

AGENDA

Auburn City Council Retreat
April 3 to 4, 2014¹
Wesley Homes Conference Room
32049 109th Pl SE, Auburn, WA 98092
Meeting Facilitator: Kevin Snyder

RETREAT DAY ONE – APRIL 3, 2014

8:30 a.m. – 9:00 a.m.	Continental Breakfast	
9:00 a.m. – 9:15 a.m.	Welcome & Retreat Overview/Questions/Answers	Kevin Snyder
9:15 a.m. – 10:45 a.m.	Roundtable Discussion No. 1 – Open Forum (discuss issues, concerns, questions and exorcise any “demons”)	Mayor/City Council
10:45 a.m. – 11:00 a.m.	Break	All
11:00 a.m. – 12:15 p.m.	Roundtable Discussion No. 2 – Mayor and Council Goals & Expectations	Mayor/City Council
12:15 p.m. – 1:15 p.m.	Lunch	All

¹ Mayor Backus requests that the City Council and Department Directors reserve Saturday, April 5, 2014, 9 AM to 12 PM if there is a need for any continued discussion on one or more Council retreat subject matter.

1:15 p.m. – 2:30 p.m.	Small Groups Exercise No. 1 – The Mayor & Council Team Culture	All
2:30 p.m. – 3:45 p.m.	Small Groups Exercise No. 2 – City Strengths, Weaknesses, Opportunities and Threats (SWOT)	Mayor/City Council
3:45 p.m. – 4:00 p.m.	First Retreat Day Summary & Second Day Retreat Overview	Kevin Snyder
4:00 p.m.	Adjourn Meeting	
5:00 p.m.	Mayor/Council/Directors Dinner at Auburn Golf Course	

RETREAT DAY TWO – APRIL 4, 2014

8:30 a.m. – 9:00 a.m.	Continental Breakfast	
9:00 a.m. – 9:30 a.m.	Roundtable Discussion No. 3 – Open Forum (discuss issues, concerns, questions and exorcise any “demons”)	Mayor/Council/Department Directors
9:30 a.m. – 11:00 a.m.	City Core Values/Vision Statement/Mission Statement	Mayor/Council/Department Directors

11:00 a.m. – 12:00 p.m.	2014 Council Strategic Policy Priorities & Strategic Objectives	Mayor/Council/Department Directors
12:00 p.m. – 1:00 p.m.	Lunch	All
1:00 p.m. -2:30 p.m.	2015/2016 Strategic Policy Priorities & Strategic Objectives	Mayor/Council/Department Directors
2:30 p.m. – 3:30 p.m.	2015/2016 Budget Process Elements	Mayor/Council/Department Directors
3:30 p.m. – 4:30 p.m.	Council Regular Meeting/Study Session Alternative Business Practice	Mayor/Council/Department Directors
4:30 p.m. – 4:45 p.m.	Second Day Retreat Overview	Kevin Snyder
4:45 p.m.	Adjourn Meeting	

AUBURN CITY COUNCIL RETREAT – APRIL 3 to 4, 2014

READ-AHEAD DOCUMENTS

Attachment 1	Excerpt from City of Auburn Web Site – Council Vision & Mission Statement
Attachment 2	Key Terms/Ideas
Attachment 3	Strategic Plan Elements
Attachment 4	Strategies for Creating a More Collaborative, Effective Council
Attachment 5	10 Habits of Highly Effective Governing Bodies
Attachment 6	Eight Expectations for Effective City Councils
Attachment 7	The Need for Civility in Local Government Dialogue
Attachment 8	Knowing Your Roles: Resolving and Preventing Conflicts between Mayors and Councils
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Attachment 12	City of Pasadena Strategic Planning Retreat (September 2013)
Attachment 13	City of San Carlos Strategic Planning Retreat (September 2013)
Attachment 14	City of Tacoma Strategic Direction for 2014
Attachment 15	Beaverton City Councilors Draft Goals for 2014
Attachment 16	City of Shoreline 2013-2015 City Council Goals and Work Plan

Attachment 17	City of San Carlos City Council Strategic Goals and Objectives
Attachment 18	City of Hillsboro City Council/City Manager Priorities for 2014
Attachment 19	City of Greeley 2013 City Council Priorities and Objectives
Attachment 20	Community Tool Box – Developing Vision and Mission Statements
Attachment 21	City of Hillsboro Core Values and Organizational Mission
Attachment 22	Working Paper – City of SeaTac: Establishment of Council Committees
Attachment 23	Auburn City Council –Regular Meeting/Study Session Alternative Business Practice Conceptual Format

ATTACHMENT 1

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Council Vision

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As a city of regional significance, proud of its small town heritage as well as the diversity of its people and neighborhoods, Auburn offers an opportunity for people of all ages to enjoy life.

City of Auburn Mission Statement

To provide a service-oriented government that meets the needs of our citizens and business community through efficient and professional management with responsive and accessible leadership.

[Auburn 2016 Vision Map \(PDF\)](#)

Provide for Public Safety

- Develop Public Safety communications center at GSA
- Build new fire station
- Improve lighting for pedestrian safety
- Ensure that Auburn is a safe and secure place to live or have a business
- Improve animal control
- Provide adequate funding sources for public safety
- Relocate Emergency Operations Center

Encourage Sense of Community

- Promote continuous community outreach by involving citizens and business in their City government
- Continue to seek opportunities to partner and work with the Muckleshoot Indian Tribe
- New Post Office
- Promote stability in neighborhoods and the downtown
- Integrate public efforts with efforts of service clubs and faith community
- Develop Community Center at Les Gove Park
- Work toward unification of new communities with centralized communication and outreach to bring them into the existing community
- Promote pride in Auburn - It's More Than You Imagined

Encourage Economic Development

- Complete gateway projects
- Development of the Robertson/Valley Drive-In properties
- Rezone both ends of 124th on Lea Hill to commercial, adding additional areas of Lea Hill upon annexation
- Build out I ST Corridor with appropriate buffers.
- Development of Emerald Downs area
- Complete A/B ST corridor and develop adjacent areas
- Development of Airport area, including runway extension, new commercial area and new entrances on B ST & D ST
- Develop/Improve MultiCare site
- Develop environmental building, commercial and technology in the Green Zone adjacent to the Auburn Environmental Park (AEP), including rezone
- Development of Golden Triangle area
- Redevelopment of C ST SW and 15th ST SW properties

- Rezone area south of SuperMall to commercial
- Create Auburn Way South Redevelopment Plan
- Rezone and redevelop A ST SE corridor to commercial to include professional and service oriented businesses
- Muckleshoot Indian Tribe's economic development area
- Provide fiber optic corridor throughout the downtown, beginning with the AEP Green Zone
- Market Auburn as the regional entertainment center
- Add commercial zoning to industrial areas
- Develop criteria for reviewing City owned properties

Improve Designated Urban Center

- Improve B ST plaza
- Encourage development of neighborhood west of C ST corridor by extending sky bridge across C ST
- Revitalize and redevelop urban center with extended areas
- Create medical/hospital zone
- Complete City Hall Plaza
- Review zoning codes within Urban Center to allow increased development/density
- Continue efforts to make Auburn's Urban Center more pedestrian friendly
- Improve and expand public parking opportunities

Complete Public Works Projects

- Complete I ST Corridor from 40th ST to 277th ST
- Add Perimeter RD to Ellingson as a new corridor
- Add haul route from R ST to Ellingson
- Pursue street bond to bring all arterials to at least 70% condition index rating
- Rebuild Cross Town Connector Bridge over train yard
- Complete M ST Underpass
- Continued commitment to SOS Program

Plan Future City Development

- Complete Thomas annexation
- Annex D ST (Stuck) neighborhood
- Annex West Hill and Lea Hill
- Complete Pierce County annexations
- Relocate M & O facility
- Rezone D ST by W Main ST to residential

Actively Support Regional Transportation Improvements

- Increase SR 167 to four lanes each side
- Complete SR 167/SR 18 interchange
- Complete SR 164 improvements
- Complete link road from SR 164 to SR 18

Enhance Quality of Life

- Complete Green River Trail
- Develop Olson Creek complex from Olson Farm to the newly named Golf Course at Olson Creek
- Restore Mill Creek
- Develop Auburn Environmental Park
- Develop espresso/juice bar and possible bike/skate shop on Interurban Trail (seasonal concessions)
- Restore White Lake
- Proactively work with BNSF to encourage buffer zones at rail yard
- Build south end trail loop and horse trail
- Preserve former Carnegie Library and former post office
- Pursue opportunities for indoor and outdoor soccer facilities
- Institute inner city shuttle service

Develop one-stop multi-service center
Complete connections from downtown to the Interurban and White River Trails
Continue efforts to partner with, fund and enhance human services
Encourage public art on downtown buildings
Consider an Auburn Housing Authority
Include the area on Auburn Way S from F ST to 12th ST in Les Gove Community Campus



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ATTACHMENT 2

KEY TERMS/IDEAS

CORE VALUES: Core values are the fundamental beliefs of a person or organization. The core values are the guiding principles that dictate behavior and action. Core values can help people to know what is right from wrong; they can help companies to determine if they are on the right path and fulfilling their business goals; and they create an unwavering and unchanging guide.

MISSION STATEMENT: A mission statement defines what the corporation or organization does, who it serves, and how it serves (creates value for) its clients. It is designed to provide clarity of focus and direction for those in the company/organization and answers the questions of who we serve and how. It also creates clarity of value for those outside the company and answers the question of whether this company can be of value to me and/or my company. Key questions to ask when developing or updating a mission statement are:

1. What do we do? What are our products and services?
2. Who do we serve? Who finds these products and services of value?
3. What value do we provide? What business problem, human need, or desire do our products and services fulfill?

VISION STATEMENT: A corporate/organization vision statement sets a dynamic and compelling view of the corporation at some point in the future. It is an emotional driver to some "big idea" or challenge that drives those in the corporation toward it. It is not intended for those outside the company. It is not a goal, as they should be SMART, but rather it can be a wild, crazy, and even unattainable idea, as long as it provides a deeply emotional drive to accomplish something great that those in the organization can get behind and drive toward. Pick a point in the future, 3, 5 or 10 years from now. What do you envision for the company/organization, yourself, the people in it? Don't be limiting, be creative and think "out of the box" and shoot for the moon! Keep in mind, there are no wrong answers, only the right answers for you! Some things to consider when defining this vision are:

- Financial Impact: The profit and income of the company/organization and your personal income and net worth.
- Personal Impact: What will attainment of the vision mean for you personally? Recognition, reward, acclaim, or more time with family, friends and loved ones?
- Size and growth of the business/organization: Will it be ever growing with hundreds of employees with regional, national or global reach or a small firm with limited employees and geography.
- Culture of the business/organization: Will it be focused on staff and "family" or on serving the customer? Will it be governed by rules and processes or by innovation and change?

STRATEGIC: Engaging in high level planning efforts to achieve one or more goals under conditions of uncertainty.

PRIORITY: Something that is more important than other things and that needs to be done or dealt with first.

OBJECTIVE: Something that one's efforts or actions are intended to attain or accomplish; purpose; goal; target.

ATTACHMENT 3

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

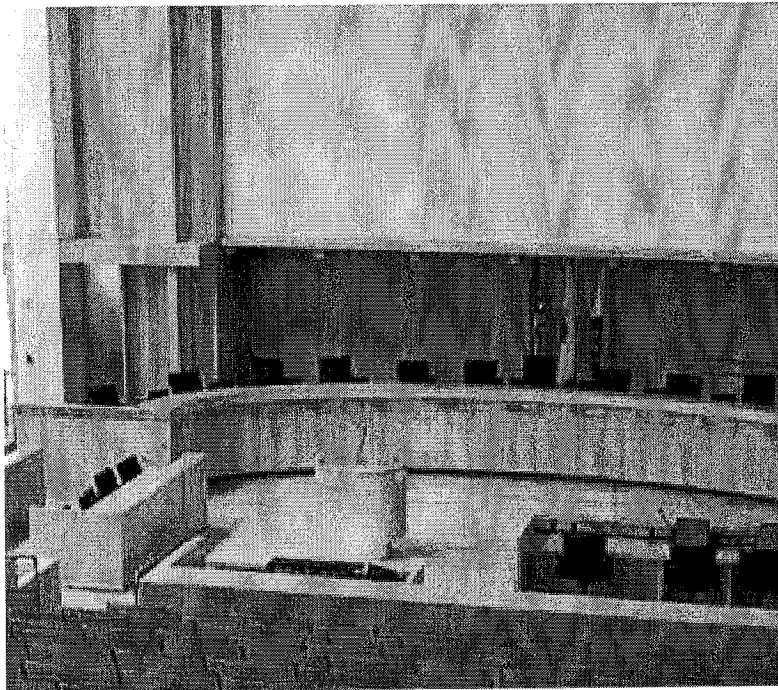
FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

ATTACHMENT 4

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Strategies for Creating a More Collaborative, Effective Council



This article is a service of the Institute for Local Government (ILG), whose mission is to promote good government at the local level. Learn more about ILG's Public Engagement and Collaborative Governance Program at www.ca-ilg.org/engagement.

Running local government successfully is hard work. City officials know that it requires serious commitment, time and knowledge on the part of local officials and staff as well as community members. Local policy-making is also a collaborative activity. The current economic and political challenges facing California exert tremendous pressure on mayors and council members to work together collaboratively and effectively. Issues that affect the future well-being of their cities also spur local officials to have conversations and collaborate with members of the public about the kind of community they envision for themselves and their children.

The need for collaboration — between individual council members, among councils as a whole and between local officials and the community — prompted the League to ask the Institute for Local Government (ILG) to conduct an Advanced Leadership Workshop on this topic during the League's Legislative Action Days in May 2011.

Nearly 40 mayors and council members participated in this interactive, highly rated session titled "Creating More Collaborative Councils: Strategies for Effective Communication, Meeting Management and Public

Engagement.” The workshop explored key issues related to the work of elected local officials and provided participants with the skills and strategies to more effectively:

- Communicate and problem-solve with colleagues;
- Maintain collaborative relationships with fellow council members;
- Preside over and participate in city council meetings;
- Interact with and respond to members of the public; and
- Design effective and inclusive processes for engaging the public.

This article presents some of the workshop’s highlights.

Communication and Problem-Solving

On any given day, we all may do a better or worse job in effectively communicating information with others in our work, civic and family lives. The quality of communication with others can present a challenge for local elected officials, who work largely in the public sphere and must deal with multiple audiences, limited time and a broad range of content. The issue of communicating with council colleagues is no exception.

Proponents of effective communication suggest a few simple rules to help us keep our speaking and listening skills well honed, thus supporting our goals and relationships.

Be attentive. Whether with an individual colleague or in council chambers before a packed house, paying attention to the speaker, the subject at hand and (as appropriate) the interpersonal dynamics involved will make you a more effective communicator and help you to be perceived as a respectful, effective colleague and public servant.

Ask clarifying questions. This shows a desire to better understand the speaker and demonstrates both attentiveness and an interest in learning more. Typically this is a better communication choice than a quick emotional retort or an immediate explanation of your own views. Asking clarifying questions helps increase the likelihood of a more productive conversation or exchange.

Let people know you are listening. Two very simple ways to do this include paraphrasing and using a perception check. Paraphrasing is repeating the essence of the speaker’s remark, thus conveying that you’ve heard the substantive content of what he or she has said; for example, “So you’re saying that you believe this would kill all the fish in the stream — is that right?” A perception check involves acknowledging the emotional content of a speaker’s comment; for example, “I can hear that you’re very worried about the safety of neighborhood residents if we remove that stoplight,” or “I want you to know that I hear how angry you are about this and how important the issue is to you.” Both paraphrasing and a perception check can be important communication tools for council members. Neither suggests you are necessarily agreeing with the speaker or expressing your own opinion on the issue at hand.

Distinctions Between Values, Interests and Positions

Your conversations with other individual council members or residents often concern topics that they (and perhaps you) feel very strongly about. It may seem there is no way to even begin to have a useful discussion

about such topics. However, understanding the distinction between a value, an interest and a position can be helpful when tackling this type of situation. Consider these examples:

- “Children are our community’s most important resource.” This is a *value*;
- “I want a park and open space where our children can play.” This is an *interest*; and
- “I want a park and skateboarding area at the corner of Palm and Main with the city contributing all the funds.” This is a *position*.

Listen for and ask about values and interests that underlie speakers’ expressed positions. People can more readily understand each other’s values and interests than they can accept different positions. Typically there are more ways to satisfy interests than to bridge conflicting positions. A conversation about values or interests can often reduce or clarify differences.

The following basic principles of collaborative problem-solving (or “principled negotiation”), developed by Roger Fisher and William Ury and presented in their book *Getting to Yes*, also offer helpful guidelines for working through a knotty issue with a colleague or guiding group discussions.

Separate the people from the problem. It’s not unusual for emotions to cloud problem-solving when people feel strongly about an issue. However, it is far more effective to attack the problem together, not each other. It’s also a much better way to preserve an important working relationship.

Focus on interests, not positions. Taking a hard negotiating position can obscure what is really wanted. A conversation about interests, which tend to be broader than positions, creates more opportunities for coming up with an idea that appeals to all participants. Discussing interests rather than focusing on positions means that there’s a lot more to talk about and improves the chances of success.

Invent options for mutual gain. In the typical back and forth of “making your case” there is often little opportunity to jointly think about and creatively invent new ideas that may be in the interests of both (or all) negotiators. However, this type of creative thinking probably won’t occur unless it’s given a time and a place to happen, and making time for this step is especially important when addressing polarized local issues.

Insist on using objective criteria. This is perhaps the hardest problem-solving guideline to follow — but perhaps the most important — in what is often a challenging political environment. Working to creatively solve a problem or reach an accord can be advanced if the participants can agree on some sort of common standard or a result that they think makes sense.

Civility and Council Member Behavior

Much media attention has focused lately on the question of civility in public discourse, and many city councils are grappling with the challenge of how to ensure civility among council members in their own deliberations.

Highlighting the current interest in this topic, the New Jersey State League of Municipalities recently published an article titled “The Need for Civility in Local Government Dialogue” (www.njslom.org/need_for_civility.html). The article presents author John C. Gillespie’s 10 commandments of public civility, which include these admonishments:

- Thou shalt not allow legitimate critique of policy and practice to become a personal attack aimed at the person who devised the policy or implements the practice;
- Thou shalt not rudely interrupt a colleague midsentence nor “speak over” a colleague while he or she is speaking;
- Thou shalt not pretend something is much more important than it really is simply to score points with an audience; and
- Thou shalt always recognize that your colleagues were also elected, just as you were, and deserve the same level of respect for having run and won.

Gillespie's 10 commandments serve as useful guidelines for councils striving to improve the tone of discussions. Another helpful resource, the Institute for Local Government's *Promoting Civility at Public Meetings: Concepts and Practices* (www.ca-ilg.org/civility), examines civility in conceptual and ethical terms and offers practical strategies for achieving greater civility in public discourse.

A growing number of cities are creating handbooks that help council members (and the public) better understand city government and council members' roles and responsibilities. In addition, cities are adopting ground rules for council meetings that extend beyond procedural rules and address expectations and guidelines for council member conduct. One example of such rules comes from the City of Davis:

Council members should actively pay attention while others are talking. Council members should be aware that side conversations, note writing and nonverbal expressions made by council members can be distracting to the meeting. Be aware that other council members, staff and the public in attendance can hear and see these actions.

The City of Hayward's *Council Member Handbook* includes the following:

Council members shall accord the utmost courtesy to each other, to city employees and to the public appearing before the council and shall refrain at all times from rude and derogatory remarks, reflections as to integrity, abusive comments and statements as to motives and personalities.

Other sections of Hayward's handbook address sanctions for violating the various rules of procedure.

Beyond Robert's Rules of Order

Whether you serve on a board, council, commission or other governing body, it is helpful to understand how to conduct public meetings. To simplify the rules of parliamentary procedure for those who participate in public meetings, Judge David Rosenberg created a video titled “Rosenberg's Rules of Order: Simple Parliamentary Procedures for the 21st Century.” Prior to becoming a Yolo County Superior Court judge, Rosenberg served as mayor and council member for the City of Davis and as a Yolo County supervisor. (The video is based on a two-part article written by Rosenberg and originally published in *Western City* magazine in 2003. A newly revised pocket guide of Rosenberg's Rules will be available later this year.)

As part of the Institute for Local Government's service to local officials, the video and accompanying downloadable documents are available at www.ca-ilg.org/rosenbergrules. Test your knowledge of parliamentary procedure rules of order by taking the quiz (below).

Effective Public Engagement

The ability to effectively involve the public in decision-making is an essential skill for local officials. Many local agencies are facing serious challenges on issues ranging from budgeting and fiscal policy to climate change and public safety. Public engagement comprises a broad range of methods to inform members of the public about decisions that affect them and to invite their participation in the process. Such methods include but are not limited to public information and outreach efforts, public consultation and public deliberation (for more information, visit www.ca-ilg.org/PEbasics).

Successful public engagement can help local agencies manage challenges by contributing to the following outcomes:

- **Better identification of the public's values, ideas and recommendations.** Well-executed public engagement can provide more nuanced views about an issue from a broader spectrum of residents than a simple "yes" or "no" election.
- **Residents who are more fully informed about issues and local agencies.** Public engagement presents opportunities for residents to better understand the issues and challenges impacting their community, grapple with practical problems and real trade-offs, and see local agency challenges as their own.
- **Improved local agency decision-making and actions with better results.** Members of the public provide rich sources of information regarding their community history and needs. This information can inform local agency decision-making and potentially produce superior results.
- **Enhanced community buy-in and support.** Involving members of the community in a meaningful way can build a sense of ownership and greater support for the local agency decision. It can also reduce contentiousness.
- **Faster project implementation with less need to revisit issues again.** Mutually agreed-upon decisions are less likely to continually reappear as issues of concern both for local agencies and community members.
- **More trust — in each other and in local government.** Open dialogue, shared interests and mutual problem-solving can bring disparate groups of people together, potentially resulting in increased trust in the others' ability to solve problems and make good decisions.
- **Increased community participation and leadership development.** Positive experiences with public engagement can lead to better informed residents who are more likely to participate in other community activities and have the confidence and skills to become future local government leaders.

Additional Resources

For additional resources, visit:

www.ca-ilg.org/engagement

www.ca-ilg.org/civility

www.westerncity.com/Western-City/December-2010/Transparency-In-Local-

GovernmentProtecting-Your-Community-
Against-Corruption/

www.westerncity.com/Western-City/October-
2009/Meeting-Great-Expectations-Dealing-With-
Emotional-Audiences/

Rosenberg's Parliamentary Procedure Quiz

Circle the correct response for each item. Answers appear at the end of this page.

1. You are a city council member. At a council meeting, you can't hear the discussion due to noise made by the heating system. You should raise your hand and, when recognized, say, "Point of order — I can't hear what's being discussed."

True

False

2. A vote on hotly contested Agenda Item 5 has passed by a vote of 3 to 2. You were one of the two council members who voted against the item. Later in the meeting you ask for reconsideration of Agenda Item 5, because you have thought of something you believe will convince one of the majority votes to change his or her mind. The mayor rules you "Out of order" and refuses to allow a vote on reconsideration. The mayor's ruling is:

Correct

Incorrect

3. It's 11:00 p.m. by the time the city council reaches Agenda Item 25. The mayor asks for a show of hands to indicate how many members of the public wish to speak on the item, and 32 people raise their hands. The mayor announces that she will limit each speaker to two minutes each. Can the mayor properly do so?

Yes

No

4. Joe makes a motion to hold a council retreat in May, and Mary seconds the motion. Sally then moves an amendment to have the retreat in June, and Fred seconds the motion. Esteban then moves a substitute motion to have no retreat this year, and Fred seconds the motion. The mayor announces that discussion will begin on the motion to amend. Is this the correct ruling?

Yes

No

5. On a highly controversial agenda item in a meeting attended by many members of the public, the audience becomes engaged in the discussion and members of the audience applaud in support or hiss in opposition following the remarks of the first speaker who addresses the city council. The mayor states that no vocal expressions of support or opposition will be tolerated at the meeting and asks the

public not to applaud or hiss after speakers conclude their remarks. May the mayor do so?

Yes

No

6. A member of the city council continually interrupts other council members while they are speaking on agenda items. The mayor refuses to stop the offending council member from interrupting. As a member of the city council, you have the right to make a motion to challenge the mayor's ruling and have your motion voted on by the council.

True

False

7. After a very long discussion and debate on a motion you made to approve a street repair schedule, which was duly seconded, you want to move ahead with voting on the item, so you say, "I call for the question." The mayor responds, "OK, let's proceed with the vote on the pending motion to approve the proposed street repair schedule." Did the mayor handle your call for the question properly?

Yes

No

8. If the maker of a pending motion accepts a proposed change and incorporates the change into her motion, and the person who seconded the motion also accepts the change, this is called a "friendly amendment."

True

False

9. Sam moves and receives a second on a motion to create a seven-member Police Oversight Commission. Mariko moves and receives a second on a motion to make the commission 15 members. Helen moves and receives a second on a motion to create an ombudsman position in lieu of the commission. The mayor schedules discussion and a vote on the third motion (Helen's), which passes. The mayor should then schedule discussion and a vote on the second motion (Mariko's motion).

True

False

10. In the middle of a meeting the mayor recognizes Maria, a council member, who moves to adjourn the meeting. Frank seconds her motion. The mayor calls for discussion prior to the vote. Maria raises a point of order and says that the motion should be voted on immediately. Who is correct?

The mayor

Maria

Answers to Quiz

1-False. 2-Correct. 3-Yes.
4-No. 5-Yes. 6-True. 7-Yes.
8-True. 9-False. 10-Maria.

ATTACHMENT 5

10 HABITS OF HIGHLY-EFFECTIVE GOVERNING BODIES

Carl H. Neu, Jr.
Lakewood, Colorado

Local government operations directly affect our daily existence and experiences and the quality of life we perceive we have within our communities. No local government deserves, nor should its citizens tolerate, governing bodies and elected and appointed public officials who don't exhibit extraordinary effectiveness, integrity and competence in leading their community's public institutions.

Thomas Cronin, a recognized authority on public policy, defines leadership as, "making things happen that might not otherwise happen, and preventing things from happening that ordinarily might happen. It is a process of getting people together to achieve common goals and aspirations. Leadership is a process that helps people transform intentions into positive action, visions into reality." The quality of leadership effectiveness demonstrated by a governing body and its ability to be highly-effective are not attributes bestowed upon it by a swearing-in ceremony. They are the result of disciplined adherence to a set of fundamental principles and skills that characterize highly-effective governing bodies. Listed below are 10 "habits" of highly effective governing bodies based upon the author's observations of hundreds of city, county, special service district and school district governing bodies over the last twenty years.

1. Think and Act Strategically

A governing body's primary responsibility is not just to make policy or do its "Roman Emperor" routine (thumbs up or thumbs down) on agenda items at public meetings. It is to determine and achieve citizens' desires for the community's future. Governing bodies and their administrative teams must accept responsibility for shaping the future of the community by expanding their mental horizons to identity and meet the challenges that must be addressed through decisive leadership and goals for the attainment of that future.

A strategic leader always comes at you from the future and takes you "back to the future" from the present. This leadership adventure starts with *vision*, and evolves to defining the strategic issues that must be mastered to achieve the vision. The next step is the development of long-range goals that address these strategic issues and which provide decision-making and budgetary focus for the successful implementation of these goals. Living from one annual budget to another, and from one meeting to the next, condemns your community and its future to happenstance and the type of thinking that befuddles national governance and policy. For this reason, polls show an overwhelming majority of citizens want important issues affecting their lives to be decided at the local, "home town" level. Here, they expect leadership, sound thinking, decisive action, and accountability for results.

2. Respect "shared constituency": what do the *people* need?

No city, town, county, local government jurisdiction or non-governmental community entity is an island. The actions and decisions of any one affects all others. But, there is an even more profound reality: most governmental jurisdictions and non-governmental entities overlap in representing and providing service to the same people, i.e., shared constituencies. For example, any given citizen is represented and served simultaneously by the federal, state, county, and city governments plus the school district, special purpose districts, neighborhood associations, chambers of commerce, newspaper publishers, non-profits, etc.

These governments and community entities usually see themselves as separate institutions, often with conflicting and competing agendas rather than as components contributing in a coordinated and integrated manner to seamless service delivery meeting the citizens' needs. Frequently, local governments and community entities operate as special interests advocating their particular institutional needs and prerogatives. They fail to define how a public service category meeting the needs of a community of shared constituents (public safety, transportation, community development, human services, health care, education, etc.) is defined and functions in a seamless manner with each jurisdiction and entity ensuring its appropriate contribution to the effective and efficient performance of the whole service system.

An example of a service category system is roads. A citizen expects to be able to get from point a to point b on good quality roads that make this possible. That citizen does not want to think, nor cares about, "whose road am I on now; a federal, state, community or city road?" To that citizen "roads are roads" and it is up to all the government entities to make the system work! The same for public safety, and all services. When a sheriff's deputy can not communicate with a city police officer due to different radio systems and frequencies, it is a service system breakdown which doesn't meet the citizen's need for seamless effective service.

Effective governing bodies recognize they must *horizontally* (local government with local government with community entities) and *vertically* (local government to federal and state government) coordinate and integrate to ensure citizens' needs are met. They also recognize that collaboration and integration work best if it originates at the local government, city and county, level. It is at this level where needs are best defined and responded to by service providers. In reality, all government, as it touches peoples daily lives and existence, is local.

3. Understand and Demonstrate the Elements of Teams and Teamwork

Governing bodies by law, exist and have authority only when their members convene as a “body” to do business. Each member is a component of a corporate being which must speak, act, and fulfill its commitments with one voice, in a mature, effective and reliable manner. Governing bodies are collections of diverse individuals who come together to constitute and act as an entity, and only when operating as that entity do they exercise authority and perform in fulfillment of their purpose. This is a classic definition of team. Carl Larson and Frank LaFasto, two preeminent authorities on teams and teamwork, define team as an entity comprised of two or more people working together to accomplish a specific purpose that can be attained only through coordinated activity among the team members. In short, a team is an entity that exists to fulfill a specific function, or purpose, made up of disparate, interdependent parts (individuals) who collectively achieve a capacity that none of its members could demonstrate individually.

Teams always have two components that one might call their “S” components: *systemicness* and *synergy*. All teams are systemic, by definition, being made up of interdependent parts (people) who affect each other’s performance and that of the team. Synergy is the ability to achieve an effect, when working together as a team, that is more than the sum of the team members’ individual efforts. While all teams are systemic, relatively few are synergistic unless their members understand, master and demonstrate the fundamentals of teamwork which are:

- a clear sense of purpose and goals;
- clearly define roles and relationships that unite individual talents and capacities into team performance;
- integration of members who have basic technical, interpersonal, and rational decision making competence;
- a commitment to team success and quality performance;
- a climate of trust, openness, and mutual respect;
- clear standards of success and performance excellence;
- the support, resources and recognition to achieve success; and
- principled and disciplined leadership.

Highly-effective governing bodies spend time building their sense of being a team and their skills for productive teamwork.

4. Master Small Group Decision Making

Most local government governing bodies are classic small groups, with fewer than a dozen people. Small groups demonstrate certain skills and behaviors that “link” their members together. They also have clearly defined processes for making decisions in fulfillment of that group’s purpose. Figure 1 summarizes the “skill sets” essential to small group effectiveness.

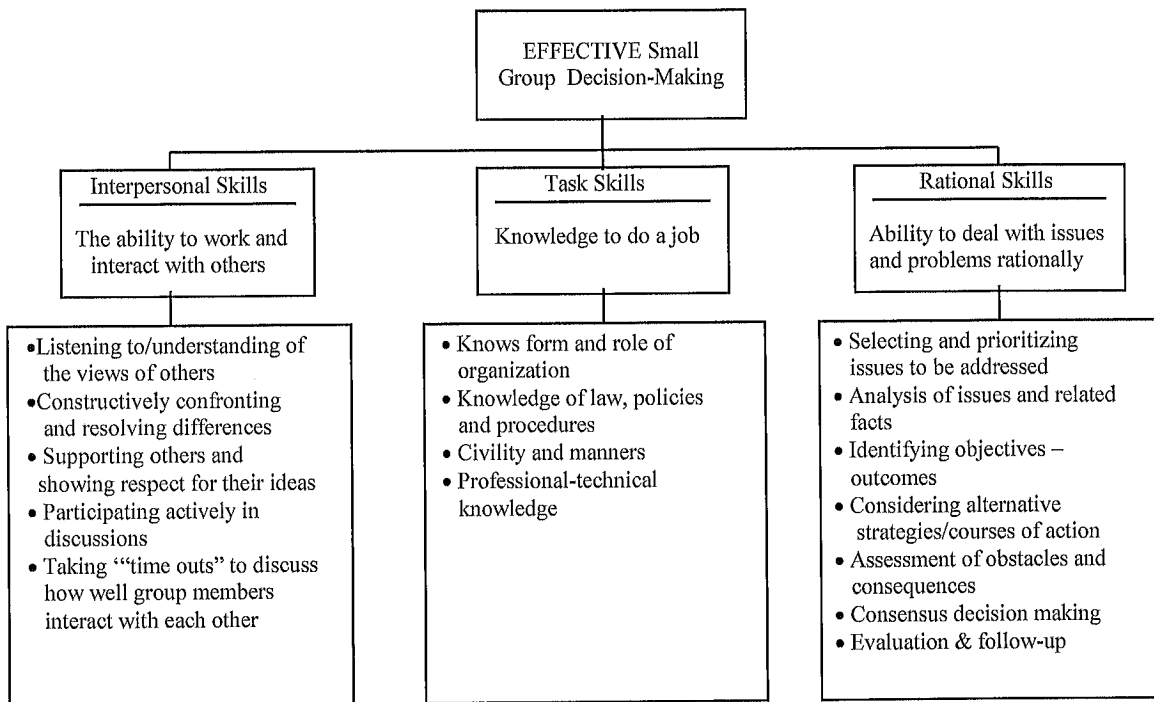


Figure 1: Effective Small Group Decision-Making

5. Have Clearly Defined Roles and Relationships

Each team member’s contribution to the team’s efforts and success must be defined in terms of roles to be assumed (functions) and how that role is to be carried out through one’s behavior (performance).

Role has two elements: *function*, the specific responsibilities of that role irrespective of incumbency, and *performance*, how one occupying the role is expected to behave and fulfill his/her responsibilities. Most governing bodies, whether through charter, statute or ordinance, have clear definitions of their function. The performance component must be defined within the team through discussion and mutual definition of those behaviors and practices expected of the governing body’s members in the conduct of their duties and interactions.

Vince Lombardi when asked, what makes a winning team, replied, “start with the fundamentals. A player’s got to know the basics of the game and how to play his (her) position. The players have to play as a team; not a bunch of individuals. The difference between mediocrity and greatness is the feeling the players have for each other,” (relationships). Teams talk about and define expected roles and relationships and give constructive feedback to their members on the degree to which they are fulfilling these expectations.

6. Honor the Board-Staff Partnership

We have all heard the popular phrase, “the governing body makes policy, staff implements policy”. This is a total misconception of reality. Policy making and policy implementation are not distinct and separate functions. Policy making-implementation is a continuum of thought and relationships that transforms ideas and abstractions (visions, policies, goals, and plans) into defined, observable ends or outcomes (results, programs, projects, deliverable services). Board members and staff share this continuum as partners ensuring each other’s success. Each person plays an important role in creating sound policies and ensuring their effective implementation through reliable administrative practices and performance. Figure 2 depicts this partnership and continuum.

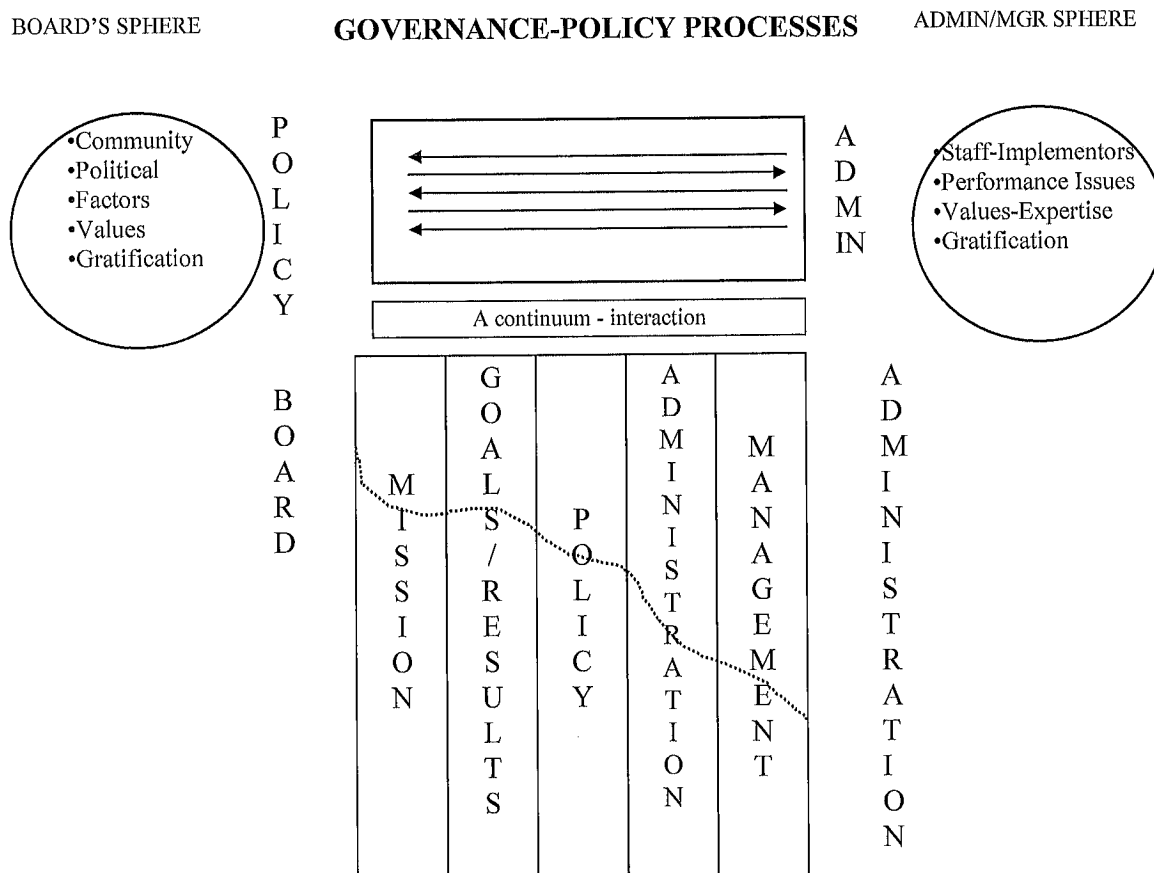


Figure 2: Board-Staff Partnership

To what degree is this partnership understood, discussed, and respected by board members?

John Carver, a widely acclaimed author who writes about boards that make a difference, describes this partnership as one in which boards define what needs are to be met and ends (outcomes) achieved. He believes that boards should allow staff, within board-established limits, to define the means for achieving these ends. He sees a board-staff linkage that empowers staff to do its tasks and be evaluated on the results produced.

The board-staff partnership functions best when it is vision-driven and goals based. Boards that accept and abide by this partnership focus their energy on establishing vision and goals, on good policy, and on empowering effective staff performance. Those that do not do this, frequently fall prey to micromanaging; that is, they will perceive a need to become involved in, or retain approval over, staff activity and plans.

A critical element and important board task in this partnership is the evaluation of the manager or administrator, based upon clearly defined goals, policies, and established guidelines on executive performance.

7. Allocating Governing Body Time and Energy Appropriately

Time, especially to elected officials, is a critically precious and limited, commodity. The typical board or council operates as a *governing body*, providing governance, for relatively few hours; usually less than 200 hours annually, as compared to the typical 2400+ hours per work year for senior administrators. How boards allocate and use their time is vital to their leadership effectiveness and performance.

Boards, like teams, “play” in a number of settings or “arenas” to achieve overall, peak performance. There are four board-staff arenas, and each must be appreciated for its purpose and contribution to a board’s effectiveness.

- Goal-setting (retreats or “advances”)
- Exploration and analysis (study sessions)
- Disposition/legislation (regular public meetings)
- Community relations (interactions with constituencies and other jurisdictions and agencies)

Figure 3 identifies the purpose, typical setting, focus, and key characteristics of each arena. All four arenas are essential to highly-effective governing body’s fulfillment of its leadership, policy making, goal setting, and empowering responsibilities.

ARENA	GOAL-SETTING	EXPLORATION & ANALYSIS	DISPOSITION-LEGISLATION	COMMUNITY RELATIONS
Purpose	• Establish vision • Explore potentials • Set goals • Direction/Priorities -Community -Services -Staff action -Budgets	• Understanding the issue(s) • Problem identification • Selecting “best options” • Building commitment	• Official action • Vote on items -Resolutions -Ordinances • Public input • Mobilization of support	• Interaction with constituency-citizens • Building alliances • Outreach-liaison • Coordination with other entities
Typical Setting	Retreat/Advance - informal off-site workshop	Study Session - conference room	Public - formal board meeting in chambers	Numerous - diverse formats
Focus	• Future of county, city/community • Evaluation of -Needs -Trends -Strategic issues • Community desires & values • Leadership	• Developing knowledge for decision making • Sorting of options • Examine consequences • Set strategies • Ability to make competent & informed decisions	• Agenda - formality • “Show” of authority • Ratification/Adoption • Political pressures • Psychological needs	• Communication • Problem solving • Collaboration - coordination • Partnership • Acting as a community
Key Characteristics	• Informality • Sharing of options • Open dialogue • Creative thinking • Humor - adventure • Face-to-face/Group interaction	• Board-staff dialogue • Questioning - testing of ideas • Information exchange • Negotiating - consensus building • No voting • Face-to-face/group interaction	• Formal meetings • Rules and procedures • Public input/involvement • High visibility • Pressure/advocacy from groups • Voting • Group interaction	• Being “outside” city hall/court house • Responding to requests • Joint ventures • Interagency activity • Multiple interaction modes and communication techniques

Figure 3: Arenas for Governing Body-Staff Performance

Highly-effective governing bodies will hold at least one goal-setting retreat or “advance” annually. They also will hold two study sessions monthly, usually between regularly scheduled public hearings. Here they confer with staff and other experts on significant items under consideration requiring eventual official actions. While these study sessions are open to the public, as observers, the public should not participate in the board-staff dialogue. Many boards short-change this arena, pushing the opportunity for learning into the formal public hearing, which is not designed to promote much in-depth analysis of complex issues. The arena of *disposition/legislation* is designed to get to a vote, not promote careful analysis of complex issues.

The fourth arena, *community and interjurisdictional relations*, is becoming more important. It is rapidly transforming the role of the governing body and how it and its members spend their time. Communities today are more dependent upon sophisticated alliances and partnerships among groups, public and private entities. All jurisdictions are subject to multiple, profound changes in how public officials operate as they deal with complex multijurisdictional and regional issues and the growing popularity of citizen democracy and community building/renewal. Today, the community arena requires more time spent in interactions outside of city hall/courthouse and puts greater time pressure on elected officials.

8. Have Clear Rules and Procedures for Board Meetings

Board meetings exist for the purpose of doing the board's business. Literature on how to conduct effective and productive meetings specifies the need for, and adherence to, clearly defined rules and procedures. Many boards, however, drift from these rules and procedures in pursuit of informality, collegiality, and "just being nice." They let their meetings drone on with lack of focus, redundant comments and endless discussions. Rules and procedures do not preclude citizen input, courtesy or sensitivity to public concerns and viewpoints. They respect all these elements and the necessity to conduct business in an orderly, disciplined and productive manner.

9. Conduct Systematic and Valid Assessments of Policy Implementation and the Public's Concerns and Evaluation of the Boards/Council's Performance.

Governing bodies, like most legislative bodies, frequently fall into the Jean Luc Picard syndrome (Star Trek II) and simply tell their staffs: "Make it so." They assume that board action equates to policy and program implementation. The next time board hears about the policy is when a problem or crisis arises. Highly effective governing bodies expect periodic feedback on policy results and on possible policy amendments that may be required. This feedback can be provided through progress reports, status memos or newsletters, and "policy reviews."

Elections are contests among individuals vying to become a member of an elected governing body. They are not valid, objective assessments of the public's feeling about the quality of board's performance as a governing body and about whether or not it is addressing issues effectively. Highly effective boards seek feedback through a number of proven market research tools such as focus groups, surveys and questionnaires. Typically, the phone calls a board member receives, or the comments made in public hearings, are not valid or accurate reflections of the entire community's sentiments about issues and the board's performance. "Market research feedback" should be ongoing and included in the annual goal setting retreat or advance.

10. Practice Continuous Personal Learning and Development as a Leader

Leaders read, attend workshops, and constantly seek information, understanding and

insight. Elizabeth Kautz, Mayor of Burnsville, Minnesota, giving advice to newly-elected municipal officials said: "Decide what your role is, identify the skills you need to be effective in that role, and GET THEM! Highly-effective governing bodies are comprised of members who honestly know they don't know it all. They take advantage of the myriad of opportunities to learn and perfect their skills by reading, going to workshops, and forums that can expand their skills to lead and govern well.

Highly-effective governing bodies also learn as a group. They assess objectively their performance relative to each of the ten habits. They also decide where gains can be made and set up the opportunity through board workshops to learn the skills to make these gains.

The last, and probably most important, point: Keep your sense of humor. Governance is a serious and sometimes messy business dealing with vital issues affecting our communities and the quality of life we experience daily within them. Humor reduces friction and stress, lets others know we and they are human, and is a pause that refreshes our insight and commitment. It is essential to creating and maintaining relationships. It also can open one's mind to new ideas.

Every community deserves nothing less than highly effective governing bodies that accept accountability for the community's performance in creating its future and in effectively addressing, in the present, those challenges vital to attaining that future. That is what is at stake: our communities' future. With few exceptions, every board can be highly effective and can provide strong leadership. But to become effective requires a good governance model and disciplined adherence to the principles (habits) of effectiveness.

Carl Neu, Jr., is executive vice president of Neu & Company, Lakewood, Colorado. All rights reserved to Neu & Company and the Center for the Future of Local Governance, 1997.

ATTACHMENT 6

Eight Expectations for Effective City Councils

Expectation 1: The Council Sets Direction by

- Determining the local government's mission and purpose
- Setting future direction and policy—the city manager is responsible for administrative functions and city operations
- Regularly engaging in strategy development
- Approving plans for the efficient and effective administration of city affairs

Expectation 2: The Council Acts as a Body by

- Focusing its discussion using clear and consistent rules of procedure, follows a planned agenda and spends time on important topics
- Understanding its own and the city's legal responsibilities
- Making sure all city council members have the same information with which to make decisions
- Working to master small-group decision making techniques
- Respecting each other and abiding by the decisions of the city council

Expectation 3: The Council Serves Citizens Well by

- Enhancing the city's public image
- Providing citizens opportunities to respectfully comment on public issues
- Ensuring the success and viability of the community by convening and facilitating citizen engagement
- Making sure that resources are adequate to serve the public and that resources are used for their intended purposes

Expectation 4: The Council Respects the Role of the Manager as Chief Administrator for the City by

- Channeling communications appropriately to the city manager
- Depending upon employees to respond to citizen concerns and complaints as fully and as expeditiously as practical
- Expecting staff to make independent and objective recommendations
- Expecting the manager and staff to support and advocate for adopted council policy
- Respecting the professionals who work in local government and follow appropriate protocols for interacting with staff
- Refraining from publicly criticizing an individual employee. Criticism is differentiated from questioning facts or the opinion of staff

Expectation 5: The Council is Responsible for Council Members Behaviors by

- Abstaining from seeking political support from staff
- Submitting questions about council agenda items ahead of the meeting

- Providing each member an opportunity to influence and respectfully dissent in board meetings
- Focusing on issues, not personalities
- Having the mayor and/or members of the governing board take responsibility for addressing inappropriate behavior among members of the council themselves. They do not delegate this responsibility to the manager
- Working as a team to jointly develop and hold themselves accountable to a common code of conduct

Expectation 6: The Council Gives the Manager a Chance to Prove Him/Herself by

- Recruiting, selecting and hiring the city manager
- Promoting and encouraging a positive relationship between the council and the manager
- Treating and respecting the manager as a professional
- Recognizing the role of professional managers is to serve the council as a whole

Expectation 7: The Council Freely Gives and Seeks Feedback

- Supporting the manager by providing clear direction and annually reviewing her or his performance
- Annually setting expectations for itself and assessing its own performance
- Inviting constructive feedback to improve its own performance
- Regularly reviewing and monitoring the city's finances, programs and services

Expectation 8: The Council Works with the Manager to Be a High Performing Governing Body by

- Looking to the manager to assist them in:
 1. Clearly defining roles and relationships
 2. Thinking to the future and acting strategically on key issues
 3. Operating in a culture of values and ethics
 4. Regularly evaluating policy implementation
 5. Developing and following protocols for council behavior and council-staff relations
 6. Allocating time and energy appropriately
 7. Setting clear rules and procedures for meetings
 8. Getting regular assessments of citizen concerns and council performance
 9. Recognizing the council's position in intergovernmental systems and in building productive partnerships
 10. Focusing on personal learning and developing as leaders
- Having the mayor and manager orient new members to the governing board, providing expectations about how to be successful
- Working with the manager to behave in a manner that encourages citizen confidence in local government

ATTACHMENT 7

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THE NEED FOR CIVILITY IN LOCAL GOVERNMENT DIALOGUE

**By: John C. Gillespie, Esquire
Parker McCay P.A.**

Co-Chairman, Municipal & Governmental Relations Department

The fundamental premise for this article is that, as local public officials, should both show and demand public civility, public tolerance, and civil discourse at this time of increasing political polarization at the national level and in the media. Rhetoric has become too vitriolic; we are losing the ability to discuss things with civility.

Last year's Presidential campaign is proof enough that we are reaching dangerous levels. The President of the United States is called a "cheap thug and a killer", and is morphed into Hitler in a political ad. His opponent calls the Republican party "the worst bunch of crooks and liars". The U. S. Senator who ran for President on the Democratic ticket is a Viet Nam veteran who earned three purple hearts and a silver star; yet opposition loyalists question his patriotism because of anti-war positions he took upon his return home. Unfortunately, negative campaigning is now a fact of life.

But poisonous rhetoric is not limited to federal campaigns, or national political discourse; we find it at the local level as well. Regrettably, there is no "trickle down" effect; we are literally showered with it.

I began outlining this discussion over a year ago. My first draft proposed to simply acknowledge the existence of this condition; to confront it with thoughtful evaluation; and to promote a discussion that would hopefully cause people to conclude that our discourse should be more civil and that Council meetings should be forums for intelligent dialogue and debate; but not stages for rudeness, nasty sarcasm, or intimidation. But after another year of watching the condition deteriorate, it accomplishes little to merely suggest an outcome. We must demand that this change; and that change must begin at the local level, the level where people feel the impact of government actions most directly.

During a very well attended session at November's League convention, we asked a few questions:

1. How many of the attendees shared this concern that political civility is being eroded?
2. How many believed that politics is an honorable profession?

3. Or, should be an honorable profession?
4. How many agreed that this incivility contributes to the negative view the public has of our political system?

The almost unanimous response of the eighty or so attendees was "yes" to each question. Let the discussion, therefore, begin.

What is civility? I like these definitions:

1. "Courteous behavior, politeness"
2. "A courteous act or utterance"
3. "The act of showing regard for others"

Pretty simple stuff, isn't it? Unfortunately, we don't always witness folks actively "showing regard for others" at public meetings. The problem exists both on the dais and in the audience. Residents visiting meetings are often nastier than elected officials can ever be to one another. Yet, the audience takes its lead from the dais. When elected officials are rude to each other, the audience sees this, and feels like it has a "free pass" to act likewise. Eventually, the situation devolves into sarcasm, rudeness and even name calling.

We are a society that requires instant gratification; we decide what products to buy based on thirty second ads; we rely on sixty second news summaries to tell us all we need to know about an incident that took place over the course of hours, if not days. We want to lose ten pounds in four days; develop washboard abs in a week; and go from 0 to 60 mph in 3.5 seconds.

The late Johnny Carson said recently, while discussing contemporary TV talk shows: "Everything today seems to be sound bites. Nobody wants to hear a good conversation. It's kind of a lost art." The same holds true in political dialogue. We want to get our points across, but we assume the sound bite audience will only listen for a little while. So we resort to quick hits that will register. A quick hit is met with an equally short jab; after jabs are traded, somebody decides they need to up the ante, and throws an overhand right. The other side responds with a roundhouse left, and the fight is on. Now the audience is paying attention! And, of course, the tone has completely changed. What started out as a topic for public discussion, which requires the participants to make an argument in support of their point of view, transforms the participants into having an argument -- as in having a fight.

Temperate, thoughtful dialogue designed to find common ground on matters of public interest gives way to shrill hyperbole intended not so much to differentiate the points of view, and distinguish the issues; but to polarize the parties interested in those issues and points of view. "Agreeing to disagree" is subverted by outright antagonism.

Tolerance for opposing views is an essential ingredient to a successful democracy. I don't have to agree with you; I should however be tolerant of your unfortunate, misguided thoughts! Voting against buying new uniforms for the youth football program does not necessarily mean "you are going to get those kids killed." Voting to approve a bond ordinance for a new municipal building to replace the one that is

eighty years old and falling apart, doesn't mean "you're going to bankrupt our children's future". And voting against an emergency squad's request for a new ambulance doesn't mean "you'll have blood on your hands when someone's 9-1-1 call isn't answered in time."

The challenge for local government officials -- the ones who most closely relate to their constituents on a daily basis, at the supermarket, on the soccer fields, and at PTA meetings, is to restore civility to our political discussions, and to improve the tone of those conversations. Perhaps it is the word "political" that causes the change in attitude, volume, and tone. Perhaps if we remember that local officials are less "politicians", and more "public servants", elected to advance the community's interests, it will be easier to remember it is more important to have thoughtful, purposeful conversations, than to "get into" arguments. It is more important to enjoy dialogue with the residents in the community, than to yell at one another. And again, this goes both ways. It requires that we not only treat our elected colleagues in a more dignified fashion; it requires that we demand that of our constituents as well, particularly during the course of a public meeting. Indeed, the Chair's exercise of control over a public meeting is not an example of tyranny; it is the key ingredient to a successful dialogue. If everyone was sitting around a small table discussing community issues, there would be no yelling or personal attacks. That there is a ten foot sea of space between the speaker and the dais should not change the dynamics.

High pitched vitriolic rhetoric has a severe negative impact upon a community, and even the operation of local government. This harsh tone and preference to argue rather than discuss must give way to thoughtful dialogue. Only local public officials can change the landscape and restore the fundamental premise that it is okay "to agree to disagree" without being personally attacked for doing so.

THE TEN COMMANDMENTS OF PUBLIC CIVILITY©

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DEPARTMENT

1. Thou shalt not rudely interrupt a colleague midsentence; nor "speak over" a colleague while she/he is speaking.

Example: You can watch and learn from Meet the Press;
but cancel any rerun of Crossfire.

2. Thou shalt not assume that shrillness of tone is a substitute for substantive dialogue.

Example: See example #1 above.

3. Thou shalt treat the members of the public with the same courtesy as you would if they were members of your body--and perhaps more importantly, require that they treat you and your colleagues the same way.
4. Thou shalt not resort to "zingers" designed solely to embarrass your target (unless, of course, it is the Township Planner--then it's always okay).
5. Thou shalt, where possible, explore areas of common ground where legitimate disagreements exist, in an effort to move forward on matters of public importance.
6. Thou shalt not allow legitimate critique of policy and practice to become a personal attack aimed at the person who devised the policy or implements the practice.
7. Thou shalt always recognize that your colleagues were also elected, just as you were, and deserve the same level of respect for having run and won.

Example: Remember that the members of the public who elected the colleague that you don't like, may be the same folks who send you packing next time around.

8. Thou shalt not ridicule or belittle a colleague, or a member of the public, simply because he or she disagrees with you on an issue.

Example: Believing that the words "under God" belong in the Pledge of Allegiance doesn't make someone a "theocratic moron". Conversely, someone who articulates a position urging that the words "under God" should be excluded from the Pledge of Allegiance, doesn't make that person a "heathen".

9. Thou shalt not pretend something is much more important than it really is, simply to score points with an audience.
10. Thou shalt always remember that it is okay to agree to disagree, and that reasonable people can indeed disagree reasonably.

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ATTACHMENT 8

Knowing Your Roles Resolving and Preventing Conflicts Between Mayors and Councils

■ ■ ■

by Robert R. Meinig, MRSC Legal Consultant

It is essential for effective local government that municipal officials, particularly mayors, councilmembers, and city managers, understand the roles of their respective offices and their interrelationships with others. Many of the conflicts in city and town governments, as evidenced by the inquiries MRSC receives, are the result of confusion as to these roles and the consequent overstepping of the boundaries between the respective roles. Although those boundaries may, in some cases, be unclear, there is a basic structure to city and town government, whether of the mayor-council or council-manager form, from which these roles derive.

Though the focus of this article is on the mayor-council form of government, the basic principles apply equally to the council-manager form. There may be some variation in the powers and duties of mayors and councils between classes of cities; you need to be aware of the specific rules applicable to your class of city.

Like the federal and state governments, a city government's powers are distributed among three separate branches: legislative, executive, and judicial. The council is analogous to the state legislature or the Congress; the mayor or manager, like the governor and the President, heads the executive branch; and the municipal court (or the district court by contract) exercises judicial functions, although in a much more limited way than the state or federal courts. Under the "separation of powers doctrine," each of the three branches exercises certain defined powers, free from unreasonable interference by the others; yet all three branches interact with each other as part of a "checks and balances" system. The powers of these branches in city government are defined for the most part by state statute.

The council, being legislative, has the power to enact laws and policies, consistent with state law, regulating local and municipal affairs, usually through the enactment of ordinances and resolu-

tions. In general, the council's authority also includes the specific authority to:

- ▶ Enact a city budget.
- ▶ Define the powers, functions, and duties of city officers and employees.
- ▶ Fix the compensation of officers and employees.
- ▶ Establish the working conditions of officers and employees.
- ▶ Maintain retirement and pension systems.
- ▶ Impose fines and penalties for violation of city ordinances.
- ▶ Enter into contracts.
- ▶ Regulate the acquisition, sale, ownership, and other disposition of real property.
- ▶ Provide governmental, recreational, educational, cultural, and social services.
- ▶ Impose taxes, if not prohibited by state law.
- ▶ Cause the city to own and operate utilities.
- ▶ Approve claims against the city.
- ▶ Grant franchises for the use of public ways.
- ▶ License, for the purpose of revenue and regulation, most any type of business.

In addition, the council is authorized to enact rules governing its procedures, including for public meetings and hearings.

**(Continued on page 4)*



Knowing ...

(Continued from page 3)

The mayor is the chief executive and administrative officer of the city in charge of carrying out the policies set by the council and of seeing that local laws are enforced. The mayor, or the manager in the council-manager city, is basically in charge of the day-to-day operation of the city, including the supervision of all appointive officers and employees in the performance of their official functions. The mayor is in charge of hiring and firing all appointive officers and employees, subject, where applicable, to laws regarding civil service. Except for those in towns (fourth class municipalities), councils have some authority to require confirmation of the appointment of certain officials; councils may not, however, require confirmation of firings by the mayor.

In general, the mayor also has the following authority to:

- ▶ Enforce contracts.
- ▶ Bring lawsuits, with council approval.
- ▶ Preside over council meetings and, in some classes of cities, exercise some tie-breaking authority with respect to council votes and veto authority over ordinances.
- ▶ Call special meetings of the council.
- ▶ Prepare a proposed budget.
- ▶ Report to the council on the financial and other affairs and needs of the city.
- ▶ Perform as ceremonial head of the city.
- ▶ Approve or disapprove all official bonds and contractor's bonds.

Consistent with the separation of powers doctrine, the council is not authorized to interfere with the mayor's administration of city government. Councilmembers may not give orders to department heads or to other city employees. In council-manager cities, this prohibition is established statutorily; the council must deal with the city manager concerning matters of city administration, except that it may deal directly with

officers and employees under the manager's direction "for the purpose of inquiry." To do its job, the council needs information on how the city is operating. The mayor or the manager, either directly or through other city officers or employees, must provide that information and should do so in a timely and useful fashion.

Of course, things do not always run smoothly between the council and the city administration, and the line between policy and administration may in some situations be blurred and imprecise. One area that is a frequent source of conflict is personnel. The council may not like a mayor's appointment to a particular position or it may be dissatisfied with the performance of certain officers or employees. An employee may complain to, and seek relief from the council about some aspect of employment. On the other hand, the mayor may believe that certain personnel policies interfere with his or her supervision of employees and hiring and firing authority. The mayor may direct that all communications with city staff go through the mayor's office. The council, in response, may feel that the mayor is unlawfully restricting its access to city personnel for information purposes.

The remedy for some of these situations may be to review the respective roles of the mayor and the council and to understand the limitations of their respective authorities. For example, if the council is not happy with a mayoral appointment, there may be nothing the council can do directly within the bounds of its authority. However, if it has the authority to confirm a particular appointment, it can reject the appointee and force the mayor to choose another. If the council does not have confirmation authority, it can express its dissatisfaction to the mayor, but it can do nothing else with respect to that particular appointment. The council may, however, provide for a detailed personnel system establishing specific qualifications for positions, creating affirmative action policies, requiring publication and public posting of job opening announcements, and the like. Moreover, the mayor, at least in code cities, is required by statute to make appointments "on the basis of ability and training or experience."

Similarly, if the council feels that an officer or employee is performing poorly and should be disciplined or fired, it can say so to the mayor, but it has no power to do anything else. Although

(Continued on page 5)

Knowing ...

(Continued from page 4)

it controls the salaries paid to city officers and employees, it may not lower a salary so as to cause and with the purpose of causing the person holding that position to quit. A rule to follow is that the council (and the mayor) may not do indirectly what it cannot do directly.

On the issue of communication between the council and city officers and employees, the mayor may not prevent councilmembers from gaining information although he or she could reasonably regulate the inquiry process. If councilmember inquiries of city employees serve to harass those employees or unreasonably take them away from their duties, it may be necessary for the mayor to require those inquiries to be channeled through the mayor's or a department head's office, if that can be done without unduly encumbering council access to information.

Another area that often proves to be fertile ground for germinating conflicts and that may elude easy resolution is that of finances and budgets. For example, the mayor may not take full advantage of the budget authorized by the council. The council may authorize a certain position at a certain salary, and the mayor may decide either not to fill the position or may do so at half time and half salary. The mayor may cite financial exigencies, such as revenues falling short of projections, and may conclude that the city cannot afford someone filling this position full-time. The council, on the other hand, may not agree that the conditions warrant such action or may determine that a different cost-saving measure is appropriate and should be instituted.

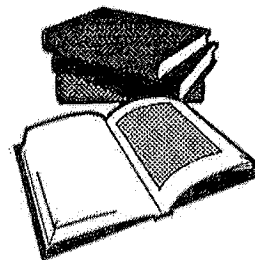
Resolution of this type of issue may prove particularly tricky. Although the mayor may not pay an employee less than that authorized by the council in the budget or in a separate salary ordinance, the mayor, under certain financial circumstances, may be able to partially fill a position, proportionately reducing the salary for the position. Legal authority, however, is hazy on such issues. The best strategy would be for the mayor and the council to work out a mutually agreeable accommodation.

There are other issues that will likely arise (and that have arisen in other cities) where it is not clear whether the mayor (or the manager) has the authority to act or whether the council does. In

these situations, the council and the city administration could draw their respective battle swords and charge; or, one or both sides could first analyze the issue, perhaps seeking counsel of the city attorney or of the consultants at MRSC.

Understanding roles is a necessary step in resolving many such conflicts. However, when the roles are not clearly defined in a particular situation, compromise may be in order. Statutes and case law may not provide a ready answer. All sides need flexibility to meet the challenges of a functioning and dynamic city government. If the focus is on providing good government rather than on turf wars, councilmembers, mayors, and managers can better fulfill their roles as public servants. ■

For Further Reading



"The Authority of the Legislative Body to Regulate Administration of City Business [code cities]," by Susan Rae Sampson, in *Legal*

Notes, Information Bulletin No 467, Municipal Research and Services Center, December 1990.

"Council Duties and Responsibilities," in *City of Pullman Council Handbook*, December 1985.

Handbook for Councilmembers, Information Bulletin No. 472, Municipal Research & Services Center, January 1992.

Handbook for Councilmembers in Council-Manager Cities. 4th Ed. National Civic League Press, 1989.

Knowing the Territory - Basic Legal Guidelines for Washington Municipal Officials, Information Bulletin No. 480, Municipal Research & Services Center, September 1992. ■

ATTACHMENT 9

Reviewed 02/2013

Is it Policy or Administration?

Contents

- [Introduction](#)
- [Policy Versus Administration - Examples](#)
- [Administrative Functions](#)
- [Separation of Powers](#)
- [Personnel Issues](#)
- [Finance and Budget Issues](#)
- [Resolving Conflicts](#)

Introduction

"All government - indeed, every human benefit and enjoyment, every virtue and every prudent act - is founded on compromise and barter."

Edmund Burke

Is it policy or is it administration? Through some examples of typical local government activities we will attempt to answer this age-old question. The Municipal Research and Services Center (MRSC) is frequently asked for advice from local officials about this issue. Lack of clarity or agreement about this issue is perhaps the most frequent source of conflict. There are no "black and white" answers. There will always be some overlap between policy and administration. That is why it is very important for executives, legislators, and key staff to develop ways to communicate and work together effectively.

Legislative bodies are most effective and successful when they focus on strategic activities to guide future development of their communities. These key policy-making activities include the development of a vision for the community, the adoption of community goals and objectives, the adoption of comprehensive plans, decisions about which programs and services will be provided by the local government, and the adoption of budgets and capital facilities plans. These are clearly policy matters.

Policy Versus Administration - Examples

Councils and commissions have the powers to enact laws and policies consistent with state law, usually through the enactment of ordinances and resolutions. The chart below lists actions that city councils and commissions can take, followed by a brief description of the responsibility of the mayor, city manager or administrator. These also apply to county councils and commissions; however, counties have a number of independent elected officials whose functions and duties are defined by the state constitution, state statutes or home rule charter.

Policy	Administration
Enact a budget.	Propose budget. Spend within budgetary limits.
Define the powers, functions and duties of officers and employees.	Fill positions consistent with local ordinances.
Fix the compensation of officers and employees.	Administer payroll consistent with the adopted budget and compensation plan.
Establish the working conditions of officers and employees.	Insure that proper working conditions are provided.
Establish retirement and pension systems.	Administer pension and retirement plan.

Adopt ordinances regulating local affairs.	Implement and enforce ordinances.
Set fines and penalties for violation of ordinances.	Collect fines and enforce penalties.
Enter into contracts.	Propose contracts. Manage approved contracts. Enforce contracts.
Regulate the acquisition, sale, ownership, and other disposition of real property.	Negotiate terms of acquisition and sale of real property; carry out acquisition and sale.
Decide which governmental services will be provided. Adopt budgets for their provision.	Oversee the day to day operation of programs and services provided by the local government.
Establish public utilities.	Manage provision of utility services.
Grant franchise for the use of public ways.	Enforce terms of franchise agreement.
License, for the purpose of revenue and regulation, most any type of business.	Administer business licenses as provided by council.
Set tax rates and user fees consistent with state laws.	Collect taxes and user fees.
Approve claims against the city or county.	Bring lawsuits, with legislative approval. Propose settlement of claims. Pay approved claims.
Enter into agreements to accept grants and gifts.	Propose agreement. Carry out terms of the agreement.

Administrative Functions

The mayor, city manager, or county executive is the chief executive and administrator in charge of carrying out the policies set by the legislative body and enforcing local laws. They are basically in charge of the day-to-day operation of the city or county, including the supervision of all appointed officers and employees in the performance of their official functions. The chief executive is in charge of hiring and firing all appointive officers and employees, subject, where applicable, to laws regarding civil service. Councils of first class, second class, and code cities have some authority to require confirmation of the mayoral appointments of certain officials; councils may not, however, require confirmation of firings by the mayor. Town councils do not have this power.

For the most part public agencies are *administrative*; they must follow policies, laws, budgets, and other rules. In order to prevent abuses of power and to provide predictability, administrative functions have limited flexibility or discretion. For example, the enforcement of building and land use codes are generally ministerial in nature. If applicants comply with requirements as set forth in the code, they get their permit. However, there are certain types of decisions, such as rezones, that must go to the legislative body.

On many matters, citizens will no doubt call councilmembers. In these situations, it is best to pass on the complaint (through the mayor or city manager), let staff deal with it, and report back to the councilmember on its disposition. Give the staff a chance to do their job. Treat citizen comments, complaints, or requests as feedback on basic service delivery systems. These are opportunities for service "tune-ups" as part of a continuous improvement effort.

Separation of Powers

Consistent with the doctrine of separation of powers, the council is not authorized to interfere with the chief executive's administration of government. Councilmembers may not give orders to department heads or to other employees. In council-manager cities, this prohibition is established statutorily. The council must work through the city manager on matters of city administration, except that it may deal directly with officers and employees under the manager's direction "for the purpose of inquiry." To do its job, the council needs information on how the city or county is operating. The chief executive must provide timely, useful information evenly and equally to all councilmembers - either directly or through subordinate officers and employees.

On the issue of communication between the council and city officers and employees, the mayor may not prevent council members from gaining information although he or she could reasonably regulate the inquiry process. If councilmember inquiries unreasonably take staff away from their duties, the mayor may require those inquiries to be channeled through the mayor or a department head, if it can be done without unduly encumbering council access to information.

Personnel Issues

A frequent source of conflict is in the area of personnel. The council may not like a mayor's appointment to a particular position, or it may be dissatisfied with the performance of certain officers or employees. An employee may complain to and seek relief from the council about some aspect of employment. On the other hand, the mayor may believe that certain personnel policies interfere with his or her supervision of employees and hiring and firing authority. The mayor may direct that all communications with city staff go through the mayor's office. The council, in response, may feel that the mayor is unlawfully restricting its access to city personnel for information purposes.

The remedy for some of these situations may be to review the respective roles of the mayor and the council and to understand the limitations of their respective authorities. For example, if the council is not happy with a mayoral appointment, there may be nothing the council can do directly within the bounds of its authority. However, if it has the authority to confirm a particular appointment, it can reject the appointee and force the mayor to choose another. If the council does not have confirmation authority, it can express its dissatisfaction to the mayor, but it can do nothing else with respect to that particular appointment. The council may, however, provide for a detailed personnel system establishing specific qualifications for positions, requiring publication and public posting of job opening announcements, and the like. Moreover, the mayor, at least in code cities, is required by statute to make appointments "on the basis of ability and training or experience."

Similarly, if the council feels that an officer or employee is performing poorly and should be disciplined or fired, it can say so to the mayor, but it has no power to do anything else. Although it controls the salaries paid to city officers and employees, it may not lower a salary with the purpose of causing the person holding that position to quit. A rule to follow is that the council (and the mayor) may not do indirectly what it cannot do directly.

Finance and Budget Issues

Another area that often provides ground for conflict is finances and budgets. For example, the mayor may not take full advantage of the budget authorized by the council. The council may authorize a certain position at a certain salary, and the mayor may decide not to fill the position or may do so at half time and half salary. The mayor may cite financial difficulties, such as revenues falling short of projections, and may conclude that the city cannot afford someone filling this position full-time. The council, on the other hand, may not agree that the conditions warrant such action or may determine that a different cost-saving measure is appropriate and should be instituted.

Resolution of this type of issue may prove particularly tricky. Although the mayor may not pay an employee less than is authorized by the council in the budget or separate salary ordinance, under certain financial circumstances, the mayor may be able to partially fill a position, thus proportionately reducing the salary for the position. Legal authority, however, is hazy on such issues. The best strategy would be for the mayor and the council to work out a mutually agreeable accommodation.

Resolving Conflicts

In situations where it is not clear whether the executive or the council has the authority to act, counsel of the city attorney or that of a MRSC consultant could be sought. Understanding roles is a necessary step in resolving many conflicts. When roles are not clearly defined, compromise may be in order. Statutes and case law may not always provide a ready answer. All parties need flexibility to meet the challenge of providing effective local government that is responsive to public needs. Local

government works best when local officials work well together and build relationships based on honesty and trust.

ATTACHMENT 10

Chapter 4

The Job of a Councilmember

The principal job of a city or town council is to make policy. A policy is a course of action for a community. Policy-making often takes the form of passing ordinances or resolutions. After policy decisions are made by the legislative body, others perform the administrative task of implementing the policies. The distinction between formulation and implementation may not always be clear, necessitating open communication between legislators and administrators.

Adopting policy

The council does not make policy in a vacuum. Councils rely on ideas from many sources, including the council staff, citizens' groups, advisory committees, chambers of commerce, and others. It is the council's responsibility to consider the merits of each idea and then approve, modify, or reject it. In doing so, councilmembers analyze community needs, program alternatives, and available resources. The decision often takes the form of an ordinance or resolution, although it may take the form of a rule, regulation, motion, or order. The budget and comprehensive plan are powerful policy tools that are adopted by ordinance.

So, who actually runs the city?

It is important to recognize that it is not the role of the councilmember to administer city affairs. The council sets policy, but it is either the mayor – in mayor-council cities, or the city manager – in council-manager cities, that actually sees that the policies are implemented. This means that it is not the role of the councilmember to supervise city employees on the job or become involved in the day-to-day administration of city affairs. This can be a source of conflict between the executive and legislative branches of city government.

Responding to citizen complaints

Residents often contact a councilmember when they have a problem, whether it involves a land use matter, a barking dog, or a pothole. Don't hesitate to send them to the appropriate city staff person for resolution of their problems, keeping in mind that you lack the authority to take action in administrative matters.

Relationship with the city attorney

In most cities the mayor appoints the city attorney, whether that position is full time or part time. In some cities the council takes an active role in arranging for the provision of legal services through a contractual arrangement. Regardless of how the position is established, remember that though the mayor or city manager typically has more contact with the city attorney than the councilmembers or city staff, the city attorney's job is to advise all of the city officials. Sometimes councilmembers feel that the city attorney is the mayor's or manager's attorney, particularly if the city attorney generally supports the mayor's or manager's position in situations where the answer is unclear.

Neither the mayor nor the city manager can prohibit the council from having access to the city attorney for advice. For financial reasons, the mayor or manager may feel that questions to the city attorney should be channeled through the executive's office, to avoid possible duplication and to make sure that the questions are presented clearly. Ultimately, it is up to the council to establish procedures on how city attorney services are provided.

Some smaller cities try to minimize their fees for legal services by not having the city attorney regularly attend council meetings. That can be thrifty, but shortsighted, particularly when the council is dealing with controversial matters such as land development, or complex procedural issues such as LIDs.

Personnel management

The statutes generally give the mayor or city manager, as chief executive, the broad authority to hire and fire employees.

The city council, however, determines the number of employees that can be hired and those employees' duties. The council establishes salaries and other forms of compensation paid city workers. The council may also establish job qualifications.

One piece of advice is to have good, consistent personnel policies. Up-to-date, clearly written policies help avoid lawsuits, promote consistency, and contribute to employee morale.

Labor relations

Unions have a significant presence in Washington cities. Most city employees have the right to organize under state law and have joined state-wide unions or formed local associations. The city must negotiate labor contracts with these unions over wages, hours and working conditions.

In particular, most police and fire departments are unionized. Except for very small cities, police and fire unions have access to interest arbitration when an impasse in bargaining occurs. This can create a unique dynamic in police and fire negotiations, given the potential for an outside arbitrator to make decisions regarding wages, benefits and contract language.

Question & answers

Q. What is the role of the city council regarding employee discipline, and what input can the council have concerning performance appraisals of employees?

A. Though the council may be concerned about employee discipline and how certain employees are performing their duties, the council should not be involved in any individual situations. While the council can establish personnel policies and voice their concerns to the mayor, it is solely the mayor's job to discipline and supervise city employees, including conducting performance evaluations.

Q. Is the mayor or city manager required to inform council members prior to terminating or disciplining a city employee?

A. No. However, when a particular termination or discipline is likely to be controversial, the mayor may want to notify the council and explain the decision in an executive session. Disciplinary and termination decisions should be reviewed with the city attorney prior to action being taken. The mayor and councilmembers should be careful to not discuss specific cases outside of an executive session.

An ordinance is a local law of the city.

A resolution is typically an act that is less formal than an ordinance.

Local laws – ordinances and resolutions

How does the council adopt policy? Typically, a council will adopt policy through the passage of ordinances and resolutions at council meetings.

Difference between ordinances and resolutions

An ordinance is a local law of a municipal corporation, prescribing general rules of conduct. Ordinances may be used for a variety of purposes, including administrative actions such as establishing offices and setting salaries, or they may be used for actions that control the conduct of the public. An ordinance is a legislative enactment, within its sphere, as much as an act of the state legislature.

A resolution, on the other hand, is typically an act that is less solemn or formal than an ordinance and may be no more than an expression of the opinion of the official body. Legislation must be enacted via ordinance. Deciding in any particular case what constitutes legislation may require reference to case law, but the general guiding principle is that “[a]ctions relating to subjects of a permanent and general character are usually regarded as legislative, and those providing for subjects of a temporary and special character are regarded as administrative...” (Durocher v. King County, 80 Wn.2d 139, 153, 492 P.2d 547 (1972).)

When deciding whether to use an ordinance or a resolution, a good first step is to refer to the city charter and state law (RCW's). Some state statutes leave the form of action to be employed to the discretion of the legislative body. If the charter and the code are silent as to the mode of decision-making, and the action is not “legislation,” then either a resolution or an ordinance may be used.

Rules for adopting ordinances

The state statutes for each class of municipality do contain some procedural requirements which govern the adoption of ordinances. However, these procedural requirements are generally not complicated and do not require an elaborate adoption procedure. For a comprehensive discussion of adoption procedures, including information on requirements for signatures on ordinances and publication of ordinances, see MRSC Report No. 50, which is entitled Local Ordinances - The Drafting, Compilation, Codification and Revision of Ordinances.

Many cities and towns have adopted local rules of procedure that relate to the adoption of ordinances, and these, of course, must be followed. For example, although the state statutes do not require that an ordinance be read more than once in most circumstances prior to adoption, many local rules of procedure do contain such a requirement. Therefore, it is important that councilmembers familiarize themselves with the local rules of procedure, as well as the state statutory requirements in regard to adoption requirements for ordinances.

Practical Advice

Helpful pointers from other elected officials.

Leadership ...

- Lead by example. Be honest, consistent, flexible. Don't play games.
- Use common sense.
- Don't be stampeded into action by the strong demands of special interest groups. Your job is to find the long-term public interest of the entire community.
- Be clear on what you stand for – list 10 things you believe in.
- A new councilmember should have goals – things you want to accomplish. But don't act rashly and assume that only you know the best way to accomplish things. Every issue will benefit from additional discussion. Your perceptions may change.
- Sometimes we underestimate the potential impact of an elected official's leadership. Use the dignity of your office to help the community get past contentious issues.
- There is a tremendous amount of discomfort in making very public decisions. Sometimes the decisions feel like the end of the earth. It's easy to fear the political consequences. But it is important to look a little more long-term in perspective, weigh everything, and reach good decisions.
- You won't be able to satisfy all of the people, and you have to know that. Listen fairly. . .listen thoughtfully. . .and then do what's right.

Working with staff ...

- Get to know staff and what they do.
- Say thank you! Let folks know how much you appreciate them and give credit where credit is due.
- Treat staff with respect – they are a very valuable asset.
- Be consistent. Treat everyone the same.
- Budget money for and encourage your staff to attend professional meetings and seminars. These learning opportunities and the personal contacts can be invaluable to your city.

“We're busy electing

barometers, when what

we really need are

compasses.”

Author unknown

ATTACHMENT 11

SWOT Analysis for a City

By Meagan Van Beest, eHow Contributor

Use SWOT analysis to improve your community, including processes at city hall.

Performing a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for your city helps to develop a strategic plan that maximizes your municipality's strengths, minimizes its weaknesses, takes advantage of opportunities and limits its threats. As a mayor, city councilor or city planner, use this technique to evaluate individual city departments (e.g. utilities, law enforcement, emergency services and administration) or the city as a whole (e.g. infrastructure, businesses, services, citizens, amenities, economy and politics). Along with its internal benefits, you can also use a city SWOT analysis to market your area to potential residents and prospective businesses.

1. Strengths

- For the strength section, examine your city's internal processes, capabilities and amenities. These include human resources, physical resources, finances and programs. For example, in its strategic plan, the city of Lewisville, Texas listed its park funding program, excellent customer service rankings, strong school system and geographic location as strengths. If you have trouble determining your strengths, start by simply listing your community's attributes (e.g. location, size, parks, recreational opportunities).

Weaknesses

- The weakness section should look at internal problem areas. These include the same human resources, physical resources, finances and programs as strengths. For instance, the Northwest Initiative of Indiana found their weaknesses in a lack of corporate headquarters, limited broadband Internet connections, lack of urban planning and a disconnect with the state government. External input from community members is key to identifying problem areas in the community.

Opportunities

- Opportunities are the external factors that offer potential for your city. Possibilities include trends, economy, environment and legislation. Lewisville discovered the redevelopment of its Old Town section, civic center/arts complex, volunteer utilization, visitor bureau marketing efforts and energy conservation programs all offered opportunities for the city. Consider ways that your community can take advantage of trends, features or the economy to improve its economic stability.

Threats

- Cities do not face direct competition as do businesses. Instead, threats come from competition for funding, changes in citizenry and restrictive legislation. The Northwest Initiative determined that racial issues, loss of businesses and citizen perception all presented threats to their economic development planning. You may discover decreasing population, limited business development and a restrictive tax structure when you analyze your threats, among other things.

Considerations

- Planning using SWOT analysis is only as effective as the information the report contains. By specifically identifying each topic in the analysis, using statistics and location information if possible, you can develop more detailed, actionable plans. For example, instead of saying roads are generally in poor condition, identify the particular streets that need improvement. Then, use your city SWOT analysis to craft a comprehensive strategic plan, and define your priorities and adjust your decisions along the way.

How to Create a Simple SWOT Diagram

By an eHow Contributor

Create a Simple SWOT Diagram

A SWOT analysis is a valuable tool for any business, and especially useful for business consultants and students. SWOT is the acronym for Strengths, Weaknesses, Opportunities and Threats and is often diagrammed for comparisons. Identifying and analyzing these criteria gives a manager, consultant or a business owner a snapshot of how an organization is doing. Create a simple SWOT Diagram to identify these four defining factors for your company or organization.

Instructions

1. Begin to mentally categorize and think about strengths, weaknesses, opportunities and threats within and surrounding a company, organization or situation you want to analyze to create a simple SWOT diagram.
2. Draw a large box and then draw lines to divide it into four equal boxes. Label each box with one title, Strengths, Weaknesses, Opportunities and Threats. Put the titles in order so that you can compare strengths with weaknesses and opportunities with threats.
3. Use different colored pens or markers to draw and write with if you have them available so that you can make the different box titles and lists stand out more. Leave enough room for lists in each box to make a simple SWOT diagram.

4. Determine the organization's current strengths. Include items that add value to the organization, such as products, location or expertise. Take account of financial successes and recent growth as well.
5. Identify the organization's existing weaknesses next. Ask yourself what the organization's value destroying issues are. Find things that are now hurting your company or organization, such as products that are exactly the same as your competitors which are not selling, a tarnished reputation and employee morale.
6. Compare your strengths and weaknesses once you've exhausted ideas and items for each list. These are your internal factors to work with. Evaluate your opportunities and threats next-they are your external factors.
7. Recognize your organization's opportunities. These are creating value for your organization or company from the outside (things beyond your organization's control) and should include items like a growing market and weak competitors.
8. Make decisions about what to list for your threats. Understand that these will be items that are affecting your organization or company from the outside and you have no control over them. Add items to your list that are threats to your company or organization, such as a competitor has come out with an innovative product that will make yours obsolete, new trade regulations or new laws that will inhibit your operations.
9. Start comparing your organization's opportunities and threats now. Look for patterns that emerge in your comparisons. Realize that although you may be able to identify items that can be changed immediately from your SWOT diagram, other things may take some time and consultation with other members of your organization. Understand that you may not be able to resolve certain issues right away or at all.

- Strengths: attributes of the organization that are helpful to achieving the objective.
- Weaknesses: attributes of the organization that are harmful to achieving the objective.
- Opportunities: *external* conditions which are helpful to achieving the objective.
- Threats: *external* conditions that could do damage to the business's performance.

	Helpful to meeting the objective	Harmful to meeting the objective
Internal Factors	Strength	Weakness
External Factors	Opportunities	Threats

ATTACHMENT 12

WORKING DRAFT

C I T Y O F P A S A D E N A

STRATEGIC PLANNING RETREAT

22 September 2013 * Pasadena Convention Center

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Graphic Recorder – (925) 376-9151

MISSION STATEMENT

The City of Pasadena is dedicated to delivering exemplary municipal services responsive to our entire community and consistent with our history, culture and unique character.

VISION STATEMENT

Pasadena will combine world class events, science and technology, arts and culture, history and architecture with great neighborhoods and opportunities for all.

CORE VALUES

not in priority order

The City of Pasadena values ...

- ♦ *Responsiveness*
- ♦ *Honesty and Integrity*
- Accountability*
- ♦ *Excellence*
- ♦ *Open, clear and frequent communication*
- ♦ *Innovation*
- ♦ *Diversity and Inclusiveness*
- ♦ *Fiscal responsibility*

THREE-YEAR GOALS

2013-2016 * not in priority order

- ▶ Improve and maintain the infrastructure
- ▶ Improve financial stability
- ▶ Complete funding and construction of the Rose Bowl Renovation Project
- ▶ Improve the local economy
- ▶ Improve the quality of life and enhance public safety

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Tuesday, September 23	Asst. City Mgr. Julie Gutierrez	Distribute the 'Working Draft' Strategic Planning Retreat Record to the City Council and Executive Leadership Team members.
Within 48 hours	All recipients	Read the (working draft) strategic planning retreat record.
October 1, 2013	Executive Leadership Team (City Manager – lead)	Begin to review the "Current Internal Weaknesses/ Challenges" list for possible action items.
By October 15, 2013	Department Heads	Share and discuss the 'working draft' Strategic Plan with staff.
October 28, 2013	City Manager	Present the "Working Draft" Strategic Plan to the Mayor and City Council for discussion and Next Steps in the Strategic Planning process.
Monthly	ELT and City Council	Monitor progress on the goals and objectives. Revise objectives (add, amend and/or delete), as needed.
Monthly	Asst. CM Gutierrez	Prepare and distribute the updated Strategic Plan Monitoring Matrix to the Mayor, City Council, ELT
mid-March to mid-April 2014	City Council Executive Leadership Team	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives. - develop Strategic Objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF PASADENA IN THE PAST 3 YEARS

Brainstormed List of Perceptions

- New water treatment plant
- Infrastructure improvements
- Completed the Rose Bowl Pavilion Project
- Enhanced youth programs through internal collaboration
- Reached consensus on General Plan Land Use
- Implemented many technology solutions to improve efficiencies
- Acquired energy resources equivalent to over 20% of our electrical demand
- Completed the Development Permit Processes Efficiency Study and began implementation
- Implemented cloud and e-book features in the library
- Implemented the MOU between PUSD (Pasadena Unified School Dist.) and the City of Pasadena
- Transferred Animal Licensing to the Pasadena Humane Society to increase effectiveness and revenue collection
- Completed several new affordable housing developments
- Deployed a 311 mobile service
- Adopted new Ten-Year Energy Efficiency Goals
- Expanded transit service to Northwest Pasadena
- Restored library hours
- Expanded the MASH Program
- Realigned HS & R to expand recreation offerings and youth employment
- Introduced new service delivery models in the Fire Department
- Implemented Solid Waste efficiencies for a savings of \$400,000 per year
- Completed entitlements for the first major office building in the city in many years
- Revitalization of city parks
- Permanently housed dozens of chronically homeless persons through Project HOUSED
- Acquired the Desiderio site
- Generated over \$12 million in local economic benefits from the Rose Bowl Renovation Project
- Implemented pension reform through increased cost sharing of PERS
- Exemplary response to the windstorm
- Released to the public a Quality of Life Index
- Completed a Community Health Improvement Plan
- Greened two affordable housing projects; collaboration between the Housing Dept. and the Water & Power Dept.
- Implemented Safe Routes to School projects
- Completed the hiring of the Executive Leadership Team
- Completed a new EOC (Emergency Operations Center)
- Updated and expanded the Public Electric Vehicle Charging Infrastructure
- Increased the use of social media for public information
- Completed a Zero Waste Strategic Plan
- Obtained the Section 108 loan for Robinson Park
- Completed the Lincoln Ave. Specific Plan
- Transferred the Human Services Endowment to the Pasadena Community Foundation
- Improved hearing access at city facilities
- Launched Affordable Care Act education and enrollment
- Implemented a Rotating Public Art Program
- Expanded a traffic signal preemption program for emergency response
- Completed the Public Art Master Plan
- Installed the first Adaptive Traffic Control System
- Implemented a Sidewalk Repair Program
- Installed wayfinding signs throughout the city
- Increased operational tactics at major events to increase homeland security

- Completed City office consolidation for a savings of \$200,000 per year
- Completed a citywide needs assessment for Human Services, Recreation and Housing
- Acquired the YWCA building
- Created a Regional Crime Task Force at no cost to taxpayers
- Got a temporary restraining order against the State of California; the dispute amounts to about \$40 million related to the Redevelopment Agency
- Survived the first round of Sequestration
- Maintained a diverse workforce
- Began the process of a new EPR system
- Balanced the budget
- Completed Fire Station 32
- Replaced the ARTS bus
- Built a dental clinic
- Improved park maintenance
- Reduced homelessness
- Implemented a new parking management system
- Completed an Economic Development Strategic Plan
- Enhanced community partnerships to improve AB 109 prisoner reentry
- Implemented the first-ever Citizens Academy
- Completed the City Council redistricting process
- Achieved a 74% refuse diversion rate
- Increased regional partnerships to secure radio and data interoperability (I/O)
- Hosted and participated in numerous job fairs
- Absorbed the AIDS Service Center into the Public Health Dept., preventing the Center from being eliminated
- Expanded the Employee Training Catalog
- Expanded the Parking Credit Program to facilitate business development
- Invested in new fire apparatus changing front-line life cycle from 20 to 15 years
- Improved recreational facilities

THE CITY OF PASADENA'S CURRENT INTERNAL WEAKNESSES/ CHALLENGES

Brainstormed List of Perceptions

- Lack of a citywide long-term vision
- Lack of funding
- Local elections
- Growth of homelessness in city facilities and parks
- Not focusing on workforce development
- Residual staff shortages resulting from layoffs
- Lack of maintenance of aging infrastructure
- Overspecialization of the city workforce
- Multiple years of no salary increases
- Delayed completion of the Classification Study and uncertainty of outcomes
- Have not identified where new leaders will come from
- Lack of analytical support
- Antiquated systems
- Lack of communication and transparency to the public and employees
- Lack of competent workforce
- Challenge maintaining and enhancing current service levels
- Lack of sidewalk repairs
- Lack of updated policies
- Lack of prioritization of limited funds
- Lack of resources
- Lack of more money
- Poor employee morale; fear
- Staff feels entitled
- Lack of hope and optimism
- Internal duplication of services

- Lack of succession planning
- Lack of understanding of accountability
- Aging workforce
- Residents/the public unaware of financial stresses; we're not communicating well enough to them
- Media relations are not as good as they could be
- Holding on to obsolete programs
- Resistance to change
- Have not improved internal collaborations to improve efficiencies
- Settling for the status quo
- Unresolved technological needs
- Not data-driven
- Internal capacity is too low to meet external expectations
- "Brush fires" – not enough planning and having to put out fires; reactionary
- The challenge of coordinating common goals and initiatives
- Lack of technical skills
- Lack of prioritization in the organization
- Demands exceed capacity
- High drama
- Cumulative impact of changes affects morale
- Micromanaging of lower level staff by department heads
- Inadequate checks and balances
- Stress of doing all we need to do and fulfill residents' expectations with limited resources

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF PASADENA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Improving economy
- Improving residential market
- Improved local and regional partnerships
- Renewed interest in improving public schools
- Improving state budget
- Maximizing real time communication
- Possible UCLA championship
- Extended Gold Line
- Possible state funding to mitigate AB 109
- Delays in the LA NFL stadium
- Availability of high level workforce
- Pasadena as an increasingly desirable place for people to live and work
- Devil's Gate Debris Removal Project
- Our school district is in a better financial place
- Health care availability
- Changing work environment – less centralization
- Assembly member Holden
- Public's increasing use of technology
- Perception of Pasadena as a place for innovative industry
- Shifting economic competitors
- Opening of new hotels
- SB 391 (California Homes and Jobs Act)
- AB 1229 (Strengthening Inclusionary Housing)
- Expanded influence of the Millennial Generation
- Improved community awareness regarding public safety ("See Something, Say Something")
- Emergence of a tech corridor
- Local elections

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE FISCAL IMPACT ON THE CITY OF PASADENA IN THE NEXT THREE YEARS

Brainstormed List of Perceptions

- Earthquake
- Aging workforce
- Cyber threats
- State and federal policy resulting in an overreliance on natural gas as a resource
- Legislation impacting the city's radio system
- Federal policy change impacting the stock and bond markets
- Sequestration
- Loss of the Redevelopment lawsuit
- State legislation aimed at reducing charter cities
- Drought
- Threats to the Delta
- Lack of immigration reform
- Poaching of our key staff
- Maintenance of a diverse work force
- Increasing interest rates
- Tax reform
- Significant domestic/local terrorist attacks
- Pan-influenza
- Increasing health care costs
- Increased cost of government
- Consistently high cost of living in Pasadena
- Shifting economic competitors
- Cost of AB 32 Implementation
- Budget cuts in the courts
- Federal and state regulatory requirements
- Municipal bankruptcies
- Aging baby boomers
- Special interests in Sacramento
- Exacerbation of the gap between the rich and the poor
- Continued and growing reaching into city funds by the state
- Lack of funding for sidewalk improvements
- Federal deficit
- State government
- Political gridlock
- Elimination of tax-exempt financing
- Lack of grant dollars
- Overtaxation by the federal, state and county governments
- SR 710—happening or not happening
- Impacts of AB 109 (early prisoner release)
- Changing work environment – people not going to offices to work
- Public's increasing use of technology
- Overburdened judicial system
- Maintaining silos of expertise

— ♦ —

IDENTIFY THREE-YEAR GOALS

Brainstormed list of possible goals from which the Three-Year Goals were developed

- Develop a structured plan to recruit Pasadena youth into Pasadena jobs
- Always look at the fiscal impact of all decisions
- Increase transparency
- Complete funding and construction of the Rose Bowl Renovation Project
- Educate the public on the limitations of resources
- Improve or replace public facilities
- Improve public education
- Update policies and systems to involve public involvement
- Establish Pasadena as a center of innovation
- Use more technology and innovation in city programs and services
- Assist PUSD in achieving strong public schools
- Improve media relations and public communication
- Enhance the skills, knowledge and ability of internal staff
- Assess the viability of a local tax initiative
- Strengthen public-private partnerships
- Fund and prioritize the CIP
- Resolve parking issues
- Expand public transit
- Become more business-friendly
- Create a Financial Resources Plan
- Promote innovation and creativity for problem solving
- Provide opportunities to quality city employees for upward mobility
- Streamline the entitlement process
- Complete Streets implementation
- Eliminate homelessness, and its impact on the business community, in the city (by half)
- Cut the number of uninsured by one-half; increase access by opening another urgent care
- Integrate the operations of the three operating companies (RBOC PCAC, PCOC)
- Increase access to governmental services
- Find funding for sidewalk and tree maintenance
- Develop and implement a Workforce Development Plan for each department
- Kill the 710 tunnel
- Reduce debt and increase revenue
- Ensure accurate staff work
- Expand entry-level training positions
- Adopt a plan for funding public sector pensions in Pasadena
- Develop a funding source to stabilize Rose Bowl operations
- Update citywide policies for consistency
- Expand fiber network for economic development purposes
- Determine a governing structure for the central arroyo
- Enhance public safety
- Audit the city's financial situation to be communicated to utility rate payers
- Create workforce opportunities for all/100%
- Strengthen our tax base
- Generate at least \$1 million operating surplus per year
- Add a mental health services component to the Public Health Dept.
- Prioritize the projects and identify funding sources for infrastructure needs
- Meet the General Fund 20% reserve target
- Beautify the city
- Improve marketing of Pasadena as a destination city
- Revitalize former Redevelopment properties

ATTACHMENT 13

STRATEGIC PLAN ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

WORKING DRAFT**CITY OF PASADENA * STRATEGIC OBJECTIVES**

22 September 2013 – 15 March 2014

THREE-YEAR GOAL: IMPROVE FINANCIAL STABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Nov. 18 2013 CC Finance Committee meeting	Chief Information Officer, working with the Director of Finance	Present a plan to the City Council Finance Committee to generate public participation in and understanding of the city's budget and engage them to share ideas and interests.				
2. December 15, 2013	Director of Finance	Establish an Interdepartmental Team to review and analyze policies and procedures to strengthen the internal checks and balances.				
3. February 15, 2014	Director of Finance	Identify and evaluate options to address OPEB (other post-employment benefits) (e.g., retiree medical costs) and provide recommendations to the City Council's Finance Committee.				
4. March 15, 2014	Director of Finance	Present the Interdepartmental Team's findings to date regarding checks and balances to the Executive Leadership Team.				

THREE-YEAR GOAL: IMPROVE AND MAINTAIN THE INFRASTRUCTURE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. January 15, 2014	Pasadena Water and Power General Manager	Present a plan to the City Council Municipal Services Committee for a Community Water Summit to discuss water supply changes facing the city.				
2. January 15, 2014	Asst. City Manager Gutierrez (lead) and the Infrastructure Group (5 department heads)	Update and prioritize unfunded infrastructure priorities and present to the City Council for consideration.				
3. January 15, 2014	Public Works Director – lead, Transportation Director and Pasadena Water and Power General Manager	Present options to the Council's Municipal Services Committee for direction to fund sidewalk enhancements, including the use of underground surcharge funds.				
4. January 31, 2014	Chief Information Officer	Hold a City Council workshop on expanding fiber optic services for public and private use.				
5. March 1, 2014	Public Works Director	Bring to the City Council for action an award of contract for the La Loma Bridge rehabilitation.				

THREE-YEAR GOAL: IMPROVE THE LOCAL ECONOMY					
WHEN	WHO	WHAT	STATUS		
			DONE	ON TARGET	REVISED
1. January 15, 2014	Asst. City Manager Mermell	Report to the City Council on first year progress of the Economic Development Strategic Plan implementation.			
2. January 15, 2014	Pasadena Water and Power General Manager	Present to the City Council's Municipal Services Committee for considerations recommendations regarding utility rate incentives to stimulate economic development.			
3. March 15, 2014	Planning and Community Development Director	Present to the City Council for action policy considerations for streamlining the development review process.			
4. March 15, 2014	Asst. City Manager Mermell	Develop and present to the City Council's Ed Tech Committee a targeted marketing campaign for the innovation sector promoting Pasadena's amenities.			

THREE-YEAR GOAL: COMPLETE FUNDING AND CONSTRUCTION OF THE ROSE BOWL RENOVATION PROJECT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. January 15, 2014	City Manager and the Rose Bowl General Manager	Report to the City Council on the beginning of the Rose Bowl Renovation Project Phase III.				
2. January 31, 2014	Public Works Director	Ensure the start of construction on the Rose Bowl Entry Project.				

THREE-YEAR GOAL: IMPROVE THE QUALITY OF LIFE AND ENHANCE PUBLIC SAFETY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Feb. 3, 2014 Joint City Council-School Board meeting	Dir. of Human Services and Recreation	Present to the City Council and PUSD Board the School/City/Community Work Plan Report Card.				
2. February 15, 2014	Dir. of Housing and Career Services	Develop and present to the City Manager a plan for increasing the number of residents in the MASH Program.				
3. March 1, 2014	Dir. of Housing and Career Services, working with the public and business community to help reduce homelessness	Implement a public education campaign with meters for public donations for homeless service providers.				
4. March 1, 2014	Dir. of Human Services and Recreation – lead, Dir. of Housing and Career Services and Dir. of Public Health	Present a plan to the City Manager to align human services and health services to increase efficiencies and effectiveness of services.				
5. March 15, 2014	Director of Public Health, with input from city departments and outside agencies	Report to the City Council on the progress of the Mental Health Needs Citywide Assessment.				
6. March 15, 2014	Police Chief	Assess the impact of AB 109 and present the results as well as actions being taken to the City Council's Public Safety Committee.				
7. FUTURE OBJECTIVE March 31, 2014	Dir. of Public Health	Reduce the number of uninsured individuals in Pasadena by half (12,500) through enrollment and education activities.				

STRATEGIC PLANNING RETREAT

September 17, 2013 • San Carlos Public Library

Marilyn Snider, Facilitator – Snider and Associates (510) 531-2904
Gail Tsuboi, Recorder – Tsuboi Design (925) 376-9151

MISSION STATEMENT

The City of San Carlos provides high quality services and facilities in a fiscally sustainable, responsive and friendly manner to foster a safe and healthy community.

VISION STATEMENT

By 2017, San Carlos will be a vibrant family and business friendly community admired as a great place to live, learn, work and play.

CORE VALUES

not in priority order

The City of San Carlos values...

- ♦ ☐ *Fiscal responsibility and sustainability*
- ♦ ☐ *Protecting our environment*
- ♦ ☐ *Strategic thinking and planning for the future*
 - ♦ ☐ *High ethical standards*
 - ♦ ☐ *Community involvement*
 - ♦ ☐ *High quality customer service*
 - ♦ ☐ *A strong sense of community*
 - ♦ ☐ *Public safety*

THREE-YEAR GOALS

2012-2015 • not in priority order

- ▶ ☐ **Attract and develop a quality team**
- ▶ ☐ **Provide effective and sustainable health and public safety**
- ▶ ☐ **Enhance and sustain facilities and infrastructure**
- ▶ ☐ **Enhance economic development**
- ▶ ☐ **Plan for and implement financial sustainability**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Within 48 hours	All	Read the retreat record.
September 26, 2013	Management Team (City Manager – lead)	Review the “Current Internal Weaknesses/ Challenges” list for possible action items.
By Sept. 30, 2013	City Manager (lead) and Department Heads	Share and discuss the updated Strategic Plan with staff.
At the October 14, 2013 City Council meeting	City Council	Present the updated Strategic Plan to the public.
Monthly	City Council & Management Team	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute the updated Strategic Plan monitoring matrix to the City Council, Management Team & staff.
March 19, 2014 8/8:30-2:00	City Manager City Attorney Management Team	Strategic Planning Retreat for a more thorough assessment of progress on the goals and objectives. Develop a new vision statement, new three-year goals and objectives for the next six months.

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND THE MAJOR ACCOMPLISHMENTS SINCE THE FEBRUARY 2013 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Hired a Parks and Rec Director and a City Clerk
- Passed the Reusable Bag Ordinance
- We're remodeling the library
- Began construction of Burton Park
- Hired an Economic Development Coordinator
- Held two successful Police Town Hall meetings
- Adopted a new Salary and Benefit Resolution for management employees
- Completed Safe Routes to School improvements at three schools
- Completed a User Fee and Cost Allocation Study
- Conducted safety audits at all the schools
- Completed a Traffic and Transportation Safety Audit
- Completed a Downtown Parking Study
- Sheriffs held an event for children in the park
- Produced business recruitment packages
- Completed an internal control audit with no findings of fraud
- Implemented a Volunteers and Policing Program
- Completed a Disposition and Development Agreement for Wheeler Plaza
- Conducted an Employee Satisfaction Survey
- Held a joint meeting between the Economic Development Commission and the City Council to brainstorm ideas for economic development
- Adopted the budget
- Hired new Public Works staff
- Merged the Fire Dept. with Redwood City
- Repaired a lot of streets
- Repaired a lot of sidewalks
- Council approved a conceptual plan for Crest View Park
- Passed a three-year sewer rate increase
- Completed outreach meetings with major businesses; the City Manager and Council participated
- Welcomed a new brewery
- Assigned a Board member and alternate to SBWMA Board, the first time for an elected official to participate
- Implemented a new Commissioner Orientation process
- Appointed new a commissioner to the Planning, T and C, and Parks, Recreation and Culture Commissions
- Received a favorable report from the Grand Jury on our Police Services Model
- Held several joint meetings and a site visit with the San Carlos Elementary School District regarding a site for a new school
- The City Council adopted a disaster preparedness ordinance
- Updated the zoning on the Landmark site
- Started creation of a new Emergency Operations Plan for the city
- Signed a funding agreement for the Holly-101 Interchange Project
- Remodeled the City Manager's office
- Held our 33rd Annual Hometown Days
- Purchased iPads for the City Council and had training
- The City Council passed an ordinance regarding the roles and responsibilities of city officers: City Manager, City Attorney, City Clerk
- Entered into agreement with the county on trust fund reserves for Police Services
- Launched a community calendar
- Created a vacant and underutilized property 'hot sheet' for real estate brokers and others
- Updated the composition of our commissions

- Hired a part-time Volunteer Coordinator
- Held a retirement party for the Assistant City Manager
- Successful in getting several CIP grants for nearly \$2 million
- Held the first Business Showcase event
- Produced a sidewalk repair video
- Created a strategic property acquisition reserve and policies to go with it
- Completed a citywide Traffic Safety Evaluation
- Updated the City Wellness Program
- Increased the budget for training
- Held a National Night Out
- Joined the Elms Board
- City Council, City Manager and the City Attorney held a mini-retreat
- Received Oversight Board approval of a Property Management Plan for Wheeler Plaza
- Started construction on an Industrial Road Underground District
- Groundbreaking scheduled for Sept. 28, 2013 for the East Side Connect Project
- Upgraded SIRE, our document and agenda management system

THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES

Brainstormed List of Perceptions

- Inadequate downtown parking and wayfinding signage
- Lack of legible street and traffic signs in town
- Slow response time for IT support
- Challenge of new employees ramping up and in training
- Lack of drain capacity during rainstorms
- Dilapidated City Council chambers; not ADA compliant
- Inadequate resources for the Volunteer Program
- Public perception of increased crime, even when it's not increasing
- Lack of public awareness of infrastructure shortcomings
- Inadequate capacity of Holly St.
- Slow progress on the Holly-101 traffic solution
- Our Economic Development-Housing Director will be leaving
- Ineffective integration of new employees
- City Hall layout is not user-friendly
- Staff resources are stretched
- Lack of funding for building maintenance
- Lack of adequate park and field space
- Inadequate communications with the public
- Inadequate coordination of construction projects
- Lack of directional signage off 101 into San Carlos
- Complaints regarding dog park operations

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF SAN CARLOS IN THE COMING YEAR

Brainstormed List of Perceptions

- Property values increasing
- More regional cooperation in public safety
- Closer collaboration with the school district
- Improving technology
- Increased rental housing stock
- County's lease of the Circle Star property
- Improving economy
- Healthy business community
- Supportive citizens
- School district's infrastructure improvements
- More state and federal grants available
- City Council election
- Strong Chamber of Commerce

- Volunteerism
- Completion of the Palo Alto Medical Foundation
- Attractiveness of Laurel St. to the region
- Increased development activity
- Improved job market
- Forecasted lower garbage costs

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY OF SAN CARLOS IN THE COMING YEAR

Brainstormed List of Perceptions

- City Council election
- Worsening economy
- Lower unemployment rates in the region
- Increased development
- Prison realignment
- Increased CalPERS rates
- Lack of adequate public transit
- Local business pushback regarding commercial fees
- Loss of businesses in our community
- Major earthquake
- Terrorism
- Flooding
- Drought
- Another war in the Middle East
- Increased community expectations
- Increased in school aged children
- Sacramento
- Federal government
- Lack of cooperation with the San Carlos Development Corporation Board
- Increased downtown traffic
- Increasing costs of infrastructure repair
- Stronger competition from our neighboring communities for economic development opportunities
- NIMBYism
- Increased health care rates
- Retirements
- Energy costs
- Inadequate housing
- Housing prices going up
- Increased national debt
- Stricter state permit requirements
- Tougher to recruit and retain employees
- PG&E
- Aging infrastructure
- Dept. of Finance Wheeler Plaza review process
- BART strike
- Other agencies raising fees and taxes
- Challenging working relationship between the property owner and developer of the Transit Village
- Perception of increased crime
- New technology
- Lack of resources to keep up with social media
- Cost of living is high
- Increased costs of infrastructure improvements for SBSA
- State changing the Green Building Coe
- Increase in visitors
- Changes in social norms

CITY OF SAN CARLOS SIX-MONTH STRATEGIC OBJECTIVES

September 17, 2013 – March 15, 2014

THREE-YEAR GOAL: ATTRACT AND DEVELOP A QUALITY TEAM					
WHEN	WHO	WHAT	STATUS		
			DONE	ON TARGET	REVISED
1. Oct. 1, 2013	Administrative Services Dir.	Report to the City Council and the city staff the results from the Employee Satisfaction Survey.			
2. At the Jan. 13, 2014 City Council meeting	Administrative Services Dir.	Examine options for changing the recruitment process to be successful in the new economic and PERS environment and make a recommendation, if needed, to the City Manager to change the city's recruitment process.			
3. Jan. 15, 2014	Administrative Services Dir.	Create an Administrative Academy to train new and existing employees.			
4. At the Feb. 10, 2014 City Council meeting	Administrative Services Dir. and City Manager	Present to the City Council best practices for public sector incentive compensation programs.			
5. Feb. 15, 2014	Administrative Services Dir., working with the Executive Team	Identify training needs of staff across the city organization and make recommendations to the City Manager for inclusion in the 2014-2016 budget.			

THREE-YEAR GOAL: PROVIDE EFFECTIVE AND SUSTAINABLE HEALTH AND PUBLIC SAFETY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Nov. 1, 2013	Public Works Dir. and City Manager	Present an update to the City Council and community on the status of PG&E's natural gas transmission on line 147.				
2. Nov. 15, 2013	Police Chief	Present an informational report to the City Council on new surveillance technology and how it is being used by other communities.				
3. Dec. 1, 2013	Building Official	Present to the City Council for action the updated California Green Building Code and Fire Code how both impact the city.				
4. Jan. 1, 2014	Fire Chief	Provide the City Council with an update on the Full Fire Services Contract with Redwood City.				
5. Feb. 1, 2014	Public Works Dir., working with the County Dept. of Environmental Health and a consultant	Present to the City Council an update, discussion and action on an option(s) to remediate known environmental 'hot spots' in San Carlos.				
6. March 1, 2014	Police Chief and the Fire Chief, working with the county, federal government, and other agencies	Update the City Council on plans for an active intruder procedure and policy for the San Carlos schools.				
7. March 1, 2014	Police Chief and Fire Chief, with input from the City Mgr.	Hold an Emergency Operations Center (EOC) tabletop exercise for city staff.				
8. March 15, 2014	Police Chief and the Fire Chief	Hold one joint Town Hall meeting on public safety.				

THREE-YEAR GOAL: ENHANCE AND SUSTAIN FACILITIES AND INFRASTRUCTURE						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the Nov. 12, 2013 City Council meeting	Public Works Dir.	Present to the City Council for action the selection of a consultant for improvements to Holly Street.				
2. At the Jan. 13, 2014 City Council meeting	Fire Chief and City Manager	Present to the City Council information on potential fire station consolidation.				
3. At the Jan. 13, 2014 City Council meeting	Public Works Dir. and the Parks and Recreation Dir.	Present to the City Council for action the selection of a design consultant for remodeling the Adult Community Center.				
4. At the Jan. 13, 2014 City Council meeting	Public Works Dir.	Present to the City Council for action recommendations from the consultant for storm drainage improvements in the Industrial Road area.				
5. At the Jan. 13, 2014 City Council meeting	Public Works Dir., working with the Transportation and Circulation Commission	Present to the City Council for direction a recommendation regarding developing a Pedestrian Master Plan.				
6. Feb. 15, 2014	Park and Recreation Dir.	Take the Strategic Property Acquisition Policy to the Parks and Recreation Commission for review and recommendation of guidelines to the City Council for action for acquisition of park properties and trail easements.				
7. TO BE DETERMINED	City Manager	Present to the City Council for action/direction a joint venture agreement with the San Carlos School District regarding shared facilities and usage.				

THREE-YEAR GOAL: ENHANCE ECONOMIC DEVELOPMENT						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Jan. 31, 2014	Community Development Dir.	Hire a new Economic Development and Housing Manager.				
2. Feb. 1, 2014	Community Development Dir., with input from the Planning Commission	Bring forward to the City Council for action entitlements for the San Carlos Transit Village.				
3. Feb. 15, 2014	Community Development Dir.	Obtain State Department of Finance approval for Wheeler Plaza property disposition.				
4. March 15, 2014	Community Development Dir.	Hold a community meeting on housing issues in preparation for the next Housing Element Update.				
5. March 15, 2014	Community Development Dir.	Present to the City Council options for hotel development at the Landmark site.				
6. March 15, 2014	Community Development Dir.	Present to the Planning Commission for action a zoning ordinance regulatory clean-up.				
7. March 15, 2014	Community Development Dir. – lead, City Attorney, City Mgr.	Present to the City Council for action options for the use/disposition of property owned by the city on Crestview Drive.				
8. TO BE DETERMINED	Community Development Dir. and Public Works Dir.	Develop wayfinding signage options throughout the city and present to the City Council for action.				
9. FUTURE OBJECTIVE	Community Development Dir.	Recommend to the City Council for action implementation of improvement measures for downtown parking.				

THREE-YEAR GOAL: PLAN FOR AND IMPLEMENT FINANCIAL SUSTAINABILITY						
WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Nov. 1, 2013	City Attorney (lead) and Community Development Dir.	Present to the City Council for action the lease for the Bransten electronic billboard.				
2. Dec. 1, 2013	Administrative Services Dir.	Issue an RFP for the development of a long-term integrated Financial Plan.				
3. Dec. 15, 2013	Public Works Dir., working with the ASD	Include options for a Rate Stabilization Reserve and review of rates on garbage carts for various sizes in solid waste Prop 218 hearing review.				
4. March 1, 2014	Administrative Services Dir.	Present a report and recommendations to the City Council for action on the city's unfunded liabilities.				
5. March 15, 2014	City Manager	Develop and conduct a community survey for use in the development of the FY 2014-2016 budget.				

ATTACHMENT 14



TO: T.C. Broadnax, City Manager
FROM: Mary Morrison, Organization Development Manager, Human Resources
Joy St. Germain, Director, Human Resources
COPY: City Council and City Clerk
SUBJECT: Resolution approving the City of Tacoma Strategic Direction for 2014.
Requested City Council Date: March 18, 2014
DATE: March 18, 2014

SUMMARY:

The City Council discussed and prioritized the policy-related objectives at their February 21, 2014 Planning Work Session. By establishing a Strategic Direction for the City, Council can focus its efforts and resources strategically and provide guidance to the City Manager in directing staff. The Revised Strategic Direction with 2014 Policy Objectives are provided in Exhibit A.

COUNCIL SPONSORS:

Mayor Strickland

STRATEGIC POLICY PRIORITY:

The Strategic Direction aligns with all of the statements below as it is the document that defines these policy priorities:

- Strengthen and maintain a strong fiscal management position.
- Strengthen and support human services, public education, and diverse higher learning opportunities in Tacoma.
- Foster neighborhood, community, and economic development vitality and sustainability.
- Plan for and improve public infrastructure that meets the transportation needs of all Tacoma residents and visitors.
- Encourage and promote an open, effective, results-oriented organization.

BACKGROUND:

- Each year the City Council participates in a work session for the purpose of: acknowledging events and accomplishments of the year before; identifying potential strategic priorities for the current year; setting the stage for strategic planning and work for the next year and beyond; and, providing a clear sense of direction to the City Manager and City staff. On February 21, 2014, the City Council held its 2014 Planning Work Session at the Center for Urban Waters in Tacoma to review significant events and accomplishments in 2013, and to discuss emerging issues related to transportation and public safety. In addition, they discussed their 2014 Objectives and next steps for strategic planning for 2015 and beyond.



Exhibit A

Tacoma City Council Strategic Direction

2014 Strategic Policy Priorities

- Strengthen and maintain a **Strong Fiscal Management** position.
- Strengthen and support **Public Safety, Human Services, Public Education, and Diverse Higher Learning Opportunities** in Tacoma.
- Foster **Neighborhood, Community, and Economic Development Vitality and Sustainability**.
- Plan for and improve **Public Infrastructure** that meets the **Transportation** needs of all Tacoma residents and visitors.
- Encourage and promote an **Open, Effective, Results-oriented Organization**.

Strategic Objectives 2014

1. **Implement a Community and Organization Equity and Empowerment Initiative:**
 - a. Engage the Community in an external initiative to ensure equitable access to foundational community assets with and between neighborhoods and populations; and
 - b. Build internal capacity for equity and empowerment, including racial equity, into City of Tacoma policies, programs, initiatives, workforce and budget decisions.
2. **Focus on development of the South Tacoma and Lincoln District Mixed Use centers.**
3. **Cultivate strong relationships with primary employers in Tacoma and leverage their presence to attract potential investors.**
4. **Develop a comprehensive Greenroads program to improve water quality and neighborhood infrastructure.**
5. **Make Tacoma a "Welcoming City" and cultivate an immigrant-friendly environment.**
6. **Make Tacoma more physically attractive (2013-2014).**
7. **Develop and implement a comprehensive transportation plan (2013-2014).**
8. **Develop and implement a marketing/communication campaign (2013-2014).**

ATTACHMENT 15

Beaverton city councilors draft goals for 2014

By **Kari Bray** | kbray@oregonian.com, December 02, 2013 at 5:28 PM, updated December 02, 2013 at 5:29 PM

Land acquisitions and building up city reserve funds top a long list of goals put together by Beaverton leaders as the new year approaches.

City councilors brainstormed ideas and narrowed down priorities for 2014 at their annual retreat Monday, Dec. 2.

Dozens of items made this year's list, ranging from daunting ongoing tasks like **planning South Cooper Mountain** or improving Canyon Road to smaller projects like putting on a Korean barbecue event or starting a Peace Garden.

Decisions from the retreat will be used to create a tiered list of goals city staff can use while budgeting for their departments or planning projects. The City Council will receive quarterly updates on the highest priority goals, most of which will likely stretch beyond 2014.

"We don't expect all of this is going to get accomplished in one year," Councilor Betty Bode said. "It's about getting it started."

Each of the five councilors voted using blue dot stickers on large handwritten lists of goals to determine which should be considered high priority. The dots clustered around the following topics:

- Land acquisition. Councilors discussed the importance of banking land for future projects or expansions of city services.
- Rebuild city reserve funds. Council President Cate Arnold noted that this would allow the city a financial "cushion," possibly for future land acquisitions.
- **Public Safety Building**. In particular, Councilor Ian King said the city needs to get a bond measure in front of voters for funding the project.
- Establish a buy local program to support Beaverton businesses
- Work with **TriMet on Beaverton transit options**. Councilor Marc San Soucie said TriMet is likely open to suggestions while the organization reviews its Washington County service levels.
- The **Creekside District** in Central Beaverton. Plans for the district include creek restoration, transportation improvements and new housing and business options
- Transportation funding. Councilors said it is vital to seek non-city dollars to support a range of city transportation projects, **including much-needed improvements in problem areas like Canyon Road**.
- Update council rules and procedures.
- Find a signature community event. Bode recalled large outdoor concerts in the past that rallied community support and excitement. She said, with or without a performing arts center, the city should push for more major community events.

"Quite a few of the top items have to do with funding or with how we spend money," San Soucie noted after the dots were placed.

King noted that efforts already underway and supported by the council, whether it's **Peterkort property planning** or the **B-SOBR program**, will continue whether or not they are on the list with a handful of blue dots nearby.

"It's a tough thing because we're building priorities, but that doesn't mean we're stopping anything we already have going," he said.

Program Manager Holly Thompson said priorities are important for staff, especially with budgeting. It can be fatiguing to have a long list of projects and ideas, but a narrower focus allows for greater accountability.

"There are a lot of lists out there," she said. "We want to be able to explain how the pieces fit together."

ATTACHMENT 16

2013-2015 City Council Goals and Workplan:

Every year the City Council holds a strategic planning and goal setting retreat to monitor progress and determine priorities and action steps for the coming year. The result is the establishment of the Council's goals and workplan. This workplan, which is aimed at improving our ability to fulfill the community's vision, is then reflected in department workplans, in the City's budget and capital improvement plan and through special initiatives.

At the City Council's 2013 retreat, Council determined to continue the focus of its goals for 2013-2015 towards achievement of Vision 2029 and being a sustainable city in all respects. This includes:

- **Sustainable neighborhoods** – ensuring they are safe and attractive;
- **Sustainable environment** – enhancing our built environment so that it protects our natural resources; and
- **Sustainable services** – supporting quality services, facilities and infrastructure.

Council also determined the four goals that were adopted in 2012 were still relevant and supportive of Vision 2029 and should continue to be the goals for 2013-2015. Council added a fifth goal that will focus on maintaining a safe community.

For more information about these goals, please click on the links below. To see information on the Council goals prior to 2013/15 and quarterly reporting on those goals, please scroll down this page.

Goal 1: Strengthen Shoreline's economic base

Goal 2: Improve Shoreline's utility, transportation, and environmental infrastructure

Goal 3: Prepare for two Shoreline light rail stations

Goal 4: Enhance openness and opportunities for community engagement

Goal 5: Promote and enhance the City's safe community and neighborhood initiatives and programs.

2012-2014 City Council Goals:

Goal 1: Strengthen Shoreline's economic base

Goal 2: Improve Shoreline's utility, transportation, and environmental infrastructure

Goal 3: Prepare for two Shoreline light rail stations

Goal 4: Enhance openness and opportunities for community engagement

2012-2014 Quarterly Council Goal Updates:

- [2nd Quarter 2012 Update](#)
- [3rd-4th Quarter 2012 Update](#)

2011-2012 City Council Goals

Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods, and businesses

Goal 2: Provide safe, efficient, and effective infrastructure to support our land use, transportation, and surface water plans

Goal 3: Improve Economic Development opportunities in Shoreline

Goal 4: Construct the Aurora improvements from 165th to 205th Street

Goal 5: Expand opportunities for effective citizen communication and community engagement

Goal 6: Develop a "healthy city" strategy

Goal 7: Acquire Seattle Public Utilities water system in Shoreline

2011-2012 Quarterly Council Goal Updates:

- 3rd-4th Quarter 2011 Update

2010-2011 City Council Goals:

Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods, and businesses

Goal 2: Provide safe, efficient, and effective infrastructure to support our land use, transportation, and surface water plans

Goal 3: Expand Economic Development opportunities in Shoreline

Goal 4: Construct the Aurora improvements from 165th to 205th Street

Goal 5: Provide enhanced opportunities for effective citizen communication and community engagement

Goal 6: Develop a "healthy city" strategy

Goal 7: Acquire Seattle Public Utilities water system in Shoreline

2010-2011 Quarterly Council Goal Updates:

- 3rd Quarter 2010 Update
- 4th Quarter 2010 Update
- 1st Quarter 2011 Update
- 2nd Quarter 2011 Update

2009-2010 City Council Goals:

Goal 1: Implement the adopted Community Vision by updating the Comprehensive Plan and key development regulations in partnership with residents, neighborhoods, and businesses

Goal 2: Provide safe, efficient, and effective infrastructure to support our land use, transportation, and surface water plans

Goal 3: Implement the Economic Development Strategic Plan

Goal 4: Create an "environmentally sustainable community"

Goal 5: Complete the projects approved with the 2006 Parks Bond

Goal 6: Construct the Civic Center/City Hall Project

Goal 7: Construct the Aurora improvements from 165th to 205th Street

Goal 8: Develop a Fircrest Master Plan in partnership with the State

Goal 9: Develop a "healthy city" strategy to ensure the community's access to needed human services

Goal 10: Provide enhanced opportunities for effective citizen communication and engagement

2009-2010 Quarterly Council Goal Updates:

- 3rd Quarter 2009 Update
- 4th Quarter 2009 Update
- 1st Quarter 2010 Update

2008-2009 City Council Goals

Goal 1: Develop a shared community vision that integrates the Environmental Sustainability, Housing and Economic Development Strategies into the Comprehensive Plan and community development initiatives

Goal 2: Implement the Economic Development Strategic Plan

Goal 3: Create an "Environmentally Sustainable Community"

Goal 4: Complete the projects approved with the 2006 Parks Bond

Goal 5: Construct the Civic Center/City Hall Project

Goal 6: Construct the Aurora improvements from 165th to 205th Street

Goal 7: Develop a Fircrest Master Plan in partnership with the State

Goal 8: Develop a "healthy city" strategy to ensure the community's access to needed human services

Goal 9: Provide enhanced opportunities for effective citizen communication and engagement

Goal 10: Provide safe, efficient, and effective infrastructure to support our land use, transportation and surface water plans

2008-2009 Quarterly Council Goal Updates:

- 3rd Quarter 2008 Update
- 4th Quarter 2008 Update
- 1st Quarter 2009 Update
- 2nd Quarter 2009 Update

2007-2008 City Council Goals:

Goal 1: Complete the Projects Approved in the 2006 Parks Bond

Goal 2: Implement the Economic Development Strategic Plan

Goal 3: Implement an Affordable Civic Center / City Hall Project

Goal 4: Complete Aurora improvements from 165th to 205th Streets including, but not limited to, sidewalks, drainage and transit

Goal 5: Develop a Comprehensive Housing Strategy

Goal 6: Create an "Environmentally Sustainable Community"

Goal 7: Provide safe and affordable transportation options to support land use plans including walking, bicycling, transit and vehicular options

Goal 8: Develop a Fircrest Master Plan in Partnership with the State

Goal 9: Increase Emergency Preparedness Training and Education

Goal 10: Increase opportunities for all residents, including our youth, to get more involved in neighborhood safety and improvement programs

2007-2008 Quarterly Council Goal Updates:

- 3rd Quarter 2007 Update
- 4th Quarter 2007 Update
- 1st Quarter 2008 Update
- 2nd Quarter 2008 Update

ATTACHMENT 17



MARCH 24 | Temperature: 44°F

Low Graphics Version

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DEPARTMENTS

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Addressing the City Council

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City Council Strategic Goals and Objectives

Council Newsletter

Council Projects - Completed

Omar Ahmad - In Tribute



DEPARTMENTS CITY STRATEGIC GOALS AND OBJECTIVES

[Home](#) > [Mayor & City Council](#) > City Council Strategic Goals and Objectives

Overview

On Monday, February 13, 2006, the City Council, City Clerk, City Treasurer and the City Department Heads met at the San Carlos Library Conference Room in a Strategic Planning Retreat. Subsequent retreats have been held every six months since then to update these Goals and Objectives as well as establish a Mission Statement, a Vision Statement and Core Values for the City.



The most recent Strategic Retreat was held on Tuesday, September 17, 2013. At that retreat, the City Council met with the City Manager and Department Directors to establish New Three Year Goals for the City and Objectives to move towards these goals in each of the 5 Strategic Goal areas.

The strategic objectives are a set of tasks under each of the City's Three Year Strategic Goals that bring the City closer to achieving these goals. Below are a listing of these goals along with when they are slated for completion, who will take the lead on each objective and a description of each objective.

Mission Statement

The City of San Carlos provides high quality services and facilities in a fiscally sustainable, responsive and friendly manner to foster a safe and healthy community.

Vision Statement

By 2017, San Carlos will be a vibrant family and business friendly community admired as a great place to live, learn, work and play.

Core Values

The City of San Carlos values...

- Fiscal responsibility and sustainability
- Protecting our environment
- Strategic thinking and planning for the future
- High ethical standards
- Community involvement
- High quality customer service
- A strong sense of community
- Public safety

3 Year Strategic Goals (2012-2015)

The City of San Carlos 3 Year Strategic Goals for 2012-2015 are:

- Attract and develop a quality team
- Provide effective and sustainable health and public safety
- Enhance and sustain facilities and infrastructure
- Enhance economic development
- Plan for and implement financial sustainability

Current Strategic Plan

- [6 Month Strategic Plan- September 17, 2013 to March 15, 2014](#) (PDF, 94.5 K)

Earlier Strategic Plans - Past 2 Years

The City's policy is to provide information for up to 2 years on the City Web Site. Here are links to the earlier Council Strategic Goal Setting Retreats over the last 24 months:

- [6 Month Strategic Plan - February 26, 2013 to September 9, 2013](#) (PDF, 190 K)

- [6 Month Strategic Plan - August 30, 2012 to February 25, 2013](#)  (PDF, 322 K)
- [6 Month Strategic Plan - February 29, 2012 to August 29, 2012](#)  (PDF, 144 K)
- [6 Month Strategic Plan - August 29, 2011 to February 28, 2012](#)  (PDF, 322 K)
- [6 Month Strategic Plan - February 18, 2011 to August 28, 2011](#)  (PDF, 480 K)

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Providing high quality services and facilities in a fiscally sustainable, responsive and friendly manner to foster a safe and healthy community.

ATTACHMENT 18

**City of Hillsboro
City Council/City Manager Priorities for 2014**

10A

Priority Description	Deliverable(s)	Department Lead(s)	Comments
2014 Legislative Session – SIP/Gain Share/Other	Pursue legislation: Put in place technical fixes to program; Negotiate to maintain current formula; Lobby to retain rural SIP definition.	City Manager's Office	Strategic Plan Goal 6: Sustain City's Financial Health and Stability and Goal 7: Demonstrate Collaborative Leadership.
Washington County Transportation Study	Frame opportunities and challenges facing the county in the upcoming 20-50 years under varying development patterns and levels. Evaluate results of alternative investment scenarios.	City Manager's Office, Planning	Hillsboro 2020 Action 34.2 – Regional Transportation Leadership Stakeholder interviews, Briefing paper for legislators, Secure approximately \$2 million in state funds, Form public/private project team.
Develop New Community Center	The pre-design phase of the project will be completed by March 30, 2014. This will provide final budget information for the project.	Parks and Recreation	Related to Hillsboro 2020 Strategy 7: Promote the establishment of centers for meetings, conferences and other community activities, Parks & Recreation Master Plan item.
North Industrial Development Strategy	Develop funding and phasing strategy for the entire area; complete 253 rd road improvements to Meek; complete Huffman extension from Brookwood, east to 253 rd ; initial business recruitment strategy.	Economic Development, Planning	Hillsboro 2020 Strategy 30: Foster Hillsboro's diverse base of business and industries Strategy 31: Promote creation of family wage jobs and Strategy 32: Ensure zoning, development codes and land supply match needs of all business types.
50 Year Water Supply Source	Adoption of the water rate plan, SDC update and CIP; Funding for basin reallocation planning; Plan for seismic upgrades to Scoggins Dam.	Water	Hillsboro 2020 Strategy 33: Assure a long term water supply for local business through sound water management practices.
Support the 2035 Vision	New 20 year community plan – Hillsboro 2035 - slated for completion by June 2015.	City Manager's Office	Renew the Vision to 2035.
Identify and implement specific actions to support the Hillsboro School District and higher education	Active participation in College & Career Pathways, Capital Planning, Public relations support, PCC Future Connect and YAC internships	City Manager's Office, Parks, Library, Public Works	Continuation of 2013 Council Priority. Related to Hillsboro 2020 Strategy 36: Support initiatives that will ensure Hillsboro retains the highest quality education system.
Transportation Funding Focusing on Bicycle/Pedestrian Safety and Improvements	TUF Pathway allocations; ADA Transition Plan Upgrades; Minor Pedestrian CIP; Sidewalk repair program.	Planning, Public Works	Hillsboro 2020 Strategy 13: Complete an "active transportation" system integrating sidewalks, pedestrian and bike infrastructure to serve the entire city, improving neighborhood connections, access to transit, recreation options and safety.
Downtown Enhancements	Design/permitting for Downtown Core Conversion Project; 3 storefronts; Tree and sidewalk work; Wayfinding; Beautify summer/winter, pressure wash sidewalks, landscape strips.	Economic Development, Public Works	Conversion of 1-way grid to 2-way pattern for streets in the downtown core; \$1 million design and permitting FY14-15; \$1.5 million construction FY15-16; Downtown Façade improvements, highlighting attractions via Wayfinding project, upgrading street lighting to LED, aggressive street tree and sidewalk maintenance.
Park Land Acquisition including Secure Long-Term Agreement with Washington County for Fairgrounds Sports Complex	Analysis of potential land for purchase or long-term lease	City Manager's Office, Parks and Recreation	Continue work to identify potential parcels to support community growth; negotiate a long-term agreement with Washington Co. for the continued use of the Fairgrounds Sports Complex and begin planning for its redevelopment.



**2014 CITY COUNCIL PRIORITIES
WORK PLAN**

February 18, 2014

COUNCIL PRIORITY: 2014 Legislative Session – SIP/Gain Share/Other

Overview

Under the State Strategic Investment Program (SIP), local taxing jurisdictions abate property taxes above certain thresholds to attract large private investments. In 2007, the Oregon Legislature passed SB 954 creating the SIP Gain Share Program. Gain Share returns 50% of the state income tax to local taxing jurisdictions from new and retained jobs when a company invests in Oregon using the SIP. To date, the City has received two Gain Share payments totaling \$13.1M; however, some Legislators have expressed interest in adjusting the program. The SIP program has been scrutinized in the newspapers recently. Further, the rural SIP program is also being scrutinized. The City will continue to support these critical incentive programs for the region and the state.

Status

During the 2013 Oregon Legislative session, three Senate Revenue committee hearings were held on the Gain Share Program. Washington County, the City, and other stakeholders testified in support of no change to the Gain Share Program at these hearings. However, the Gain Share issue was not resolved at the conclusion of the 2013 Legislature. In August of 2013, the City received the second payment under the Gain Share Program in the amount of \$8.85M.

The 2014 Oregon Legislature commenced on February 3rd. A bill has been introduced to address Gain Share. The City anticipates the bill will receive discussion but full passage will be difficult given the brevity of the session. The City is committed to working closely with the County and key legislators on finding resolution to the State's Gain Share issue. Bills have also been introduced to include School Boards in the negotiation and approval of SIPs and the removal of the rural SIP program.

Next Steps

The Oregon Legislature is in session through the first part of March 2014 and will be in a full session in the winter of 2015. The next Gain Share payment is expected in the summer of 2014. Along with Washington County, City staff and lobbyists continue to communicate with key legislators about the importance of the SIP and Gain Share Program. We will closely monitor the status of these bills and will respond to future hearings, if any, as well as requests for SIP/Gain Share conversations from legislators.

Resource Needs	Staff time and use of contract state lobbyist to effectively monitor and respond to actions in the legislature. The SIP and Gain Share is one of several City Council 2014 legislative priorities closely monitored by City lobbyists.
2014 Deliverables	Pursue legislation: Put in place technical fixes to program; Negotiate to maintain current formula; Lobby to retain rural SIP definition.
Comments	The Legislature is aggressively looking for additional funding for education and/or other state programs. Despite the significant increase in state income taxes from the SIP program and the 2007 commitment to the Gain Share program, limiting Gain Share payments continues to be a possible funding option to some legislators.
Staff Lead	Michael Brown

COUNCIL PRIORITY: Washington County Transportation Study

Overview	The last comprehensive look at transportation needs for the Westside of the Portland Metro Area was over 20 years ago. It is time to evaluate how accurate that “look ahead” was, which solutions have been implemented, what the results have been, and what current and future needs exist for moving people and freight for a high quality of life and a prosperous regional economy. A new look at these issues needs to be done in the context of future transportation challenges associated with supporting the 50-year Urban and Rural Reserves land use decision.
Status	The City was successful assisting State legislators in securing \$1.5 million for a transportation study conditioned on it going to Washington County and Washington County leading the study. The Washington County Transportation Study is in Phase 1: Launch the study (Winter 2013-Spring 2014).
Next Steps	Launch includes soliciting comments on the work plan, soliciting proposal from consultants, and establishing the consultant team, work plan, technical, and advisory committees. City executive and transportation staff are working closely in a support role with Washington County senior transportation staff. The project is scheduled to finish in Fall 2015 reporting the evaluation of several different investment scenarios and projected results from each different scenario.
Resource Needs	Availability of City executive and senior transportation planning and legislative staff.
2014 Deliverables	Frame opportunities and challenges facing the County in the upcoming 20-50 years under varying development patterns and levels. Evaluate results of alternative investment scenarios.
Comments	Close consistent support of Washington County staff is very important.
Staff Lead	Rob Dixon

COUNCIL PRIORITY: Develop New Community Recreation Center

Overview	Parks and Recreation completed an indoor recreation facilities master plan in 2013. This plan calls for the development of a community recreation center at 53 rd Ave. Park. This facility will address the significant deficit that the City has in providing indoor community/recreation facilities to our growing population.
Status	Consultant was hired to begin pre-design phase of 53 rd Avenue Community Recreation Center. Process is underway with community survey completed, citizen advisory committee appointed, and two public meetings have been held.
Next Steps	Findings on building cost, operating impact and amenities will be completed in March 2014. Presentation of final recommendations to joint meeting of City Council and Parks and Recreation Commission is scheduled for March 18, 2014.
Resource Needs	Funding of \$250,000 was provided from Park SDCs to complete the pre-design phase of the project. Construction costs are still being determined but preliminary estimates are in the \$40 million range. The facility will require annual operating support, the amount of which will depend upon the final size and type of amenities included in the building. Construction costs are proposed to be funded from Gainshare if, and only if, the Gainshare program remains intact and not significantly reduced or eliminated by the Oregon Legislature.
2014 Deliverable	The pre-design phase of the project will be completed by March 30, 2014. This will provide final budget information for the project.
Comments	The need for additional indoor recreation facilities has long been identified as a need in the community.
Staff Lead	Wayne Gross

COUNCIL PRIORITY: North Hillsboro Industrial Development Strategy

Overview

The North Hillsboro Industrial Area includes over 650 acres south of Hwy 26, west of Brookwood, north of Evergreen and east of 264th presently available or being planned for future industrial development. This land has the potential for over 9,000 direct high paying jobs in the technology and advanced manufacturing sectors. It is anticipated that the investment and companies that will develop on these properties will reflect the existing manufacturing profile in North Hillsboro that includes firms such as Intel, Solar World, Genentech, FEI, Oracle and others.

Status

Work continues on comprehensive development and financing strategy. Planning Department has completed comprehensive plan and zoning code amendments for northerly-most 330 acres most recently added to the UGB in June 2012. Engineering plans are completed for NW 253rd extension from Evergreen to Meek. Engineering plans are underway for extension of Huffman Road, to include industrial water line, west from Brookwood to 253rd. Right of way acquisition is underway. These projects are expected to be completed summer of 2014. Construction work has begun on Brookwood interchange on Hwy. 26. Developer is nearing acquisition of 70 acre development site east of Brookwood and north of Huffman (referred to as the Nike site). Construction of initial industrial buildings could start as early as this spring. Working closely with the Governor's office and state departments, the 127 acre area referred to as the Shute subarea has received recertification as a development ready industrial site.

Next Steps

A comprehensive funding and resource development strategy will be developed. Priority on infrastructure funding and development of streets, public utilities and natural resource mitigation and enhancements. Initial phases of recruitment strategy for sites in North Hillsboro to begin March 2014 and completed Summer of 2014. Property owner engagement will also continue.

Resource Needs

Estimates for full infrastructure requirements are approximately \$70 million. Short term requirement for \$200,000 City contribution to the \$700,000 cost of the water line as part of the Huffman Road extension. This may leverage a \$500,000 forgivable loan from Business Oregon. Looking into the

establishment of a \$5-\$10 million Infrastructure Opportunity Fund to participate in critical infrastructure investments to support job creating projects.

2014 Deliverables

Develop a comprehensive funding and phasing strategy for the entire area; complete 253rd road improvements to Meek; complete Huffman extension from Brookwood, east to 253rd; initial business recruitment strategy.

Comments

This effort is supported by Hillsboro 2020 Strategy 30: Foster Hillsboro's diverse base of business and industries, 31: Promote creation of family wage jobs and 32: Ensure zoning, development codes and land supply match needs of all business types.

Staff Lead

Mark Clemons

COUNCIL PRIORITY: 50 Year Water Supply

Overview

Hillsboro's water supply will need to be expanded by approximately 2026. Planning for the expanded source reflects multiple measures to serve community values and to maximize cost efficiencies, including evaluation of project risks and costs, developing the new infrastructure with partners, and optimal timing and phasing of construction activity.

Status

The Utilities Commission completed a water rate update study and will complete the water SDC update study by June 2014. The Utilities Commission adopted an updated Water Master Plan and Capital Improvements Plan (CIP).

The Water Department, working through its industry entity Oregon Water Utilities Council, is leading interested municipalities in efforts to secure funding for the Corps of Engineers Willamette River basin reallocation planning. The Oregon Legislature will consider a bill to fund its share in the February 2014 legislative session. The first year of the federal share was included in the budget that was adopted by Congress in 2013, and Senator Wyden, Senator Merkley and Rep. Bonamici are promoting inclusion of the remaining federal share in the next proposed budget.

The Water Department is a member of the 6-person Oversight Management Committee that provides direction to the Bureau of Reclamation's ongoing efforts to develop a design and funding package for seismic upgrades to Scoggins Dam.

Since selecting the Mid-Willamette option, the Utilities Commission has entered into a partnership agreement with Tualatin Valley Water District to begin planning and design work on future Willamette Supply infrastructure, and on early communications and outreach work with communities and neighborhoods where those facilities will be located and used. The Hillsboro-TVWD partnership is achieving substantial cost savings by partnering to include design and construction of more

than 2 miles of the transmission line as part of a new road project to be built by Washington County beginning in 2015.

The Water Department has completed development of a financial model that allows analysis of revenue requirements under alternate expenditure and capital improvement program scenarios over a 30-year period. The model is already being used to analyze the feasibility and rate impacts of taking advantage of early opportunities to build transmission line segments.

The Utilities Commission continues to progress in its negotiations to acquire a Willamette River water right permit. The state is preparing to issue the necessary permit extension approvals, and negotiations will begin on the purchase value of the water right.

Next Steps

Negotiations, led by a facilitator, have begun between Hillsboro and six other municipalities on developing a governance structure for the Willamette Supply facilities. The seven-party negotiations include Hillsboro, TVWD, Wilsonville, Sherwood, Tigard, Tualatin and Beaverton, and are scheduled to continue through 2014.

The transmission pipeline preliminary design project is already underway. It will establish the pipeline route and the site for reservoirs along the route. To preserve the capability of this system to meet the region's long-term water supply needs, the preliminary design project is also taking into account the probable water needs of other communities along the pipeline route.

Resource Needs

The Utilities Commission proposes to budget \$2,725,000 in FY 2014-15 for infrastructure design and planning. Most of the funds will come from Water SDC reserves. An updated Water SDC methodology will be adopted by the Utilities Commission in late 2014.

2014 Deliverables

Utilities Commission adoption of the water rate update, water SDC update, and the completed Water Master Plan and Capital Improvements Plan (CIP); securing state and federal funding for Corps of Engineers Willamette River basin reallocation planning; and joint development with Bureau of Reclamation and local partners of a plan for seismic upgrades to Scoggins Dam.

Comments This Council priority is reflected in Hillsboro 2020 Strategy 33, to “assure a long-term water supply for local business through sound water management.”

Staff Lead Kevin Hanway

COUNCIL PRIORITY: Support Hillsboro 2035 Vision

Overview The original community visioning effort was a three-year process beginning in 1997, with Council adoption of the *Hillsboro 2020 Vision and Action Plan* in 2000. Renewing the Vision beyond the year 2020, as directed by Council and Vision Implementation Committee (VIC), will similarly take several years to conduct. Kick-starting this process was a Council priority in FY 2012-13. The update process continued as a priority in FY 2013-14 and into FY 2014-15 as the new plan is drafted.

Status The key deliverable for FY 2012-13, the *Hillsboro Community Profile*, set the stage for the visioning effort and will help inform a subsequent Comprehensive Plan update. The profile contains information taken from interviews with local leaders, a phone survey of residents, and community data from multiple sources.

The VIC, staff and consultants are now engaged in public outreach to collect ideas from the community for the next Vision plan. Imagine Hillsboro 2035! launched in fall 2013. It’s being spearheaded by a task force of community members and staff. An interactive webpage has been established, community conversations are taking place, and nearly 1,000 ideas have been collected to-date.

Next Steps Public outreach will continue through June 2014. The “raw” ideas collected will then be inventoried, categorized and presented to citizen-led “theme teams” to craft language for the new plan.

Resource Needs The proposed project budget from the City Manager’s Office for the Hillsboro 2035 visioning effort in FY 2014-2015 is \$125,500. This includes all project costs associated with the visioning program including town hall, website, printing and other materials and services.

2014 Deliverable The 2014 deliverable is a new 20 year community plan – Hillsboro 2035 - slated for completion by June 2015.

Comments Renewing the community Vision and aligning the Comprehensive Plan are also included in the City’s five year strategic plan.

Staff Lead

Chris Hartye

COUNCIL PRIORITY: Identify and Implement Specific Ways of Supporting Hillsboro School District and Higher Education

Overview

The City is committed to supporting local educational institutions by offering educational enhancements that help our community achieve our vision and quality of life goals. City Council made identifying and implementing specific actions to support the Hillsboro School District (HSD) one of its priorities for 2012 and 2013, and decided to continue this priority with the addition of higher education for 2014.

The City continues to support the District in a number of significant ways. Support from the Police Department includes the funding of six full-time School Resource Officers and a Sergeant for HSD. Support from the Parks Department includes maintenance services for all HSD competition sports fields (began in 2011), complimentary usage of the Shute Park Aquatics Center (SHARC) and Gordon Faber Stadium Complex, and ongoing staffing, operations and coordination support for after-school programming. In addition, Parks has supported several capital projects such as the turf installation at South Meadows Middle School and the expansion of school gyms in 2009, one-time contributions valued at over \$1 million.

A number of other City Departments also provide direct support to the District including the Hillsboro Police Department, (most notably with School Resource Officers), Hillsboro Water, Library and Fire Departments. Total in-kind City contributions for FY2012-13 had an estimated value of \$1.8 million.

Status

A list of several department's recent efforts to support HSD is provided below:

City Manager's Office

- Joint School Board/City Council Meeting held October 1, 2013
- College and Career Pathways partner, Mayor, Council President, and/or City Manager attends
- Communications and Marketing Manager is member of School District Communications sub-committee
- Legislative issues impacting the district are tracked

- Working with HSD staff on their CIP
- School District included in city planning and capital planning

Library

- Free room rental to the school district. Since June 2013, HSD has made 23 room reservations. The total cost deferred, based on resident non-profit organization rates, is nearly \$4,000.
- The Library Strategic plan has been updated and approved by the Library Board. Top goals for the coming three years, in priority order are:
 - Reading Readiness: Infants, toddlers and preschool children will have access to collections, programs, and services that will help them develop a lifelong love of books, reading, and learning.
 - Lifelong learning: Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.
 - New and Popular Materials: Children, teens and adults will have access to materials, programs, and services that stimulate the imagination and provide a variety of leisure activities and experiences.
 - Student Success: Students will have resources that assist them with their assignments, help them succeed in school and meet their learning goals.

Parks and Recreation:

- We continue to implement the IGA with the District which provides them free use at Parks and Recreation facilities such as SHARC and GFRC. The attached spreadsheet indicates the approximate annual value of these services at \$836,000.
- After school programs have been expanded this school year from 18 to 21 elementary school sites (all the sites within the city limits) for a total of 314 students.
- For middle schools we have active homework help clubs at all four schools and have a total of 800 students participating in either sports, enrichment or homework programs.
- High Schools will be using the Hillsboro Ballpark this spring for high school baseball for the first time.
- We continue to maintain all the competition fields at various school sites providing them with high quality facilities. The value of the City contribution is \$150,000 annually to this effort.

Public Works

- Connell and Garibaldi Pedestrian Improvements, under construction
- WL Henry Sidewalks (24th/Alder)
- Glencoe Crossing/Rapid Rectangular Flasher Beacon (RRFB)
- Minter Bridge School Zone Beacon and Crossing (RRFB)
- New Crosswalk, ADA ramp on Birch for Orenco Elementary

Next Steps

Possible next steps include efforts to:

- Promote Hillsboro schools through targeted public relations and outreach to stakeholders, businesses, and community members.
- Advocate for local, state and federal funding in support of Hillsboro schools.
- Encourage community, business and family participation in educational programs.
- Continue to develop and support afterschool, weekend and summer programs to fill in the gaps of educational needs.
- Continue to look for ways for City Departments to support HSD. For example, the Library is in preliminary discussions with the sole HSD librarian on topics including:
 - HPL staff operating school libraries in the evenings
 - HPD doing the purchasing, cataloging and processing of materials for the district libraries
 - In-library programs, with students bussed to the library
 - Making schools library courier stops
 - HPL staff training the clerks who run the school libraries
- Continue to develop relationship with PCC, Pacific University and Portland State University and explore potential internship opportunities
- Encourage community, business and family participation in educational programs.

Resource Needs

TBD

2014 Deliverables

Develop comprehensive City-wide internship program. Create and fill internships for students in the Youth Advisory Council and the PCC Future Connect program. Continue active participation in

HSD's College & Careers Pathways program and identify ways for City support.

Comments

This Council priority is reflected in Hillsboro 2020 strategy 36: Support initiatives that will ensure Hillsboro retains the highest quality education system.

Staff Lead

Michael Brown

COUNCIL PRIORITY: Transportation Funding Focusing on Bicycle/Pedestrian Safety and Improvements

Overview

Many core and critical services and the economic vitality of the City depend on the development and maintenance of roadways and pathways allowing customers to reach businesses and services, transport goods, facilitate effective emergency service delivery and response times, and facilitate safe and active bicycle and pedestrian travel.

Bicycle & Pedestrian Program: Prior to the 1980's, construction of bicycle and pedestrian facilities during development and road construction was not a common occurrence. While the City has made strides in infilling bicycle and pedestrian connections, a substantial amount of our network is still lacking these facilities. In addition, at locations where these facilities do exist, items such as ADA ramps at intersections are missing and/or the facilities are in need of maintenance. The 2004 Transportation System Plan (TSP) Needs Assessment for Bike/Pedestrian Projects identified over \$120 Million in projects to infill the bicycle and pedestrian network.

Pavement Management Program (PMP): The City of Hillsboro continues to operate a comprehensive PMP for the maintenance of the City's over 224 center lane miles of streets. Through this program the City strives to keep the City's roadways in a good or better condition as it is more cost effective to maintain the roadways in this condition rather than to let them fail and reconstruct. Currently, the City is behind over \$11.5 Million in maintenance necessary to bring and maintain all of our roadways in this condition.

Status

Bicycle and Pedestrian Program:

- **Bicycle and Pedestrian Capital Improvement Program (BPCIP):** A 10 year, \$20 Million BPCIP was developed in conjunction with the Transportation Utility Fee (TUF). This program was cut in half when TUF was adopted at reduced levels. Projects were chosen from the 2004 Transportation System Plan Needs Assessment for Bike/Pedestrian Projects with an emphasis on completing walk routes to school and transit. We are currently in year three of the program.
- **ADA Ramp Upgrades:** In 2010 the City completed and ADA Transition Plan as required by Title II of the Americans with Disabilities Act (ADA) of 1990 which requires State and local governments to develop a ranked/prioritized inventory of existing deficiencies and a schedule of improvements to

upgrade accessibility. 160 deficient ramps were identified and ranked in priority. Estimated upgrade costs are \$500,000. To date we have completed 57 ramps.

Pavement Management Program (PMP): In May of 2012, the City Council passed Resolution No. 2403 directing the City Manager to develop a budget plan and ordinance that provided for fully funding the Pavement Management Program to achieve zero deferred maintenance by the year 2020. The program was fully funded in FY2012-2013.

Next Steps

Bicycle and Pedestrian Program:

- Develop a more comprehensive program for the repair of existing sidewalks. Per Municipal Code sidewalk repairs are the maintenance responsibility of the adjacent property owner however these types of repairs are not often completed without enforcement by the City.
- Develop a minor (small scale) pedestrian capital improvement program to address lower cost pedestrian improvements (sidewalk infill/crossing improvements)

Resource Needs

Bicycle and Pedestrian Program:

- BPCIP: Program is currently funded by TUF Pathway revenue of approximately \$800,000 per year. This allows us to build one project every 2 to 3 years. Any additional budget allocation would allow the construction of projects more quickly.
- ADA Ramp Upgrades. Program is currently funded at a \$50,000 per year from Gas Tax Pathway funds. At that funding level it will take approximately 10 years to comply with the ADA Transition Plan.
- Staff time to develop, implement, and manage a sidewalk inspection and repair program. Operation funds to allow the completion of repairs by the City until such time as adjacent property owners are assessed and reimburse the City for repairs.
- Minor Pedestrian Capital Improvement Program: Staff time to develop plan priorities. \$50,000 from Gas Tax Pathways annually for construction.
- Gas Tax Pathways cannot continue to support both the ADA Ramp Upgrades and the Minor Pedestrian CIP at these levels in the future.
- *Pavement Management Program:* At present it is projected it would take over \$4.2 Million annually (indexed annually to

increase with inflation) to eliminate the backlog by 2020. Elimination of the maintenance deferrals by this time is desired because a third of the City's network was constructed in the early 90's. Major maintenance for these roadways will be due after 2020 naturally causing an increase in maintenance need. Presently, the Transportation Fund (gas tax and vehicle licensing fees) and the Transportation Utility Fee (TUF) fund, the sources of funding for the PMP, is generally only capable of funding maintenance levels of around \$1.5 Million annually. The program requires an additional of a minimum of \$2.7 Million annually from other funding sources to provide the funding levels necessary to eliminate deferrals by 2020.

2014 Deliverables

Bicycle and Pedestrian: The proposed FY2014-15 budget includes:

- TUF Pathway allocations for the construction of NE 37th Avenue sidewalk improvement from Main to Brogden and design of SE Golden Road sidewalk improvements from Brookwood to Imlay.
- \$50,000 from Gas Tax Pathways for the ADA Transition Plan Upgrades.
- \$50,000 from Gas Tax Pathways for construction of the Minor Pedestrian CIP.
- \$50,000 from Gas Tax Pathways for operational cost for sidewalk repair program.

Pavement Management Program: The proposed FY2013-14 budget fully funds the PMP. This year, the Transportation Fund is projected to be able to provide an additional \$500,000 by reducing reserves. This assumes a provision of \$750,000 from the Strategic Investment Program and \$250,000 from the General Fund to backfill the gap in the Pavement Management Program.

Comments

The Bicycle and Pedestrian program goals are consistent with Hillsboro 2020 Strategy 13 to complete an active transportation system integrating sidewalks, pedestrian and bicycle infrastructure to serve the entire city, improving neighborhood connections, access to transit, recreation options and safety.

Fully funding the Pavement Management Program and eliminating maintenance deferrals is line with the City's five year strategic plan in Strategy 6.3: Cost Efficiencies "Seek and realize financial efficiencies."

Staff Lead

Tina Bailey

COUNCIL PRIORITY: Downtown Enhancements

Overview

The City of Hillsboro, through the Hillsboro 2020 Vision, the Downtown Framework Plan and the Downtown Urban Renewal Plan has identified the revitalization of downtown Hillsboro as a high priority. Downtown Hillsboro is the heart of the Hillsboro community, serving as the primary civic gathering spot in the city. The area contains historic residential neighborhoods, the city's traditional Main Street, the emerging Health and Education District anchored by Tuality Hospital and Pacific University and the community's original (now relatively small) industrial area.

The overall vision, goals and policies for the downtown community are based on the work done by the citizens of Hillsboro in creating and maintaining the Hillsboro 2020 Vision as well as extensive outreach to the public during the downtown community planning process. Metro has also designated Downtown Hillsboro as one of 9 Regional Centers.

The vision for downtown calls for an 18-hour downtown where more people live, work, shop and visit in the heart of the community and the streets are active into the evening. To revitalize downtown, the adopted plans identify numerous strategies that the City must carry out and support simultaneously: a street system that is safe, pedestrian friendly, provides access for all modes of travel, and easy and intuitive to get around; enhanced streetscape elements including clean sidewalks, well maintained landscape strips, bike racks, garbage containers, benches, flower baskets, etc); support for arts and cultural activities and events that draw people to the Downtown. These public actions stimulate and contribute to private investment in attractive and renovated storefronts; new mixed use projects such as 4th Main; and additional businesses such as restaurants and retail establishments.

Status

Staff from Economic Development, Public Works, Parks, Planning and Police are all active in strategy implementation in the Downtown. Downtown maintenance, pedestrian and bike amenities, support for storefront improvements, cultural and arts support, and events including Tuesday and Saturday markets and Holly Days will continue.

The City launched the "Downtown Accessibility Project" in February 2011 following the insights provided by national experts as part of the Mayors Institute for City Design. The goal is to strengthening the health of our Main Street business district by enhancing access to all modes of travel. A key aspect of the Project is the "Downtown Core Conversion", which is focused on the heart of our traditional Main Street district and would convert the existing street pattern to 2-way traffic. The Planning Commission, following public hearings in 2011, unanimously supported the two-way street conversion.

Next Steps

Design and permitting for the downtown core conversion. Continue to encourage property and business owners to take advantage of the grant moneys available for storefront improvement projects. Continue other existing City efforts to revitalize the Downtown. Completion of the 4th Main mixed use project.

Resource Needs

Existing strategies and efforts are supported with existing funding. \$2.5 million in new funding is necessary for the Downtown Core Conversion. This cost can be broken down into two budget years: \$1 Million in fiscal year 2014/2015 (design and permitting and potentially early award of construction or advanced signal pole purchase in March of 2015 if the design and permitting are completed ahead of schedule) and \$1.5 Million in fiscal year 2015/2016 (construction).

2014 Deliverables

Design and permitting for the Downtown Core Conversion Project; Complete Three Storefront Improvements; Finish replacing trees and making sidewalk repairs where needed; install wayfinding system in conjunction with the completion of the 4th Main project. Continue to beautify downtown with flower baskets in the summer and snowflake lights in the winter months plus pressure wash sidewalks and maintain the landscape strips throughout the downtown area.

Comments

These efforts are supported by the Downtown Framework Plan, Downtown Urban Renewal Plan and the Hillsboro Vision 2020 Strategy 30.4 Downtown Core Area Vision; Strategy 30.5 Downtown Redevelopment Opportunities; and Strategy 30.8 Support Economic Activity Centers.

Staff Lead

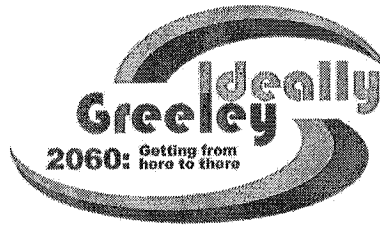
City Manager's Office – Rob Dixon
Economic Development – Karla Antonini
Engineering – Tina Bailey

Planning – Don Odermott
Public Works Operations: Steve Lampert

COUNCIL PRIORITY: Park Land Acquisition including Secure Long-Term Agreement with Washington County for Fairgrounds Sports Complex

Overview	There is an on-going need to acquire additional park land to keep up with the growth of the community and provide recreational opportunities in areas of the city which are deficient in open space. Park SDC funds have historically been the source of funds to acquire park property, however the cost of the necessary land and its subsequent development is surpassing the SDC funds that are available or that are expected to be received in the coming years.
Status	The following are areas where efforts are being made to acquire park property: Lots on 9 th Ave. to provide additional parking for SHARC, Library and Senior Center to help address a long-standing shortage there; a neighborhood park site in the Witch Hazel Village development; a natural area adjacent to Amber Glen; a community park site in South Hillsboro; the key portion of the "central park" site in Amber Glen; the long-term security of the Fairgrounds Sports Complex; and a trail easement and associated park space to create a Crescent Park along the north and western portions of the City. Each of these parcels are at various stages of either planning or negotiation.
Next Steps	Since there are multiple parcels involved, each one has its own timeline and process. The goal for each property is to purchase the site or in some way ensure its long-term public access and use.
Resource Needs	Since planning is underway on some parcels and negotiations are incomplete on most of the remaining ones, a total amount of resources needed is unknown. Of the four properties for which an estimate is available, the cost is approximately \$8 million. A good portion of this cost can eventually be reimbursed through a supplemental Park SDC fee for South Hillsboro and Amber Glen.
2014 Deliverable	The results will be the purchase or long-term lease of the identified properties. The timeframe in which this will occur is unknown given the uncertainties of the negotiation process.
Staff Lead	Wayne Gross/Lisa Goorjian

ATTACHMENT 19



2013 CITY COUNCIL PRIORITIES

Each year the Greeley City Council reviews the vision statement and current realities and establishes priorities that they believe will maintain and improve the community. These are the 2013 priorities and objectives.

Image

1. Community promotion & marketing
2. Healthy neighborhoods
3. Appealing community entryways & corridors
4. Youth success
5. Quality of life

Safety

1. Crime prevention & suppression
2. Emergency readiness & response
3. Traffic safety
4. Hazard & risk management

Economic Health & Development

1. Business development & support
2. Economic initiatives

Infrastructure & Growth

1. Public facilities
2. Environmental infrastructure
3. Human and civic infrastructure

Vision: Greeley promotes a healthy, diverse economy and high quality of life responsive to all its residents and neighborhoods, thoughtfully managing its human and natural resources in a manner that creates and sustains a safe, unique, vibrant and rewarding community in which to live, work and play.

Objectives for City Council Priorities

Summary Descriptions

The goal for each priority is listed along with a description of the objectives.

IMAGE PRIORITY

GOAL: Reinforce Greeley's Vision as a attractive and vibrant community in which to live, learn, work, and play

I. COMMUNITY PROMOTION & MARKETING:

Deliberate efforts to positively affirm Greeley's character and attributes

II. HEALTHY NEIGHBORHOODS:

Develop and sustain neighborhoods that reflect a safe, attractive, and appealing place to live

III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:

Present a pleasant, positive, and welcoming impression of Greeley to residents and visitors

IV. YOUTH SUCCESS:

Help create a community environment that supports youth success

V. QUALITY OF LIFE:

Devote public resources to help create an exceptional community experience

OBJECTIVES

SAFETY PRIORITY

***Goal:** manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors*

I. CRIME PREVENTION & SUPPRESSION:

Foster a safe environment for Greeley residents and businesses

II. EMERGENCY READINESS & RESPONSE:

Minimize loss of life and property through risk prevention and preparation, capability & effectiveness of response

III. TRAFFIC SAFETY

Create an environment that promotes the safe movement of people, goods and services

IV. HAZARD AND RISK MANAGEMENT

Promote proactive behaviors and conditions that promote a safe and healthy community

ECONOMIC HEALTH & DEVELOPMENT

***GOAL:** Foster and maintain public and private investment in business development*

I. BUSINESS DEVELOPMENT & SUPPORT:

Establish a business-friendly system that encompasses and facilitates desired business development

II. ECONOMIC INITIATIVES:

Target public investment toward specific, high value economic development projects and markets

INFRASTRUCTURE & GROWTH

Goal: Establish the capital & human infrastructure to support & maintain a safe, competitive, appealing, and dynamic community

OBJECTIVES

I. PUBLIC FACILITIES:

Provide a framework of public services and facilities that support a safe, pleasing and successful community

II. ENVIRONMENTAL INFRASTRUCTURE:

Improve and maintain the City's natural resources for the benefit of the community

III. HUMAN & CIVIC INFRASTRUCTURE:

Promote employee development and engage community members to support civic development and services

City Manager's Work Program Items

Council priorities are translated by the City Manager into the annual Work Program. Work Program action items help the staff implement strategies that will achieve the Council's vision and address current priorities. This is a list of the 2013 Work Program items. These items are in addition to the usual and on-going services provided by the City organization. Performance measures are in place or being developed as indicators of success in each function or program area.

IMAGE PRIORITY

GOAL: Reinforce Greeley's Vision as an attractive and vibrant community in which to live, learn, work, and play

I. COMMUNITY PROMOTION & MARKETING:

- ***Communications, Marketing, Public Relations Initiative***
- ***G-Town Community Image Tours***

II. HEALTHY NEIGHBORHOODS:

- ***Neighborhood Building Blocks Program***
- ***Sunrise Entryway Feature***
- ***University District Initiative***
- ***Greeley Organic Waste (GROW) & Downtown Recycle Center***

III. APPEALING COMMUNITY ENTRYWAYS & CORRIDORS:

- ***Entryway & Boulevard Treatments - 8th Ave, 16th Street to Downtown***
- ***10th Street Corridor Improvements***
- ***Urban Tree Program – 8th Avenue, Phase I***
- ***City-wide Tree Plan***

IV. YOUTH SUCCESS:

- ***Achieving Community Excellence (ACE)***
- ***Youth Works Program***
- ***School District Six Facilities Committee Participation***

WORK PROGRAM ITEMS

V. QUALITY OF LIFE:

- *Homestead Park Construction*
- *Poudre River Corridor Initiative*

SAFETY PRIORITY

Goal: manage the health, safety & welfare in a way that promotes a sense of security and well-being for residents, businesses and visitors

I. CRIME PREVENTION & SUPPRESSION:

- *Operation Safe Stay Program*

II. EMERGENCY READINESS & RESPONSE:

- *Public Safety Training Facility*
- *E911/Dispatch Center Operations*
- *Emergency Operations Center Relocation*

III. TRAFFIC SAFETY

- *(No specific work program items were established for this objective although traffic safety will continue to be a focus for the Greeley Police Department with performance measures in place to monitor success.)*

IV. HAZARD AND RISK MANAGEMENT

- *Heart Safe City*

WORK PROGRAM ITEMS

ECONOMIC HEALTH & DEVELOPMENT

GOAL: Foster and maintain public and private investment in business development

I. BUSINESS DEVELOPMENT & SUPPORT:

- *City Administrative Space Study*
- *Greeley Mall Retail Re-development*
- *ORIGIN – Expand Economic Development Toolbox*
- *Primary Industry Attraction & Business Retention Visits*
- *East Greeley Study/18th Street Corridor Plan*
- *E-Plan Review Implementation*

II. ECONOMIC INITIATIVES:

- *Creative District*
- *Re-development District Utility Policies*

INFRASTRUCTURE & GROWTH

Goal: *Establish the capital & human infrastructure to support & maintain a safe, competitive, appealing, and dynamic community*

I. PUBLIC FACILITIES:

- *Adaptive Signal Implementation*
- *Union Colony Civic Center Fountain Sculpture*
- *Facility Performance Contract Project*
- *5-year IT Strategic Plan*

II. ENVIRONMENTAL INFRASTRUCTURE:

- *Future Water Account II (purchase of additional water supplies)*
- *Bellvue Pipeline Construction*
- *Milton Seaman Reservoir Expansion Permit*
- *Water Budget Trial*
- *Water and Sewer Rate Setting Philosophy*
- *Landscape Code Revision Study*
- *Alternative Fuel Vehicle Evaluation*
- *Review of Oil and Gas Land Use Regulations*

III. HUMAN & CIVIC INFRASTRUCTURE:

- *Employee Recognition Program*
- *Employee Wellness Center*
- *Patient Protection & Affordable Care Act*
- *Weld Project Connect*

City Manager's Work Program Items

This is a list of the 2013 Work Program items and additional detail about why each is considered important.

Council Priority: Image

1. Objective: Community promotion & marketing

(1) Communications, Marketing, Public Relations Initiative

Purpose: Enhance the community's image and improve the City's ability to communicate with residents.

(2) G-Town Community Image Tours

Purpose: Expand the knowledge about and appreciation of Greeley by offering topic-specific bus tours to local residents and visitors to provide a unique perspective of community assets, build civic appreciation, and foster advocacy of the city.

2. Objective: Healthy neighborhoods

(3) Neighborhood Building Blocks (NB2) Program

Purpose: Provide support for Greeley's neighborhoods by facilitating coordinated services between City departments, pro-actively and responsively addressing emerging concerns, and fostering partnerships and citizen engagement to enhance the livability of each of Greeley's neighborhoods. The NB2 Team will continue to oversee the Neighborhood Improvement Grant program and concentrate attention on target neighborhood focus areas: Sunrise, John Evans, University District, and 10th Street as part of a multi-year commitment of funds and programs.

(4) Sunrise Entryway Feature

Purpose: Design and construct an entryway archway feature (\$50,000) to be installed at 10th Street near the Union Pacific railroad crossing. This modest entryway feature will complement the new curb, gutter and sidewalk along 10th Street and in the Sunrise neighborhood. The archway will be patterned after the one at the Depot shade structure, and will be similar to those found at Centennial Village and Island Grove Park to announce destinations.

(5) University District Initiative

Purpose: In conjunction with a Steering Committee comprised of City, University and Community representatives, provide on-going support related to the development and implementation of the University District Initiative, which includes a set of nine key initiatives to enhance the "live, learn, work, play" characteristics of this important area of the community.

(6) Greeley Organic Waste (GROW) & Downtown Recycle Center

Purpose: To re-establish organic waste disposal and household recycling service facilities for residents.

3. Objective: Appealing community entryways & corridors

(7) Entryway & Boulevard Treatments - 8th Avenue, 16th Street to Downtown

Purpose: Implement a design study to consider alternatives to enhance the entryway/connectivity between the University and Downtown along 8th Avenue from 16th Street to downtown Greeley. Improvements may include expanded sidewalks, special travel corridors, street lighting, street furniture or other such urban design features. \$150,000 is budgeted for 2013 for design and partial construction from the Quality of Life fund. It is anticipated that the second phase will be built in 2014 pending budget approval of \$300,00 from the Quality of Life Fund as well as \$450,000 from the Community Block Grant Fund.

(8) 10th Street Corridor Improvements

Purpose: This project will implement the \$3.2 million federal grant awarded to the City in 2011 for access control improvements on 10th St between 23rd and 35th Ave to reduce the number of access points and improve pedestrian mobility as well as enhancing the corridor. This project also includes the construction of an "Art Fence" at the Xcel substation with 1% for Art funding.

(9) Urban Tree Program – 8th Avenue, Phase I

Purpose: An 8th Avenue Public Sculpture project to add five permanent 'tree' sculptures per year along 8th Ave between 16th Street and 6th Street. Staff will collaborate with the Downtown Development Authority to gain assistance with the cost/installation of pedestals for artwork. This project is funded by the 1% for Art program.

(10) City-wide Tree Plan

Purpose: To identify all tree-related city programs and initiatives and develop a coordinated effort.

4. Objective: Youth Success

(11) Achieving Community Excellence (ACE)

Purpose: The Youth of the Greater Greeley area are a treasured asset of the community and it is the City of Greeley's strong desire to help foster an environment in which our youth can succeed not only on the athletic fields and performing arts stages but also as excellent students, family members, friends and members of our society. Coaches and teachers serve a critical role in creating this environment and providing them with tools for success is the objective of ACE.

(12) Youth Works Program

Purpose: Establish a City/Community Partnership of youth serving agencies to provide a community communication, coordination, and service coordination network through which to provide a seamless continuum of services whereby to encourage youth engagement, development, and success thereby reducing gang and nuisance behaviors, and indirectly support school/student achievement.

(13) School District Six Facilities Committee Participation

Purpose: To be an active partner with School District 6, and to bring the benefits of community planning to the school facility challenges facing the district. In the short term, promote and participate in the decision-making process concerning the potential re-location of John Evans Middle School.

5. Objective: Quality of Life

(14) Homestead Park Construction

Purpose: Located at 2990 29th Street, the Homestead Park design was completed and includes improved trail access and boardwalk, landscaping, a "naturescape" playground area and shelter amenities (a parking area was installed in 2009). The site will also be home to two (2) pieces of public art. The

adjoining 20 acres of open space is currently undeveloped with soft surface trails that encircle Elk Lakes.

(15) Poudre River Corridor Initiative

Purpose: Update the Poudre River Initiative Strategy to provide a working framework within which to foster preservation and support of the Greeley/Windsor Reach of the river to complement this area amenity and leverage support for its development and connectivity with community trail systems.

Council Priority: Safety

1. Objective: Crime prevention & suppression

(16) Operation Safe Stay Program

Purpose: Continue to increase the training and support of managers of hospitality, land lease, and multi-family establishments to become community partners to operate their properties in a manner that promotes resident and guest safety through best practices and pro-active attention.

2. Objective: Emergency readiness & response

(17) Public Safety Training Facility

Purpose: Implement a plan to build a facility that provides training in real-life environments, improves safety of first responders in life threatening situations, and improves competence and job performance efficiency. A City training center will greatly increase the frequency of critical incident training for public safety officials and improve the protection of citizens and property.

(18) E911/Dispatch Center Operations

Purpose: To successfully transition to new operating model outlined by City Council and the Weld County Commission.

(19) Emergency Operations Center Relocation

Purpose: Weld County has requested that Greeley move the location of its EOC from the current Weld County owned facility.

3. Objective: Traffic safety

(No specific work program items were established for this objective although traffic safety will continue to be a focus for the Greeley Police Department with performance measures in place to monitor success.)

4. Objective: Hazard & risk management

(20) Heart Safe City

City

Council Priority: Economic Health & Development

1. Objective: Business development & support

(21) City Administrative Space Study

Purpose: In 2012, the City undertook a study to analyze its office space needs with the intention of determining these needs while at the same time determining if it would be possible to offer any current building assets for private sector redevelopment. Phase II of the City's Downtown Administrative Space Study Project to determine the degree to which City building functions might be better consolidated or redeveloped to achieve optimal cost and use efficiencies, customer service, and provide "opportunity blocks" for downtown economic redevelopment, in particular the Lincoln Park Annex block. Phase II will focus on providing special analysis of options to those most economically and functionally viable as well as action steps.

(22) Greeley Mall Retail Re-development

Purpose: (Continuation of Retail Study Effort) Developing a better understanding the Greeley Mall retail marketplace will help to expand the current spectrum of commercial/retail opportunities, enhance retail sales tax revenue, and improve the community's retail attractiveness. This information will be important to the Greeley Mall ownership in pursuing specific retail development projects; and for the city when asked to consider incentives and development alternatives. The retail marketplace information may prove valuable to marketing efforts at other commercial centers. The City has worked with the Greeley Mall, Chamber of Commerce and DDA to help define the scope of work and each entity has been asked to contribute the additional funding needed to develop a complete retail study. The Greeley Mall ownership is the only entity to date that has demonstrated commitment and dedicated staff resources to the study.

(23) ORIGIN – Expand Economic Development Toolbox

Purpose: We have improved our ED website and ORIGIN map features for the purpose of improving our community marketing and business and industry attraction efforts. We now need to improve our site selection, development, and available buildings inquiry response process by further improving access to easy to use data and information on available building, parcel, and real estate assets. Further enhancement of the City's ORIGIN would greatly enhance our ability to respond to site development inquiries.

(24) Primary Industry Attraction & Business Retention Visits

Purpose: (Continuation of PI Efforts with emphasis on BRE Visits to local business & industry) Developing a targeted approach to Primary Industry Marketing and Attraction by focusing on Greeley's industry cluster and supply chain strengths will result in a more effective job creation partnership with Upstate Colorado, Denver Metro EDC, and the State of Colorado. The Bureau of Labor QCEW data study performed by CSDO will provide the foundation for a more current snapshot of industry clusters and the basis for a renewed Business Retention and Expansion outreach program focused on identifying targeted primary industry efforts in Agribusiness, Manufacturing, Conventional Energy, Renewable Energy, and Transportation. Note: PI marketing will focus on marketing existing properties - HP, City Owned, Rail Corridor, Airport, 8th Street & WS TIF property; Additional Note: Community Image Marketing will serve as an asset to the BRE program.

(25) East Greeley Study/18th Street Corridor Plan

Purpose: To address land use "paradoxes" in East Greeley, where some annexable land has no access to services, and some land with access to services has no way to annex. A half-dozen inquiries in 2012 have highlighted the "sterilized" nature of many properties – mostly outside city limits. If the situation is not

addressed, the future land use pattern (and services) in this area will be chaotic and difficult to manage, once eventually located within city limits.

(26) E-Plan Review Implementation

Purpose: With the results of the 2012 review of data systems involved in development and plans review, to fully automate an electronic plans submittal and review process to modernize the plan review process, and to provide a higher level of customer service.

2. Objective: Economic Initiatives

(27) Creative District

Purpose: Assist in guiding Greeley's Emerging Creative District to full status as a recognized and supported economic sector of Greeley that achieves economic success for District businesses and Creatives and is well-known and regarded at State and National levels.

(28) Re-development District Utility Policies

Purpose: Explore policies with Public Works and Water/Sewer Departments concerning: storm drainage, compound taps, tap transfers, 5/8" tap policy, inside meters, and existing tap credits, to advance redevelopment in designated areas of the City by acknowledging historic conditions and impediments that exist for new development when suburban utility standards are applied.

Council Priority: Infrastructure & Growth

1. Objective: Public facilities

(29) Adaptive Signal Implementation

Purpose: To improve the traffic progression on heavily traveled corridors such as Highway 34 from 8th Avenue to 65th Avenue; US 85 from 5th St to 22nd St, and 35th Avenue from 34 Bypass to 10th St. This project will determine which one of these corridors can benefit the most from the adaptive (real time) signal timing equipment and then install the equipment.

(30) Union Colony Civic Center Fountain Sculpture

Purpose: A monumental water fountain with lighting will be created at the Union Colony Civic Center, 701 10th Street, to celebrate the 25th Anniversary of the Union Colony Civic Center and 150 years of Greeley water from 1% for Art funds.

(31) Facility Performance Contract Project

Purpose: In 2011 through an Energy Efficiency grant the city contracted to do an investment grade energy audit with Ameresco on several city buildings. That audit has now been finalized and has between \$1.7 million and \$2.2million worth of projects to city facilities that will reduce energy consumption. Through the performance contracting process these improvements can be done at no cost to the city and due to guaranteed energy savings from Ameresco the money saved in energy costs goes to pay back the project. With nearly \$20 million in facility needs currently this would be a option to improve some of the facility needs and at no cost to the city.

(32) Five-year IT Strategic Plan

Purpose: Continuation of a 2012 work program item. This project will analyze the IT needs for the upcoming 5 years.

2. Objective: Environmental infrastructure

(33) Future Water Account II (Purchase of Additional Water Supplies)

Purpose: In order to provide a reliable water supply for Greeley, the City Council, upon the advice of the Water Board, agreed to embark on the purchase of an additional 10,000 acre feet of water by 2020.

(34) Bellvue Pipeline Construction

Purpose: Construct Northern Segment of the Bellvue pipeline.

(35) Milton Seaman Reservoir Expansion Permit

Purpose: Continue effort to obtain permit to expand Milton Seaman Reservoir to assure Greeley has a reliable water supply. This effort will include a reevaluation of the required size and construction timing for the project.

(36) Water Budget Trial

Purpose: Improve water conservation by expanding the information about the water budget to all residential customers and evaluate the results.

(37) Water and Sewer Rate Setting Philosophy

Purpose: Review water and sewer rate setting philosophy to verify assumptions, reflect current policy, define levels of acceptable risk and meet the informational needs of policy makers.

(38) Landscape Code Revision Study

Purpose: To determine whether it is possible to reduce water demand for new development while preserving the City's special character.

(39) Alternative Fuel Vehicle Evaluation

Purpose: The city has over 600 pieces of equipment in its fleet. Staff will evaluate the feasibility of using alternative fuel vehicles such as evaluate CNG, Electric, hybrid, propane in the City's fleet.

(40) Review Oil and Gas Land Use Regulations

Purpose: As the nature, size and scope of oil and gas facilities has evolved, it is appropriate to review existing policies related to thresholds of intensity, timing, phasing, and permitting.

3. Objective: Human and civic infrastructure

(41) Employee Recognition Program

Purpose: Develop a comprehensive employee recognition program that builds on the base of current programs and takes the next step of focusing on timely recognition for significant individual or group achievement.

(42) Employee Wellness Center

Purpose: Continue efforts to manage and control rising health care costs by implementing a focused

worksite wellness program that involves compliance with recommended wellness center visits as determined by results of health risk appraisals and hiring a part-time wellness coordinator.

(43) Patient Protection & Affordable Care Act

Purpose: Implement employer responsibility provisions of Patient Protection and Affordable Care Act that impact the City's partially self-insured health plans.

(44) Weld Project Connect

Purpose: Support local efforts to provide basic services to the underserved population in Greeley as part of a county-wide one-day event.

Other Major Tasks

(45) Streamline Municipal Court Operations

Purpose: To gather and analyze information about options to structure the Court system as it relates to resolving citations. The current structure includes a mail-in plea option for certain traffic infractions and a plea option at court for all infractions and offenses. Reviewing how other jurisdictions resolve these citations and considering various models will be a useful exercise to see how best to shape a fair and efficient process. The fine/fee structure is a significant extension of the resolution process and merits a comprehensive review along with the overall structure.

(46) Update 2014 Budget

Purpose: Update 2014 operating and capital budget for the City that reflects the priorities of City Council and utilizes the resources of the City to provide services to the citizens in the most efficient manner possible.

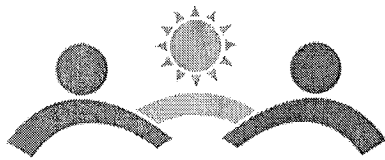
(47) Long Term Operating Financial Plan

Purpose: Long-term financial planning is the process of aligning financial capacity with long-term service objectives. Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of the City's service objectives and financial challenges.

(48) New Council Priority Setting

Purpose: to continue the annual priority-setting process, and a newly-elected Council will be available to participate after the November 2013 election. The process includes a review of the vision statement, current community needs, and resource realities. Then, establishing priorities that will maintain and improve the community. City Council's priorities and objectives will then serve as the foundation for the City Manager's work program for the new year.

ATTACHMENT 20



COMMUNITY TOOL BOX

Section 2. Proclaiming Your Dream: Developing Vision and Mission Statements

(<http://ctb.ku.edu>)

- **WHAT IS A VISION STATEMENT?**
- **WHAT IS A MISSION STATEMENT?**
- **WHY SHOULD YOU CREATE VISION AND MISSION STATEMENTS?**
- **HOW DO YOU CREATE VISION AND MISSION STATEMENTS?**

We have all seen organizations whose purpose we never quite understood; we know they are out there, in our town, doing something - but we're not quite sure what. They may have a purpose we could learn about, but we've never taken the time to do so; it's always been more effort than it was worth.

If we got closer to these organizations, we might be surprised to learn that even some of their own members aren't entirely sure of the organization's goals; they only know about a specific project they are working on at that moment. Very often, these organizations end up slipping quietly away; they lose their momentum, they lose their funding, and finally, the organization is gone, with no one other than staff really noticing much.

Chances are, these organizations never had well-defined *vision and mission statements* to help clarify and communicate their purpose. Developing these key elements is crucial to the success of any community initiative, and understanding how to do so is the purpose of this section.

Creating your vision and mission statements are the first two steps in the VMOSA action planning process we discussed in the previous section of this chapter. In the next few pages, we will look more closely at what these statements are, why they are important, and how an organization can develop them. Does that make sense to you? Then let's go!

WHAT IS A VISION STATEMENT?

Your vision is your dream. It's what your organization believes are the ideal conditions for your community; that is, how things would look if the issue important to you were completely, perfectly addressed. It might be a world without war, or a community in which all people are treated as equals, regardless of gender or racial background.

Whatever your organization's dream is, it may be well articulated by one or more *vision statements*. Vision statements are short phrases or sentences that convey your community's hopes for the future. By developing a vision statement or statements, your organization clarifies the beliefs and governing principles of your organization, first for yourselves, and then for the greater community.

There are certain characteristics that most vision statements have in common. In general, vision statements should be:

- Understood and shared by members of the community
- Broad enough to include a diverse variety of local perspectives
- Inspiring and uplifting to everyone involved in your effort
- Easy to communicate - for example, they are generally short enough to fit on a T-shirt

Here are some examples of vision statements that meet the above criteria:

- Caring communities
- Healthy children
- Safe streets, safe neighborhoods
- Every house a home
- Education for all
- Peace on earth

WHAT IS A MISSION STATEMENT?

The next piece of the puzzle is to ground your vision in practical terms. This is where developing a *mission statement*, the next step in the action planning process comes in. An organization's mission statement describes *what* the group is going to do and *why* it's going to do that. For example, "Promoting care and caring at the end of life through coalitions and advocacy."

Mission statements are similar to vision statements, in that they, too, look at the big picture. However, they're more concrete, and they are definitely more "action-oriented" than vision statements. Your vision statement should inspire people to dream; your mission statement should inspire them to action.

The mission statement might refer to a problem, such as an inadequate housing, or a goal, such as providing access to health care for everyone. And, while they don't go into a lot of detail, they start to hint - very broadly - at how your organization might fix these problems or reach these goals. Some general guiding principles about mission statements are that they are:

- *Concise*. While not as short as vision statements, mission statements generally still get their point across in one sentence.

- *Outcome-oriented.* Mission statements explain the fundamental outcomes your organization is working to achieve.
- *Inclusive.* While mission statements do make statements about your group's key goals, it's very important that they do so very broadly. Good mission statements are not limiting in the strategies or sectors of the community that may become involved in the project.

The following examples should help you understand what we mean by effective mission statements.

- "Promoting child health and development through a comprehensive family and community initiative."
- "To create a thriving African American community through development of jobs, education, housing, and cultural pride."
- "To develop a safe and healthy neighborhood through collaborative planning, community action, and policy advocacy."
- "Promoting community health and development by connecting people, ideas and resources." (This is the mission of the Community Tool Box)

WHY SHOULD YOU CREATE VISION AND MISSION STATEMENTS?

Why is it important that your organization develops vision and mission statements like those above? First of all, because these statements can help your organization focus on what is really important. Although your organization knows what you are trying to do to improve your community, it's easy to lose sight of this when dealing with the day-to-day hassles that plague all organizations. Your vision and mission statements help members remember what is important as you go about doing your daily work.

Second, your vision and mission statements let other individuals and organizations have a snapshot view of whom your group is and what it wants to do. When your vision and mission statements are easily visible (for example, if they are on the letterhead of your stationary), people can learn about your organization without having to work hard for the information. Then, those with common interests can take the time necessary to learn more. Clearly, this can be very helpful when you are recruiting other people and organizations to join in your effort.

Finally, vision and mission statements are also very helpful in having members who are focused and bound together in common purpose. Not only do the statements themselves serve as a constant reminder of what is important to your organization, the process of developing them allows people to see the organization as "theirs." It's common sense: people will believe in something more completely if they had a hand in developing it.

There are many other reasons to develop vision and mission statements as well. For example, having clear and compelling vision statements can:

- Draw people to common work
- Give hope for a better future
- Inspire community members to realize their dreams through positive, effective action
- Provide a basis for developing the other aspects of your action planning process: your mission, objectives, strategies, and action plans

Having a clear mission statement can:

- Convert the broad dreams of your vision into more specific, action-oriented terms
- Explain your goals to interested parties in a clear and concise manner
- Enhance your organization's image as being competent and professional, thus reassuring funding sources that their investment was (or would be!) a smart choice

HOW DO YOU CREATE VISION AND MISSION STATEMENTS?

Armed with a better understanding of vision and mission statements, it's time for your organization to develop them for itself. If your group has already developed vision and mission statements, you might wish to look at them in light of the criteria we discussed above. If members of your organization feel your current statements could be improved upon, this process can be used to modify them. Ready? Let's go!

LEARN WHAT IS IMPORTANT TO PEOPLE IN YOUR COMMUNITY

As developing your vision and mission statements is the first step in developing the action plan that will guide your effort, it is especially important that these first steps are well grounded in community beliefs and values. Knowing the important issues in your community is vital for the development of a strong, effective, and enduring action group.

Therefore, one of the first steps you should take when developing the vision and mission of your organization will be to define the issue(s) that matter most to people in your community. How do you go about doing so?

There are many different ways you can gather this information, including:

Conduct "public forums" or "listening sessions" with members of the community to gather ideas, thoughts, and opinions about how they would like to see the community transformed.

In public forums or listening sessions, people come together from throughout the community to talk about what is important to them. These meetings are usually led by facilitators, who guide a discussion of what people perceive to be the community's

strengths and problems, and what people wish the community was like. Someone usually records these meetings, and a transcript of what is said provides a basis for subsequent planning.

Hold focus groups with the people interested in addressing the issue(s), including community leaders, people most affected by the issues, businesses, church leaders, teachers, etc.

Focus groups are similar to public forums and listening sessions, but they are smaller and more intimate. Generally speaking, they are comprised of small groups of people with similar backgrounds, so they will feel comfortable talking openly about what concerns them. For example, the members of a group are generally about the same age, are of the same ethnic group, or have another common experience. They are used in much the same way as public forums, and also use facilitators and recorders to focus and take notes on the work done.

Your organization may choose to hold focus groups with several different groups of people, to get the most holistic view of the issue at hand. For example, if your organization is involved in child health, you might have one focus group with health care providers, another with parents or children, and still another with teachers. Once you have a rough mission statement, you might again use a focus group to test it out.

Obtain interviews with people in leadership and service positions, including such individuals as local politicians, school administrators, hospital and social service agency staff, about what problems or needs they believe exist in your community.

Often, these individuals will have both facts and experiences to back up their views. If so, you can also use these data later if and when you apply for funding, or when you request community support to address the issues. More information on this topic can be found in Chapter 3, Section 12: Conducting Interviews.

Of course, these different ways to gather information from you community aren't mutually exclusive. In fact, if you have the resources, it makes sense to do all of the above: to have some time for the community at large to respond, then spend more time in focus groups with the people you believe might contribute greatly to (or be most affected by) some of the issues brought up in your community listening session. And finally, some one on one time with community leaders can only serve to strengthen your knowledge and purpose; remember, there are undoubtedly many people in your community who have been wrestling with the same issues you are now looking at for a long time. Take advantage of that experience; you don't want to reinvent the wheel!

DECIDE WHAT TO ASK

No matter if you are talking to one person or 300, your purpose is the same: to learn what matters in your community. Here's a list of questions you might use to focus your discussions with community members. These questions may be used for individual interviews, focus groups, public forums, or in any other way you choose to gather information.

- What is your dream for our community?
- What would you like to see change?
- What kind of community (or program, policy, school, neighborhood, etc.) do we want to create?
- What do you see as the community's (or school's, neighborhood's, etc.) major issues or problems?
- What do you see as the community's major strengths and assets?
- What do you think should be the purpose of this organization (or effort)?
- Why should these issues be addressed?
- What would success look like?

When your organization is questioning people, the facilitator should encourage everyone to allow their most idealistic, hopeful, and positive ideas to shine through. Don't worry right now about what's practical and what's not - this can be narrowed down later. Encourage everyone to be bold and participate, and to remember that you are trying to articulate a vision of a better community, and a better world.

DECIDE ON THE GENERAL FOCUS OF YOUR ORGANIZATION

Once members of your organization have heard what the community has to say, it's time to decide the general focus of your organization or initiative. First of all, what topic is most important to your organization and your community? For example, will you tackle urban development or public health issues? Racism or economic opportunity?

A second question you will need to answer is at what level will your organization work. Will your organization begin only in one school, or in one neighborhood, or in your city? Or will your initiative's focus be broader, working on a state, national, or even international level.

These are questions for which there are no easy answers. Your organization will need to consider what it has learned from the community, and decide through thoughtful discussion the best direction for your organization. We suggest you open this discussion up to everyone in your organization to obtain the best results.

Of course, if your organization is receiving grant money or major funding from a particular agency, the grant maker may specify what the general goal of your group should be. For example, if your group accepts a grant to reduce child hunger, at least part of its mission

will be devoted to this purpose. Even in these circumstances, however, the community should determine the ultimate vision and mission that will best advance what matters to local people.

DEVELOP YOUR VISION AND MISSION STATEMENTS

Now that your organization has a clearer understanding of what the organization will do and why, you are in a prime position to develop the statements that will capture your ideas.

As you are looking at potential statements, remember to keep them broad and enduring. Vision and mission statements that are wide in scope allow for a sense of continuity with a community's history, traditions, and broad purposes. And vision and mission statements that are built to last will guide efforts both today and tomorrow.

Vision Statements

First of all, remind members of your organization that it often takes several vision statements to fully capture the dreams of those involved in a community improvement effort. You don't need - or even want - to have just one "perfect" phrase. Encourage people to suggest all of their ideas, and write them down - possibly on poster paper at the front of the room, so people can be further inspired by the ideas of others. As you do this, help everyone keep in mind:

- What you have learned from your discussions with community members
- What your organization has decided will be your focus
- What you learned about vision statements at the beginning of this section

If you have a hard time getting started, you might wish to check out some of the vision statements in this section's Examples. You might ask yourself how well they meet the above suggestions.

After you have brainstormed a lot of ideas, your group can discuss critically the different ideas. Oftentimes, several of the vision statements will just jump out at you - someone will suggest it, and people will just instantly think, "That's it!"

You can also ask yourselves the following questions about vision statements:

- Will it draw people to common work?
- Does it give hope for a better future?
- Will it inspire community members to realize their dreams through positive, effective action?
- Does it provide a basis for developing the other aspects of your action planning process?

A final caution: try not to get caught up in having a certain number of vision statements for your organization. Whether you ultimately end up with two vision statements or ten, what is most important is that the statements together give a holistic view of the vision of your organization.

Mission Statements

The process of writing your mission statement is much like that for developing your vision statements. The same brainstorming process can help you develop possibilities for your mission statement. Remember, though, that unlike with vision statements, you will want to develop a single mission statement for your work. After having brainstormed for possible statements, you will want to ask of each one:

- Does it describe *what* your organization will do and *why* it will do it?
- Is it concise (one sentence)?
- Is it outcome oriented?
- Is it inclusive of the goals and people who may become involved in the organization?

Together, your organization can decide on a statement that best meets these criteria.

OBTAIN CONSENSUS ON YOUR VISION AND MISSION STATEMENTS

Once members of your organization have developed your vision and mission statements, your next step might be to learn what other members of your community think of them before you start to use them regularly.

To do this, you could talk to the same community leaders or focus group members you spoke to originally. First of all, this can help you ensure that they don't find the statements offensive in any way. For example, an initiative that wants to include young men more fully in its teen pregnancy prevention project might have "Young men in Asheville are the best informed" as one of their vision statements. But taken out of context, some people community members might believe this statement means young men are given better information or education than young women, thus offending another group of people.

Second, you will want to ensure that community members agree that the statements together capture the spirit of what they believe and desire. Your organization might find it has omitted something very important by mistake.

DECIDE HOW YOU WILL USE YOUR VISION AND MISSION STATEMENTS

Finally, it's important to remember that while developing the statements is a huge step for your organization (and one you should celebrate!), there is more work to be done. Next, you have to decide how to use these statements. Otherwise, all of your hard work will have happening for nothing. The point is to get the message across.

There are many, many ways in which your organization may choose to spread its vision and

mission statements. To name just a few examples, you might:

- Add them to your letterhead or stationary
- Use them on your website
- Give away T-shirts, or bookmarks, or other small gifts with them
- Add them to your press kit
- Use them when you give interviews
- Display them on the cover of your annual report

...and so on. Again, this is a step that will use all of your creativity.

IN SUMMARY

Developing effective vision and mission statements are two of the most important tasks your organization will ever do, because almost everything else you do will be affected by these statements. We hope that this section has allowed you to feel more confident now in your group's ability to create successful and inspiring vision and mission statements. Remember, think broadly and boldly! Good luck!

Contributor

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Organizations

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The Community Tool Box is a service of the Work Group for Community Health and Development (<http://ctb.ku.edu><http://www.communityhealth.ku.edu/>) at the University of Kansas.

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ATTACHMENT 21



CORE VALUES

MISSION

Dedicated to providing
VISIONARY LEADERSHIP,
delivering **RESPONSIVE**
MUNICIPAL SERVICES,
and fostering
COLLABORATIVE
PARTNERSHIPS
that enhance Hillsboro's
HOMETOWN LIVABILITY.



LEADERSHIP • SERVICE • COLLABORATION

ORGANIZATIONAL MISSION AND CORE VALUES

CITY OF HILLSBORO

LEADERSHIP • SERVICE • COLLABORATION

The City of Hillsboro recently adopted an organizational mission statement and set of core values as components of its strategic planning process. A mission statement summarizes the purpose and associated responsibilities of a group or organization. Core Values express the internal beliefs or philosophy that directs how the organization carries out its mission.

Community members, the City Council and hundreds of City employees contributed to developing the following statements that will help guide City of Hillsboro operations and service delivery in years to come. The City's five year strategic plan was adopted by the City Council in January 2010. Implementation begins July 1, 2010 in alignment with the start of the 2011 fiscal year.

MISSION STATEMENT:

"The City of Hillsboro is dedicated to providing visionary leadership, delivering responsive municipal services and fostering collaborative partnerships that enhance Hillsboro's hometown livability."

CORE VALUES:

Excellence in Public Service:

Striving for excellence in public service is the objective for all of our work.

Respect for Diverse Voices and Ideas:

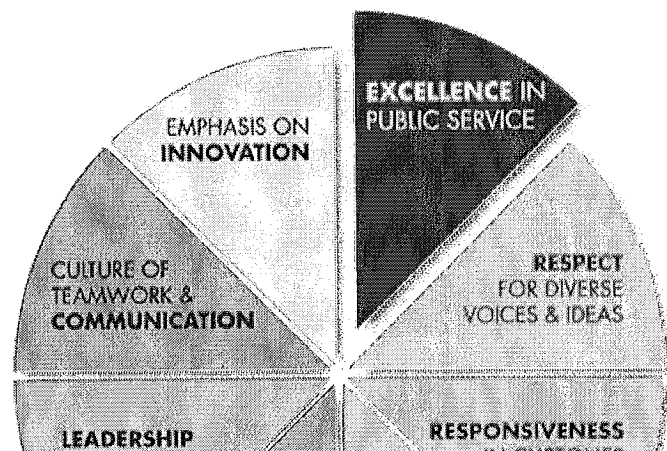
Incorporating the voices, ideas and cultures that reflect Hillsboro's rich personality.

Responsiveness in Customer Service:

Offering fast, friendly, flexible and fair service.

Tradition of Reliability:

CORE VALUES



Valuing the stability and successes of our history.

Stewardship of the Public Trust:

Sound, reasonable, honest and transparent resource management.

Leadership with Ethics and Integrity:

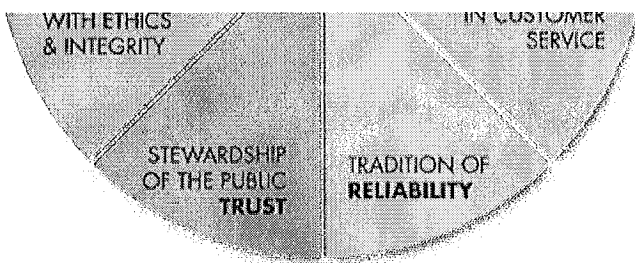
Ethical conduct and integrity as fundamentals of strong leadership.

Culture of Teamwork and Communication:

Valuing our colleagues and working in collaboration.

Emphasis on Innovation:

Creative and practical solutions.



ATTACHMENT 22

Working Paper - City Council Committees

ESTABLISHMENT OF COUNCIL COMMITTEES

The City Council has established seven standing committees of the City Council, each consisting of three Councilmembers. The procedures for member selection, as well as the identification of the seven standing committees and their areas of responsibility, are set forth in the City of SeaTac's City Council Administrative procedures. Those standing committees consist of the following:

1. Transportation Committee,
2. Administration and Finance Committee,
3. Land Use, Zoning and Economic Development Committee,
4. Intergovernmental Relations Committee,
5. Public Safety and Justice Committee,
6. Public Works Committee,
7. Community Development Committee.

INITIAL REASONS FOR COMMITTEES

The initial creation and use of Council Committees by the City of SeaTac made good sense from the standpoint that the City, being a newly incorporated city, initially had no staff members to handle matters which were of importance to the City. As staff was added, the City Council was still involved in many day-to-day matters, including not just activities of the newly hired staff but also determinations of what future municipal functions should be expanded and added to the City's increasing role. These Council Committees obviously served a very valuable role in shaping the direction of the new City, and interfacing with the initial limited staff personnel. This use of these committees was particularly appropriate and understandable in light of the limited initial level of municipal services, activities and functions of the City.

CHANGES SINCE COMMITTEES CREATED

Now that the City is over three years old, and now that the City has hired a relatively full complement of municipal employees to handle the day-to-day activities of City operations, it is appropriate to evaluate the need for and use of Council Committees. In addition to the increased number of City employees available to handle administrative matters of the City regarding the various activities and functions which had initially been addressed by the Council Committees, the City Council has adopted ordinances establishing a number of boards and commissions which further assist the City Council in various functions of municipal government, acting in an advisory capacity to the City Council. Those boards and commissions currently include the following:

1. Planning Commission,
2. Human Services Commission,
3. Arts Commission,
4. Human Relations Commission,
5. Americans With Disabilities Act Citizens' Access Committee,
6. Youth Commission,
7. Civil Service Commission,
8. Library Board,
9. Parks and Recreation Commission,
10. Solid Waste Advisory Board,

In addition to the above Boards and Commissions, the City has several ad hoc boards (including the North SeaTac Park Advisory Board and the International Boulevard Center [IBC] Advisory Group). There are also other groups which are operating within the City and which provide advice and assistance to the City Council in a less official way, including the SeaTac Apartment Manager's Association, the Chamber of Commerce and other such groups.

As staff has been increased, as has the operational workload of running the City of SeaTac, the need for City Councilmembers to be as involved in the day-to-day operations of the City has decreased. Similarly, with the increased number of city boards and commissions, and the increase in their activity to provide advisory information to the City Council, the need for Council Committees has, likewise, been decreased. In that regard, it should be noted that a number of the boards and commissions of the City cover overlapping if not identical issues to those addressed by a number of the Council Committees. In order to allow the boards and commissions to effectively operate in their advisory capacity, and to avoid what would otherwise be a duplication or redundancy of effort, it would be appropriate to let matters that could be handled by these advisory boards and commissions to be so handled, rather than have them ALSO handled by a Council Committee. When it gets right down to it, the current structure results in a committee (i.e. Arts Commission) reporting to another committee (the Community Development Council Committee) which then reports to another committee (the entire City Council).

COUNCIL COMMITTEE PROBLEMS AND CONCERNS

As a further, and perhaps more important, incentive to re-evaluate the current Council Committee structure, there are some problems that are occurring or that at least occasionally occur which would indicate justification for reduction or elimination of Council Committees. Those problems include the following:

1. Reduced focus or priority regarding City Council boards and commissions.
Particularly where, again, Council Committees may otherwise take action essentially the same or involving the same subject matter as that which would be addressed by a City board or commission (such as making preliminary reviews of proposals and issues of importance to the City, and then making recommendations to the full City Council), the members of the board or commission who would be presenting an advisory opinion to the Council may feel somewhat less valuable if the same process is essentially being done independent of their board or commission, by a Council Committee. In order to give more full utilization and greater efficacy to the City's boards and commissions, and to take advantage of the volunteer-citizen participation and encourage that participation, it would be appropriate to let the board or commission take its action and then make its recommendations to the whole City Council. That would help the members of the board or commission to feel that their board or commission serves a real, independently valuable service to the City Council.
2. Slowed process. The speed with which some matters could be addressed by the City Council is actually hampered by the Council Committee process. This is particularly so where there may be difficulty in those Councilmembers on a particular Committee meeting even once a month. But also, since Council Committees generally only meet once a month, even though the City Council, itself, meets four times per month (two times for regular City Council meetings and two times for City Council Study Sessions), the requirement or expectation that matters should go through a committee review prior to being placed on the agenda for either a regular city council meeting or a study session, creates somewhat of a procedural funnel which slows down the speed with which matters could otherwise be addressed. Especially where some matters may be more time

sensitive, those delays could hamper the City's ability to effectively respond to a certain need. Additionally, because of the division of responsibilities among the Council Committees, the "funneling" effect may be amplified by the need for a particular issue to be reviewed by more than one Council Committee. Even in those instances where two or more Council Committees could conceivably meet at the same time to consider such an issue, the question must then be asked whether it wouldn't be more appropriate and certainly more expeditious to handle the matter, instead, at a full City Council study session.

3. Promotion of proprietary interests. Even though it would seem that this matter is less of an issue in the City of SeaTac than it could be, the committee structure could result in the members of the committee and/or its chair developing a possessory interest in issues coming before his/her/their committee. Worst case scenarios could even result in support bartering for issues of various committees (for instance: "I'll vote for your committee's issue if you vote for my committee's issue"). Even if things don't get to that point, the "ownership" of a particular issue by a committee and its chair and members may result in a reluctance by a Councilmember who is not a member of that committee from addressing challenges or raising questions regarding an issue which has been adopted or endorsed by a committee. Conversely, the Council Committee approach would also likely result in a diminished interest or ownership by Councilmembers who are not members of committees which addressed or dealt with the subject matter involved.
4. Unequal distribution of information. The committee structure, as it currently operates, results in certain City Councilmembers being given substantially more information about topics that come before their committees than would reasonably be available to the other Councilmembers. This is particularly so where a subject comes before a committee and goes directly from the committee to the regular City Council meeting where the entire City Council votes on the issue. At the time of such a vote, those Councilmembers who were on a committee which reviewed the particular subject matter may have a substantially greater understanding of background information, impacts and effects, and their vote on the issue is a substantially more informed vote than would be the vote of those Councilmembers who did not have the benefit of that additional background information. The result of that unequal distribution of information might be that Councilmembers who are less informed about the subject matter involved would develop the need to rely upon those Councilmembers who received that additional information. For that matter, again, a less informed Councilmember may be less likely to challenge or even raise questions about an issue which is strongly supported by members of the committee that had previously reviewed information about the subject matter.
5. Staff obligation to provide information to City Council. Another aspect of the problem of unequal distribution of information is the uncomfortableness that develops when staff does not give information uniformly to all Councilmembers. The Committee structure which creates the unequal distribution of information goes counter to the obligation of City staff to provide information to all Councilmembers. Any time one member of the City Council receives extra/more information on a matter going before the City Council than other Councilmembers, the obligation to the Councilmembers who do not receive the extra/more information is drawn into question. Particularly where one Council Committee is receiving additional information, the question of whether certain topics would justify additional or extraordinary measures to provide that same information to Councilmembers who are not on reviewing committees, or whether those Councilmembers should be left in that "less informed" state need to be addressed. If the answer to that question were in favor of providing additional information to Councilmembers

who are not on reviewing committees, then the additional workload and the additional questions and effort to provide that same level of information to those non-committee Councilmembers begs the question of whether the Council Committee structure is an efficient and effective tool. That is in addition to the previously mentioned concerns about unequal distribution of information.

In a related vein to both paragraphs 4 & 5 hereof, according to the *CODE CITY HANDBOOK*, published by the Municipal Research and Services Center of Washington, and the Municipal Research Council, in cooperation with the Association of Washington Cities, (Report No. 17, August 1988), in addition to seeming somewhat superfluous, standing Council Committees in Washington council-manager non-charter code cities, such as SeaTac, seem contrary to the provisions of the International City Management Association's Code of Ethics which suggests that the manager should "relate to the council essentially as a collective body rather than as a group of individuals in order to avoid suspicions of favoritism." (See International City Management Association, *Managing the Modern City*. [Washington, D.C.. 1971], p. 99.) The *CODE CITY HANDBOOK* also indicates that standing committees "tends to interfere with the city manager's control over administration, thereby disrupting the work of city government. Furthermore, if there is any tendency on the part of the council to follow uncritically the advice and recommendations of its committees, or if standing committee members try personally to make certain that the departments with which they deal are well administered, the standing committee system is likely to conflict with the principle that the city manager's responsibility is to the council as a body and not to various members and groups within the council." The *CODE CITY HANDBOOK* additionally points out that these standing committee conflicts could also violate the spirit, if not the terms, of RCW 35A.13.120, which prohibits interference by the council, its committees, or any councilmember with the city's administrative services.

6. Uncertainties of participation. An additional area that is not clearly defined in the current Council Committee structure is the question of what role may be played in committee meetings by members of the City Council who are not members of that committee. Although the committee meetings are open to the public, and any member of the City Council may attend, the levels of committee meeting participation that "non-committee member" Councilmembers vary quite a bit among the current members of the City Council. Some Councilmembers seem to participate in those meetings to the same degree as the regular members of the committee, actively engaging in the discussion and seemingly voting or at least voicing opinions that are considered and incorporated in the "decision" of the committee. It is not clear whether the voice vote or position of non-committee members count or should be weighed equally to those of committee members. The participation by non-committee members blurs the distinction of Council Committee membership, particularly since the levels of participation vary so much among the City Councilmembers. This participation again illustrates the fact that many issues are of interest to a number of City Councilmembers, not just those who are on one committee or another. By taking issues to City Council Study Sessions, where all City Councilmembers could participate on the same footing, instead of taking them to Council Committees, the potential confusion and uncertainty in who can participate and to what level of participation would be addressed.
7. Open Public Meetings. It is appropriate to consider how the Council Committee structure meshes with the statutory requirements for public city council meetings. Pursuant to Sections 35A.12.110 and 42.30.060 of the Revised Code of Washington, the times and places of Regular

Meetings of the City Council must be fixed by ordinance or rule. It appears that this requirement is adequately met by the City Council Administrative Procedures, since the procedures were adopted by Resolution and since they set the time and place for the Regular SeaTac City Council Meetings. However, there are separate procedural requirements for Special Meetings of the City Council, set forth in RCW 42.30.080. The Special Meeting requirements include written notice to all members of the City Council and to members of requesting news media at least 24 hours in advance, and identification of the subject matter to be addressed. These requirements also appear to be met for Council Committee meetings, since the Friday Letter/City Council packets do go to all Councilmembers and to the local newspaper at least 24 hours in advance of the Council Committee meetings, and they do identify the agenda topics. Accordingly, under ordinary, regular circumstances, the City's use of Council Committees does not conflict with the Open Public Meetings Act (RCW 42.30). That would appear to be the case even if additional non-committee-Councilmembers attend and participate in Council Committee meetings, since the prerequisites for the public meeting would have been met. (In that regard, because the Council Committees take action for and on behalf of the whole City Council, including not just reviewing and discussing matters, but also restricting (deciding) what items are to be forwarded to the full City Council and when they are to be placed on the City Council agenda, the Open Public Meetings Act would apply to Council Committee meetings.) A problem could arise, however, if a Council Committee meeting does not meet the requirements of the Open Public Meetings Act and things occur that mandate compliance with the Act. This could, for instance, occur if a Council Committee meeting is changed to a date different than the date shown on the City Council calendar (included in the Friday Packet) and if notice has not been given to the Councilmembers and the news media in conformity with statutory requirements. Specifically, if a quorum (4 or more members) of the full City Council attends such a Council Committee, and/or if the Council Committee takes action and/or makes decisions at such meeting for and on behalf of the whole City Council, that would be in violation of the Open Public Meetings Act. Because of a more relaxed approach to the scheduling and holding of Council Committee meetings which occasionally results in last minute re-scheduling of such meetings, care has to be exercised to avoid a Council Committee - Open Public Meetings Act problem, particularly since the penalties for violation could include payment of fines and invalidity of City Council action.

8. Public hearings and specific protocols. Some issues need to be considered in accordance with the requirements of specific statutes, rules or regulations. For instance, some issues which are to be considered by a particular board or commission might be, similarly, within the subject matter jurisdiction of a particular Council Committee. Because the boards and commissions of the City operate in an advisory capacity, the process is encumbered where the board or commission may be operating on a different timetable than the Council Committee reviewing the same subject matter. In that regard, and particularly with respect to some Council Committees more than others, the process may be regulated much more strictly with respect to some boards and commissions and corresponding Council Committees than others. For instance, the City's Planning Commission, which is created in accordance with requirements of State statute, has certain responsibilities and obligations to consider matters involving land use and zoning. Those same issues would generally go before the Land Use, Zoning and Economic Development Committee. If the process/handling by both the Committee and the Commission are not kept in consistent sequence, the result could be that the Committee might be tempted to consider some matters before it has received the Commission's advisory recommendations. Particularly since, in that case, the consideration by the Commission often requires a public

hearing and compliance with certain statutory procedures, the consideration out of sequence could cause challenges to action taken by the City Council with respect to that subject matter.

9. Increased workloads resulting from Council Committees. The use of Council Committees obviously involves extra meetings in addition to those regular City Council meetings and City Council Study Sessions. The attendance of Councilmembers at those meetings and the efforts to schedule them when they are convenient involve a lot of time. Additionally, the staff efforts to prepare for the meetings and to attend the meetings also involves a lot of time, taking care of such things as preparing agendas, packets and minutes, and scheduling meetings and notifying attending attendees. Particularly where some issues involve consideration by more than one committee, that staff time and the information presentation causes a duplication of efforts. The additional time investment by staff for Council Committees results in a cost to the City, which, although not necessarily as visible, is real and is something which makes it appropriate to consider the effectiveness and efficiency of the Council Committee approach.
10. Interference with coordination among City Departments. Just as issues may be of importance to various City Councilmembers, so too are a number of issues of importance to a variety of departments of the City. However, the Council Committee review process tends to prevent effective coordination among interested City Departments. This is the case because the Council Committees tend to operate independent of each other. Because the staff persons who represent a particular Council Committee would reasonably be expected to follow an issue as it progresses through that Council Committee, the "cross-over" to other staff or to other departments for their review may not be available until a time when involvement by other staff or departments would be untimely, inconvenient and/or less conducive to an efficient review or evaluation. In order to assure the soonest involvement of all interested staff and departments in issues affecting them, these issues should not be considered in Council Committee, but rather by the entire City Council. Because the interest or importance of an issue to a particular department may not be immediately evident, and in fact may not surface until it is considered and discussed by members of the City Council, the place for such consideration should be at a City Council Study Session. That would also help assure the City Council of a more thoroughly considered review and evaluation of all aspects of the issue, from the perspective of all City Departments. Again, it would enhance the teamwork among City Departments that is so vital to effective City operations. The smoother things work from a City staff - teamwork perspective, the fewer problems there should be for the City Council to have to address.
11. Limitation on Public Access. It is not possible for interested citizens to always be able to attend all meetings at City Hall, particularly those meetings that are generally held during the normal work day, or that are held less frequently and/or scheduled less regularly. That is the case with Council Committee meetings, even though members of the public are welcome to attend such meetings and the meetings are "open public meetings." Often, Council Committees meet during the day, and on a number of occasions the Council Committee meetings need to be re-scheduled and moved to different dates and/or times because of calendar conflicts. That lack of scheduling uniformity, which is different than the scheduling of regular City Council Meetings and City Council Study Sessions, makes it more difficult for members of the public to know when the committee meetings will be held, and therefore harder to be able to plan to attend. Interested citizens who want to watch the process or track a City related issue would be, from a practical standpoint, deprived of an effective opportunity to follow the proceedings of a Council Committee. Particularly since such a significant share of deliberations and discussion involving

City issues occurs at Council Committee meetings, interested citizens would likely miss that part of the process. What the citizens would see at the City Council meetings would likely have informational gaps that couldn't be effectively filled without the discussion and the data which was presented at the Council Committee meeting(s). Just as the Council Committee structure promoted an unequal distribution of information to City Councilmembers, it also restricts the information that would reasonably be available to members of the public. Even though City related meetings don't need to have as their first priorities the scheduling convenience of private citizens, nor the widest distribution of information about City action, those are important goals that are hampered by the current Council Committee structure.

CONCLUSION

Although there may be a need for the City Council to be able to create Council Committees and to have such committees consider and evaluate certain matters on behalf of the whole City Council, it would seem that the Council Committee structure should be amended to reflect the changes that have occurred since the City's initial incorporation, including the increased City staff, increased scope of City services and creation of the various City Boards and Commissions. Perhaps those Council Committees could be utilized to evaluate specific projects, rather than ongoing issues or matters which require action or concurrence by the full City Council. However, because of the problems that have been identified above, it would seem that the time has come for the City Council to utilize City Council Study Sessions instead of the current Council Committee approach. The use of City Council Study Sessions instead of the Council Committees to consider matters would allow the City to respond faster to matters about which it will be taking action, help to assure a more equal distribution of information involving Council action, and promote greater efficiency in City operations. Again, even though the Council Committee structure was created as the only reasonable way to handle City affairs when there were no staff members, and the committees were developed to address specific projects and areas of municipal function faced by the City of SeaTac in its infancy, the City has grown to a point where the issues coming before the City Council may be addressed more expeditiously and efficiently through Study Sessions rather than Council Committees.

The development and evolution of the City to a point which prompts a change away from the Council Committee approach should not be seen as a negative commentary on the use of the Council Committees in the past. Rather, it needs to be recognized that the City would not be where it is today without the very important work already done by the City Councilmembers, much of it being done through Council Committees.

ATTACHMENT 23

Auburn City Council
Regular Meeting/Study Session Alternative Business Practice
Conceptual Format

Meetings Format

- First Meeting of the Month – Regular Council Meeting
- Second Meeting of the Month – Council Study Session
- Third Meeting of the Month – Regular Council Meeting
- Fourth Meeting of the Month – Council Study Session

Study Sessions – Key Aspects

- 2 Hour Timeframe
- Maximum 5 agenda items
- Time frame per agenda item – 30 to 40 minutes
- Meeting facilitation – similar to how COW meetings are conducted
- Agenda Items:
 - Should be related to future policy-making, strategic planning or key state or federal issues affecting current or future City operations
 - Substantive only (e.g. traffic impact fee increase proposal, comprehensive plan update)
 - Non-substantive items (e.g. acceptance of a grant, contract bidding) should go directly to City Council

Institute first/second reading business protocol at regular Council meeting:

- Applicable to ordinances only; resolutions/consent items/contract awards, etc. would still be acted on at only one regular Council meeting:
 - Ordinance action result in changes to City codes; normally more consideration effort is deemed necessary and beneficial to transparent public process
- First reading – discussion only at one council meeting
- Second reading – action at next council meeting or could be a future subsequent Council meeting depending on Council's discussion and any needed staff follow-up
- Preserve Council's right to suspend rules and take action at first reading
- Provides Council with opportunity to ask questions and get information at first reading