

2013 Olympia City Council Retreat Summary

January 11&12, 2013
LOTT Clean Water Alliance - Board Room
Olympia, WA

Prepared by Kendra Dahlen, FLT Consulting



FLT Consulting, Inc.

Olympia Community Values

From Imagine Olympia Vision document

- **Community**
- **Neighborhoods**
- **Natural and built environments**
- **Transportation options**
- **Local economy**
- **Planning for the future**
- **Innovation**
- **History**

City Council 2013 Priorities:

- **Adopt a Sustainable Budget**
- **Champion Downtown**
- **Change the Culture of Community Development**
- **Inspire Strong Relationships**

Adopt a Sustainable Budget ~ Goals:

- Make our budgetary process transparent, simple and accessible so that everyone knows how and when to be involved
- Protect and strengthen core services as well as identify strategic investments
- Build and maintain reserves so that we can continue services when times are bad
- Manage our debt level responsibly
- Ensure all resources are used responsibly and effectively

Desired outcome: We have adequate revenues and reserves to support the social, economic and environmental values of the community.

Champion Downtown ~ Goals:

- Increase commerce and private investment
- Create a safer, cleaner and more welcoming downtown for all to enjoy
- Develop partnerships to expand desirable public spaces
- Play a greater role in developing the vision and enhancing the image of downtown

Desired outcome: More people will want to work, live, shop and play here, and increase the revenue base.

Change the Culture of Community Development ~ Goals:

- Invest in a proactive system that encourages collaboration in formulating and implementing plans
- Engage neighborhoods to plan their own future so that investments reflect community values
- Encourage a staff culture of community involvement and dialogue
- Increase revenue base so that we can provide the enriching services and environmental stewardship that the community values
- Align plans and ordinances so that plans can be implemented

Desired outcome: We achieve the growth and development as defined by the community in the Comprehensive Plan.

Inspire Strong Relationships ~ Goals:

- Develop stronger and healthier regional partnerships
- Enrich public participation so that the community has a role in shaping public policy
- Fully engage advisory committees and the coalition of neighborhood associations
- Make homelessness a collaborative, regional priority so that we can establish an effective service delivery system

Desired outcome: We get things done most efficiently, foster trust, stay connected, and move forward together

Next Steps for Priorities and Goals

- Council reviews and accepts retreat reporting
- City Manager works with department directors to identify key strategies and measurable objectives for each priority goal area. Report back to Council.
- Strategies and related activities are included in department program work plans, complete with assignments, budget and schedule. Report back to Council.

Group Discussion Reports

Discussion Topics:

- Policies, Priorities and Goals for 2013
 - Council Committee Work
 - Intergovernmental Issues
 - Programs, Projects and Strategies
- Four Groups:
 - Mayor Buxbaum; Steve Hall, City Manager; Rich Hoey, Public Works Director; **Ronnie Roberts, Police Chief**
 - Councilmember Jones; Councilmember Rogers; Jay Burney, Asst. City Manager; Linda Oestreich, Parks, Arts and Recreation Director
 - Councilmember Roe; Councilmember Langer; Keith Stahley, Community, Planning and Development Director, **Larry Dibble, Fire Chief**
 - Councilmember Hankins; Councilmember Cooper; Jane Kirkemo, Administrative Services Director; Tom Morrill, City Attorney

Policies, Programs, Projects & Strategies: Sustainable Budget

- Adopt 2014 budget
- Seek Isthmus funding and acquisition
- Complete Washington Center Remodel
- Install LED street light conversion
- Seek records management funding
- Sustain LEOFF/Long Term Care funding
- Regional Transportation Improvement Program
- Review Transportation Impact Fees
- Interchange Justification Report for Black
- Implement automated meter reading
- Grow business and revenue base
- Involve public and unions in budget development process (what, how, when)
- Review options to address funding constraints (outsourcing, regional partnerships)
- Create, track and report the right metrics so that we know if we are achieving our goals and outcomes

Policies, Programs, Projects & Strategies: Champion Downtown

- Implement, expand and sustain walking patrol and ambassador program
- Implement Downtown Plan - Phase II
- Articulate Downtown Vision
- Seek partners for Community Renewal Authority and Section 108 Funding
- Seek funding for Artesian Well improvements
- Support Tourism – Tourism Promotion Area
- Continue partnerships towards the acquisition of the Dept. of Fish and Wildlife building
- Update Parking Strategic Plan and parking meter implementation
- Complete Alley improvement project
- Continue Alcohol impact area
- Consider Community Bathrooms Downtown
- Provide a Drop-in center for homeless
- Improve parking opportunities
- Provide more activities for active seniors
- Tell our story of what's been achieved and what's next
- Provide before/after pictures on projects
- Create, track and report the right metrics so that we know if we are achieving our goals and outcomes

Policies, Programs, Projects & Strategies:

Change Culture of Community Development

- Complete Shoreline Master ASAP
- Complete Comprehensive Plan ASAP
- Implement Community Planning System Improvements
- Be proactive in Neighborhood planning (do it right, not too fast)
- Move forward with Housing projects-Columbia Heights and Mercy Housing
- Complete Utility Master Plan +3 (Solid Waste, Water, Wastewater)
- Update Groundwater Standards
- Refine and implement visualization software tool
- Complete Parks Plan Update
- Move forward with Westside annexations
- Complete West Bay Habitat Study
- Complete Ward Lake Master Plan
- Implement Neighborhood Pathways Program
- Consider Dog park options
- Consider urban corridor improvements
- Support Planning Commission
- Create, track and report the right metrics so that we

Possible Partners & Strategies:

Inspire Strong Relationships

Partners

- LOTT Clean Water Alliance
- Port of Olympia
- Tribes – Squaxin, Nisqually
- Intercity Transit
- Planning Commission
- Olympia Downtown Association/ West Olympia Business Association
- Parking & Business Improvement Area (PBIA)
- Joint Base Lewis-McChord
- Thurston Regional Planning Council
- Thurston County
- Neighboring cities
- Neighborhoods
- Citizens

Regional Strategies & Systems

- Implement Homeless Service Delivery System (act in first quarter)
- Consider regional plastic bags ban
- Work on regional organic recycling
- Prepare Sea level rise-unified plan
- Identify and engage the right stakeholders
- Clarify roles by clearly chartering City Council advisory committees
- Create, track and report the right metrics so that we know if we are achieving our goals and outcomes

Key Issues for 2013

- Elevate homelessness to a regional priority
- Implement cultural change towards community planning:
 - Approach Olympia's growth and development proactively with meaningful involvement of citizens, developers and community as a whole.
 - Encourage and participate in collaborative dialogue to achieve defined objectives leading to:
 - Quality growth and community development
 - Economic development and diversity
- Integrate Planning with Plans

- Explore Public Participation Enhancements
 - Consider Context for Decision-making
 - Principles and Values for Public Participation
 - Public Participation Guide for City departments
 - Toolbox for Public Engagement
 - Training and Skill Development
 - Build upon processes that are working well
- Public Participation opportunities for 2013
 - 2014 Budget Process
 - Parking Pay Station Replacement
 - Isthmus Park Funding and Purchase
 - Artesian Well Design
 - Multiple Planning Projects

- Complete Comprehensive Plan Update
 - Move ahead with implementation – consider:
 - Development Standards
 - Form-based Codes
 - Sub-area planning process
- Explore Marketing and Economic Development Opportunities
 - Community Renewal is broader than downtown
 - Increase revenue base to provide services and enhance options to enrich our community
 - Establish roles, partnerships, expertise to promote the attributes of Olympia
 - Focus on economic development with equal importance to social services and programs and the environment

2012 Lessons Learned

- Focus on Effectively Communicate Council Decisions
 - Challenges include:
 - Time constraints
 - Crisis situations drive decisions
 - Emerging and unanticipated issues
 - Financial impacts add pressure to decision-making
- Improve Public Outreach and Information
 - Critical to decision-making
 - Must be transparent and pro-active
 - Clarity of purpose and how to be involved
 - Decide on who, what and when as soon as possible
 - Develop methods to keep public on 'same page' during lengthy and complex processes

- Review Internal Communication Tools
 - Make sure all are on same page prior to decision - making
 - Share information in timely manner to assure everyone has same basis for informed discussion and decision-making
- Working Well:
 - Land Use and Environment Committee
 - Public outreach and involvement
 - Communication with one another
 - Council achieves high quality dialogue and interaction during hard and complex decision-making processes
 - May not always agree but still like and respect one another
 - Keep talking with one another to maintain good lines of communication throughout the year

Lessons Learned

- Parking Pay Station Replacement Process
 - Evaluation of prior process and outcomes is essential to assure that -
 - Council makes a good policy decision
 - Public involvement is critical to the decision-making process and successful outcomes
- Envision a High Performing Council Criteria
 - Keep criteria visible to Councilmembers:
 - Agenda item for quarterly work-sessions?
 - Council Dashboard?
- There is Value in 'After Action Review'
 - When possible evaluate actions/decisions to identify and reflect upon successful process and improvements

City Council Intergovernmental Assignments

Criteria to Consider

- Continuity
 - Fair Process
 - Shared Workload
 - Shared Leadership
 - Opportunity for Members to Grow
 - Strengths and Interests
 - Scheduling and Time Constraints
-
- ✓ Process for annual assignments: Iterative, relational and alignment with what is to be accomplished for the year.
 - ✓ Listen and be respectful of councilmember preferences.
 - ✓ Acknowledge the inevitable trade-offs to achieve balance for both individual and collective assignments.

City Council Intergovernmental Assignments

<u>Assignment</u>	<u>Delegate</u>	<u>Alternate</u>
Alliance for a Healthy South Sound	Andy Haub, Staff	Julie Hankins
Joint Animal Services	Jeannine Roe	Karen Rogers
Capitol Lake Adaptive Management Committee	Stephen Buxbaum	Steve Langer
Communication Board (TCCOM911)	Julie Hankins	Jeannine Roe
Economic Development Council	Karen Rogers	Stephen Buxbaum
EMSS (Medic 1)	Karen Rogers	Greg Wright (staff)
Intercity Transit Authority Board	Nathaniel Jones	Karen Rogers
Law & Justice Council	Karen Rogers	Steve Langer
LEOFF Disability Board	Jim Cooper	Jeannine Roe
LOTT Board of Directors	Steve Langer	Julie Hankins
Olympic Region Clean Air Agency	Jim Cooper	None
Regional Transportation Policy Board	Karen Rogers	Stephen Buxbaum
Sustainable Thurston Task Force	Stephen Buxbaum	Jim Cooper
Regional Health and Human Services Council	Jim Cooper	Jeannine Roe
Thurston County HOME Consortium	Jim Cooper	Stephen Buxbaum
Thurston County Solid Waste Advisory Committee	Staff	Nathaniel Jones
Thurston Regional Planning Council	Nathaniel Jones	Stephen Buxbaum
Visitors and Convention Bureau	Julie Hankins	Karen Rogers

City Council Intergovernmental Assignments

Other Committee Assignments

Delegate(s)

Ad Hoc Community Renewal Area
Steve Langer

Stephen Buxbaum, Nathaniel Jones,

Liaison to The Washington Center Board

Jeannine Roe

Lodging Tax Advisory Committee

Julie Hankins, Chair

Mayors Forum

Stephen Buxbaum

PBIA Liaison Board
(Alternate)

Jeannine Roe; Julie Hankins

City Council Committee Assignments

Committee

Members

FINANCE COMMITTEE

Stephen Buxbaum, Chair
Nathaniel Jones
Jim Cooper

GENERAL GOVERNMENT COMMITTEE

Jeannine Roe, Chair
Jim Cooper
Karen Rogers

LAND USE & ENVIRONMENT COMMITTEE

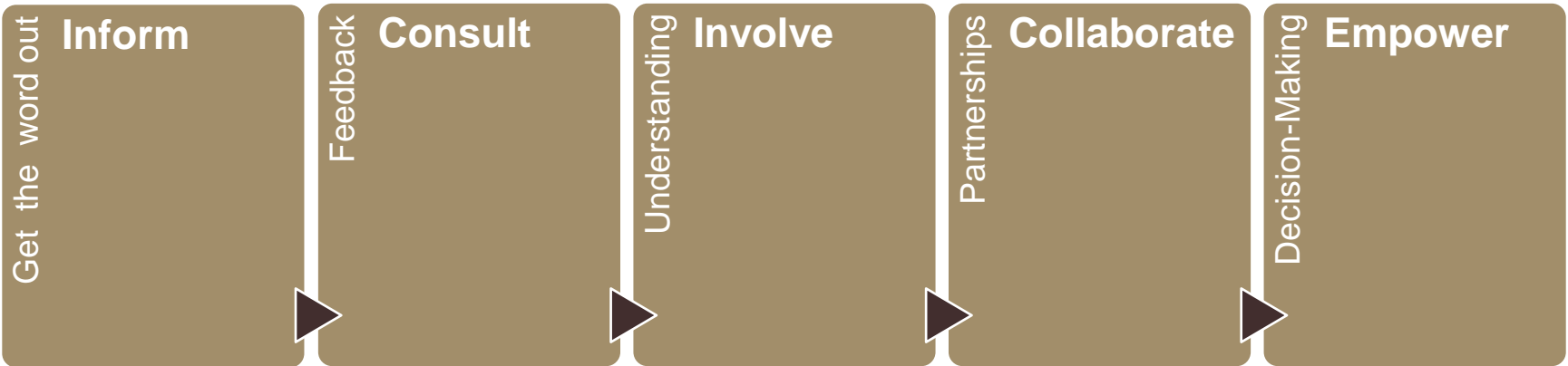
Steve Langer, Chair
Jeannine Roe
Julie Hankins

Planning for Public Participation

Olympia City Council 2013 Retreat
Presentation: Faith Trimble, CEO, FLT Consulting
January 12, 2013

Levels of Public Participation

Level of participation



High

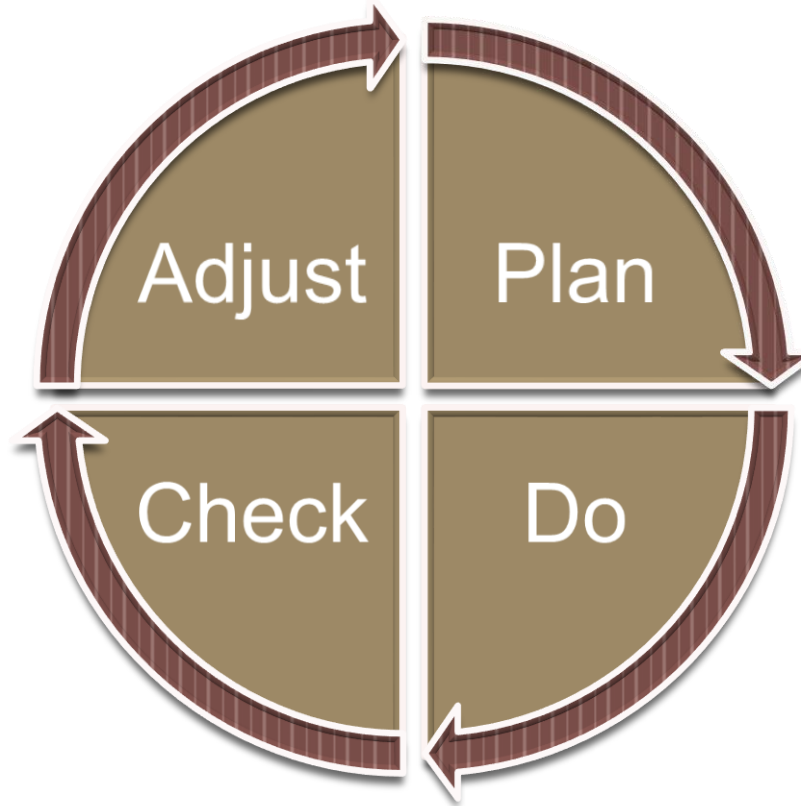
Level of control

Low

Steps of Public Participation

- ❑ Step 1: Know what you want
- ❑ Step 2: Know who you want it from
- ❑ Step 3: Pick your method
- ❑ Step 4: Share your findings
- ❑ Step 5: Do it again

**Make
corrective
adjustments**



**Establish
objectives
and processes**

**Compare
actual
results to
expected
results**

**Implement
the plan
and collect data**

Proprietary template and graphics. © 2012 by Straus Forest LLC.

A Culture of Engagement



Principles of Engagement

Systematic

- Rigorous and disciplined

Integrated

- Components work together

Transparent

- Share what you learn

Used

- Show you are using it

Iterative

- Keep the conversation going

5 Things You Can Do Now

- ❑ Adopt core values for public engagement at next council meeting
- ❑ Develop a public engagement guide during your next plan update
- ❑ Check out the Citizen Participation tools in the Local Government Performance Center
- ❑ Adopt plain talk guidelines and subscribe to plain language blog
- ❑ Set up a Twitter account and follow:
@LocalGovPerform, @IAP2, @plainlanguage,
@civicyouth, @ncdd

Assess Your Readiness

- Is the decision maker engaged and willing to be influenced?
- Can anything change as a result of participation?
- Is the issue of interest to your intended participants?
- Is this the first effort to involve the public on this topic or issue?
- Is your process the only attempt to involve participants?