tourist destinations such as a new city festival, Councilmember Susan Pha said.

“I’m not opposed to partnering with Brooklyn Center, but I’m just thinking if it’s specific to Brooklyn Park we can really cater it to Brooklyn Park. We can be very specific in how we want to promote Brooklyn Park,” Pha said.

Councilmember Wynfred Russell, who sits on the Northwest Minneapolis Tourism Board, said the body would be stronger with two member cities rather than one. The city ought to continue to invest in assets that will attract tourism, such as venues with amplified sound, and should embrace the African communities that travel to shop in the city, he said.

Russell called the board “a great asset for the city.”

Brooklyn Park does not have the type of amenities to bring national tourism attraction, Councilmember Boyd Morson said.

“Somebody who’s planning to take a vacation here, and I’m understanding what you’re saying, I don’t think they would have any real plans to come to Brooklyn Park,” he said. “I think that we need to begin to be more aggressive.”

“My thought process goes to having something of our own,” said Councilmember Tonja West-Hafner.



MEMORANDUM

TO: Mayor and City Council

FROM: Heidi A. Nelson, City Administrator

DATE: May 11, 2021

SUBJECT: City website project

Earlier this year the city entered into a contract with Civic Plus for redevelopment of the City of Maple Grove website. The current city website was designed in 2012. Since that time, there have been many advancements in website technology, which the new site design will reflect. The current site is not mobile friendly, does not fully meet ADA standards, and requires new technologies and functionality for an improved user experience.

In preparation for the project, staff laid out a project charter to guide the website redevelopment process. In addition, staff developed a writing guide with established standards for city communications. The writing guide provides best practices for employees and departments to follow and provide guidance for communications, and in this particular case, helps set the foundation for the city website.

Website developer, Civic Plus, specializes in municipal website projects. They have a well-defined process and timeframe that guides the many project elements including content review, website design, and staff training.

At the May 17 work session, the project managers for the website redevelopment – Carol Morris and Ed O'Donnell – will be on hand to provide a brief review of the project timeline and share the initial design elements of the new City of Maple Grove website. Staff also intends to look at an update to city stationery and business cards to reflect the new font and imagery.