



## STRATEGIC PLANNING ADVISORY COMMITTEE

September 20, 2012

### I. CALL TO ORDER: 6:05 P.M.

#### ATTENDING:

|               |              |                  |                  |                 |
|---------------|--------------|------------------|------------------|-----------------|
| Terry Babin   | Joshua Banks | Tom Crozier      | Mayor Sean Guard | Susan Hullinger |
| Trevor Evers* | David Scott* | Darlene Stickel* | Betsy Williams*  |                 |

#### ABSENT:

|              |              |             |                |                |
|--------------|--------------|-------------|----------------|----------------|
| Tina Bair    | Molly Coston | Maddie Down | Shena Frentsos |                |
| Bobby Holley |              |             |                | *denotes staff |

### II. INTRODUCTIONS AND AGENDA REVIEW:

Strategic Planning consultant Betsy Williams opened the meeting. Terry Babin attended remotely via conference call. The addition of two new October meetings was mentioned. October 4 and October 25 are needed in order to focus on core values and review the Roadmap first draft.

### III. LEADERSHIP QUESTIONS & ANSWERS – Mayor Guard and City Administrator David Scott:

Mayor Guard joined the proceedings and the question and answer session got underway at 6:21 p.m. After providing his opening statement, the mayor said that the city council joint workshop went as well as expected and he did not see any issues. He said the plan is running parallel to what the community wants and added that it is very close to where he thought it would be.

Adding that the Strategic Plan outcome (Roadmap) will guide what we are doing from a budget and project standpoint it will make it easier for staff and council to implement information as we move forward. How we take that into business plans and it gets used will be another issue. The mayor then said he didn't think council fully understands yet what that will look like but the plan should make their budgeting processes a lot easier over time.

Scott brought up the joint workshop session and recounted anecdotal conversations with Councilwoman Freeman. He said Freeman felt the joint session format was awesome and then talked about what was germane to the process. Even though council's reaction to the joint meeting was low-key, Scott agreed with Mayor Guard that they would have preferred to see stronger engagement. However, the perceived lack of comment from council can mean that it is good to go and the committee should not read into the engagement level as an indication of council favor.

Scott then commented about SPAC's question themes where a concern for the life of the plan was expressed. Understanding that the committee didn't want their work simply stuck on a shelf, he said city administration is very committed to the plan and are anxious to move it into the next level, wanting it to transcend election cycles. Even so there is an element of risk due to resource constraints. He said, "You are right on point when you ask because we are a lean organization and everyone is very busy. We need to provide the leadership and context to integrate it into what we do and allocate around the plan. We are not anticipating adding human resources or excessive funding around the plan and we don't have the strategy in place. Trevor is working on a plan and will come back to us later on that with an idea of possibly leveraging other opportunities."

Under question number 8 of “where do we see constraints to implementing the plan” there are only two constraints – bodies and funding. I am presupposing what will go into the ultimate plan. We have to bring things up to snuff in various departments. That may be an incorrect assumption so I will wait to see how things come together.

Scott said “The budget planning is right now in staff’s hands and we are looking at the 2013 budget. We are waiting for the assessor to give us at least a status-quo budget and not a cut-budget due to decline in assessed valuations. If there are other revenue sources that would do a little better there may be some opportunity to take initiative to do new things even though that is pretty unlikely. As for the Strategic Plan, the 2013 budget and identification of goals and strategies should have completely jelled but that has not happened. However, that’s okay as we can come back during the year and finalize them by doing things in an amendment context. I really believe that the budget that will be most reflective of the plan, how measures are incorporated will be closer to the 2014 budget. That does not mean that in 2013 we could not implement some of the plan because there are some on council that are running parallel to the process. This concept of a community center and enhanced meeting opportunity has council bullish and possibly could be addressed.” He said there may be conversations during the budget process that may be a little out front.

Mayor Guard said that he did not want to rush and set deadlines but wants to provide due consideration. Evers mentioned that there were already some items identified in 2011 considered as low hanging fruit that were put into effect for 2012 such as the website re-launch.

Scott then asked SPAC’s impression of the joint meeting. Crozier said council didn’t seem surprised though there were some interesting conversations with Councilman Shoemaker that Babin helped to build comfort around. Crozier mentioned that it was his first experience with this council and management and it’s quite varied. In terms of product it was well received and there were good questions so he felt it was a successful presentation.

Babin agreed with Crozier saying it helped us to know where interests were. He wondered if the council knows what to do with the strategy and there may need to be a bit of education as we might need to make some tradeoff decisions in the next couple of years. Mayor Guard said that we can help council get there over the years or if there are changes in departments that affect implementation.

Williams said the final plan will contain next steps and action plans and how to integrate it by taking the budget process and reconstitute it to address the priorities in the strategic plan. Another component will be to keep the plan in front of council. There will be recommended measures and since it’s designed as a 10-year plan there will be ways to keep it in front of the city administrator and elected officials for them to incorporate into their decision-making process.

Mayor Guard said that as far as the budget goes we may not be able to do much this year. “We keep trying to simplify understanding for the general public and citizens by going back and adding footnotes for clarity on city documents. Not knowing yet what will come out regarding the plan we may be able to build that into individual department plans by placing emphasis and leaving it there to see each time we look at budgeting.” He then said will need to review the whole plan to see how it can dovetail into departmental deliverables. When we talk about some things that are really not part of the future but when it gets to the department head level it will show areas where we need new policies. A few years ago we took a big jump on large pieces of equipment, cars, vehicles and other

resources. It was never put forward before that we need to fix things and establish a replacement plan. It then became a matter of where we put financial emphasis. He said, "Do you plan for the future or just take care of the day-to-day? This plan is from the community and it's what they want."

Going a step further Scott said that replacement of rolling stock is just once example of core services and there is excitement about what that will look like. He said, "Are we meeting standards that are reasonable and appropriate? Other plans have gone before us even though our content is unique. It will be a matter of how well the plan is articulated and I think we are well positioned to make that happen. We appreciate that we have a community-based group that will help us identify what we need to do. Imagine one, two, three years from now that the plan becomes part of our language when updates will need to be incorporated. I can remember working with Betsy (Williams) and going through some of these same kinds of issues. We have good examples of success to guide us."

Mayor Guard said it is very easy to get caught up on what we do on a daily basis and for us to not look down the road. "When I ran for office there were lots of things going on, the community has great bones, good residents and the more we talked to people there really wasn't a vision of where we were going. I want to make sure there is more than a document, but a process that we can go back to that continues to show where we want to go. I want to be living for today but I also want to know that the city is heading where we all want to go." We don't yet have a plan for going ahead but we put onus on David (Scott) and department heads that we are striving to knock things off but depending on deliverables we may need more resources. "It will also come down to how we write those business plans so that it jives. Some cases we have good strengths to get it done and others where that is not a strong skill set. We don't want to inch across the goal line and I will be interested in how this plays out."

Babin said I appreciate Mayor Guard and City Administrator David Scott coming in to talk to us. Mayor Guard added that he hesitates to be interviewed about his thoughts on the strategic plan because he wants it to reflect the thoughts of the community and not his. But he is available any time to answer questions as he considers this to be "big stuff."

#### **IV. GOALS, STRATEGIES AND MEASURES – Communication and Community Engagement:**

Williams opened up discussion by saying that we have three major agenda items. We need to review Priority Goals #1 and #2 revised output since each one (communication and community engagement) now has it's own goal, strategies and measures. She said that they are beginning to look pretty close to how they will appear in the final Roadmap though want to push for better descriptive titles that were pithy-catchy. The title could be three or four word descriptors of what the pillar is about. The first one on communication could be "open and accountable city government" or we could have an assignment for each of SPAC member to come up with a title. If you look through a variety of strategic plans there's always a title of some kind to give a sense of what that goal is all about. That's what's still lacking.

Williams then asked that in reviewing both pillars did staff accurately capture discussions. Crozier commented about some words being highlighted in bold that drew them out adding that we needed to be consistent in how we do that.

Banks asked if there is any plan to integrate social media into city deliverables. Williams believes the website update is the first step but as far as taking it further she does not think the city has taken anything under consideration.

By way of a "pithy title" Frentsos suggested "community outreach" as one idea of a descriptive title. Staff agreed to put together an offline assignment and forward it to SPAC.

**V. ECONOMIC DEVELOPMENT (with quick offline assignment):**

Moving to the Economic Development priority goal everyone selected their favorite goal and then discussion continued on identifying key strategies. However, time ran out before measures could be addressed so an offline assignment was proposed. SPAC members are to review the goal and related strategies and then choose their *top five* from the 1-30 numbered measures. Results will be tallied and member input relayed to the full committee.

**VI. CORE SERVICES OFFLINE ASSIGNMENT:**

SPAC members will receive their next offline assignment which will be due October 1 in advance of the October 4 newly scheduled meeting. The task will include submitting goals, strategies and measures around identified core services.

**VII. MEETING ADJOURNED:**

The meeting adjourned at 8:34 p.m.