



Council Retreat
7/9/24
Presentation

Summer 2024 **Council Retreat**

July 9, 2024 | 5:45 – 8 p.m.



Agenda



COUNCIL NORMS AND
WORKING AGREEMENTS



FINANCIAL STABILITY
STRATEGY



LOOKING FORWARD

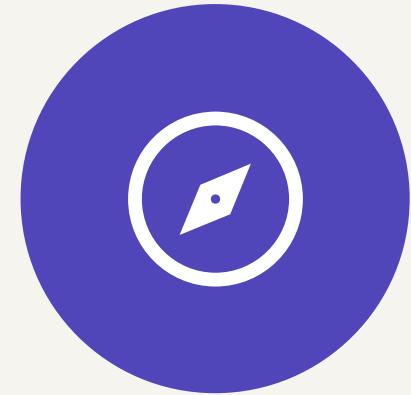
Retreat objectives



- Refresh communications agreement
- Identify ways to improve meeting effectiveness
- Clarify liaison responsibilities
- Determine six-month team objectives




- Understand scope and schedule for financial stability strategy
- Define evaluation criteria and universe of options
- Clarify roles



- Review bike rack
- Establish "wish list" for winter retreat
- Recap take-aways from this retreat

Meeting agreements

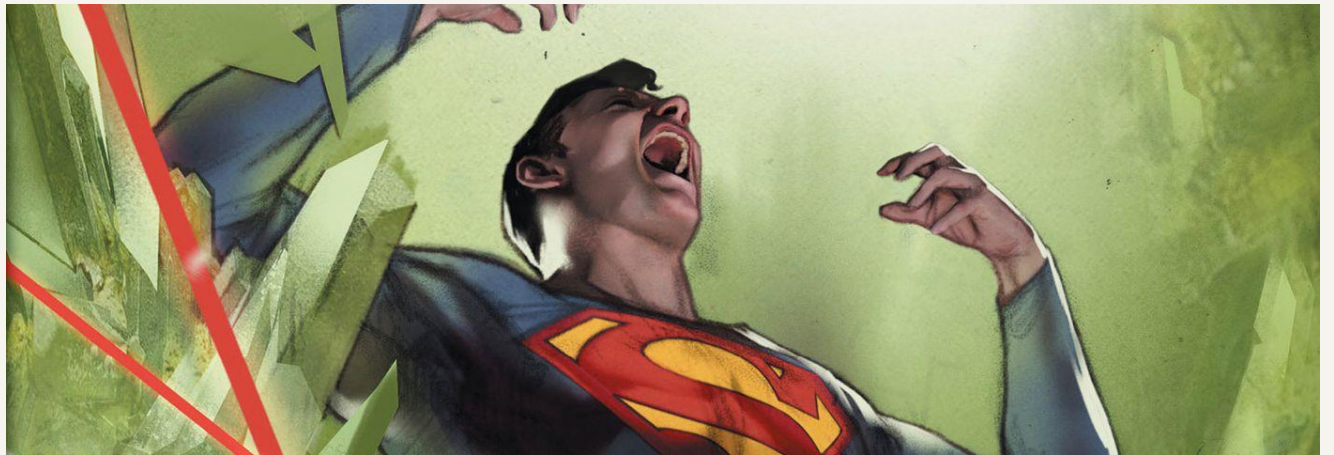
- Speak honestly, respectfully, and transparently. Clarity is kindness.
 - Listen to understand, not to respond.
 - Share the air. Make sure all have room to speak and share their thoughts.
 - Be solution-oriented. Share challenges openly but focus on opportunity for improvement.
 - Stay present and participate actively. Take breaks as needed.
 - Respect different opinions. We don't all have to agree.
 - Be mindful of time. We will give conversations the room they need but make sure we end on time.
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Warm up question

What's your superpower?



What's your kryptonite?



*Council norms
and working
agreements*

*Council
norms and
working
agreements:
Why start
here?*

- With **new team members** come **new opportunities**
- Six months out from goal setting – this is the time to **solidify the foundation**
- Unpack the **concept of “team”**
 - Assumptions of how Council *would* operate
 - Requirements for how Council *must* operate
 - Desires for how Council *should* operate

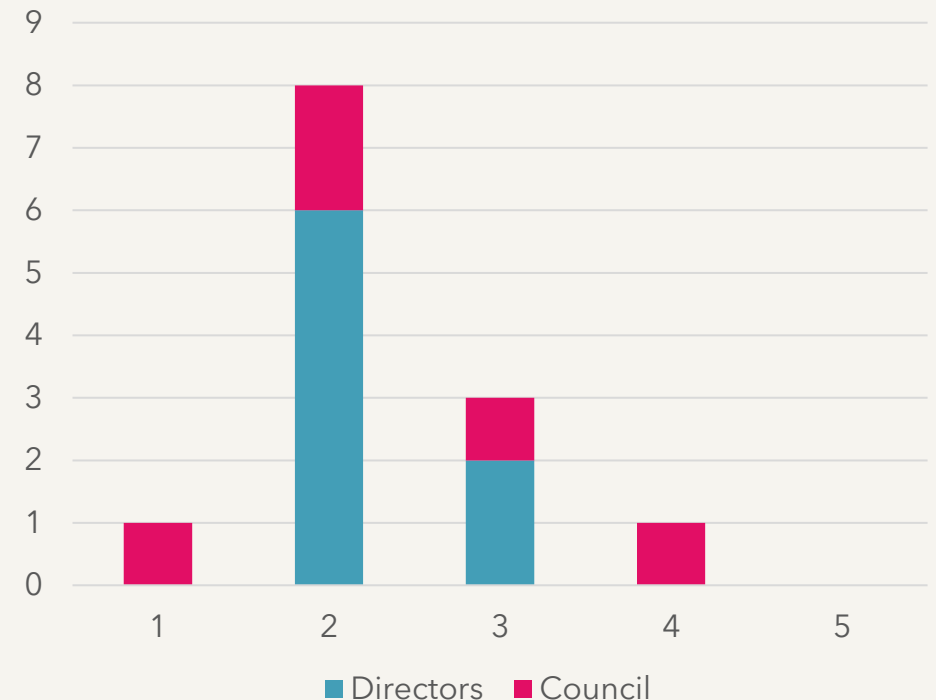
*Team
assumptions:
What did we
expect this
to look like?*

- Council would **define and work toward clear goals** with measurable outcomes
 - **Thought leader(s)** would emerge
 - Council would **collaborate** frequently
 - Council would work to **understand each other's motivations, empower each other**, and build **cohesion**
 - Focused on **forward movement**
-
- Council would be **focused**
 - Council would **communicate effectively** with each other and the public
 - Council would **steer policy**
 - **Clearer roles:** Council would define policy priorities; staff would do day-to-day work to get us there

Communication

- What are some examples of times we've communicated well as a team?
- What are some examples of times we've seen communication not work or break down?
- What changes need to be made to the **communication agreement** to improve team communications?

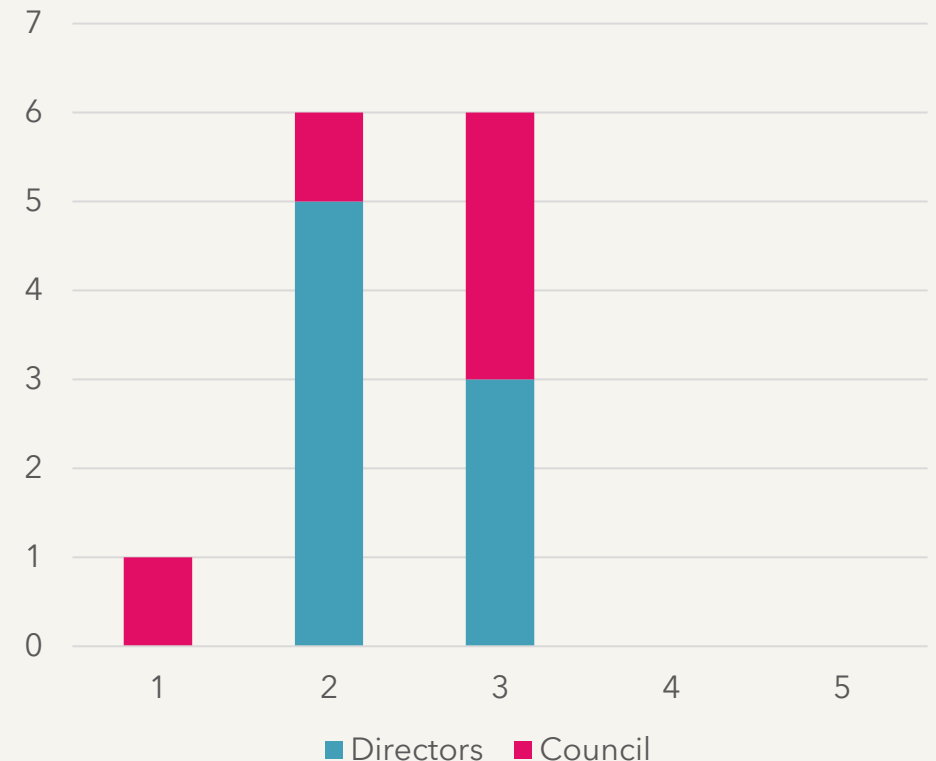
How effectively do you feel Council **communicates with one another as a team?**
(1=not at all; 5=very effectively)



Effective meetings

- What is working/not working at our meetings in terms of *advancing our work*?
- What is working/not working at our meetings in terms of *providing clear direction to staff*?
- How might we change **norms or processes related to our meetings to make them more effective**?

How effectively do you feel Council **uses its meetings**?
(1=not at all; 5=very effectively)



Council Meeting Types

Study Session	Work Session	Regular Session	Executive Session
<ul style="list-style-type: none">• Generally once a month• Purpose: Learn about new concepts, ideas, projects, etc.	<ul style="list-style-type: none">• Generally twice a month• Purpose: Discuss/debate concepts, review and provide feedback on draft products	<ul style="list-style-type: none">• Generally twice a month• Purpose: Hear community comment, take votes, provide direction	<ul style="list-style-type: none">• As needed• Purpose: Discuss confidential topics



Across all:

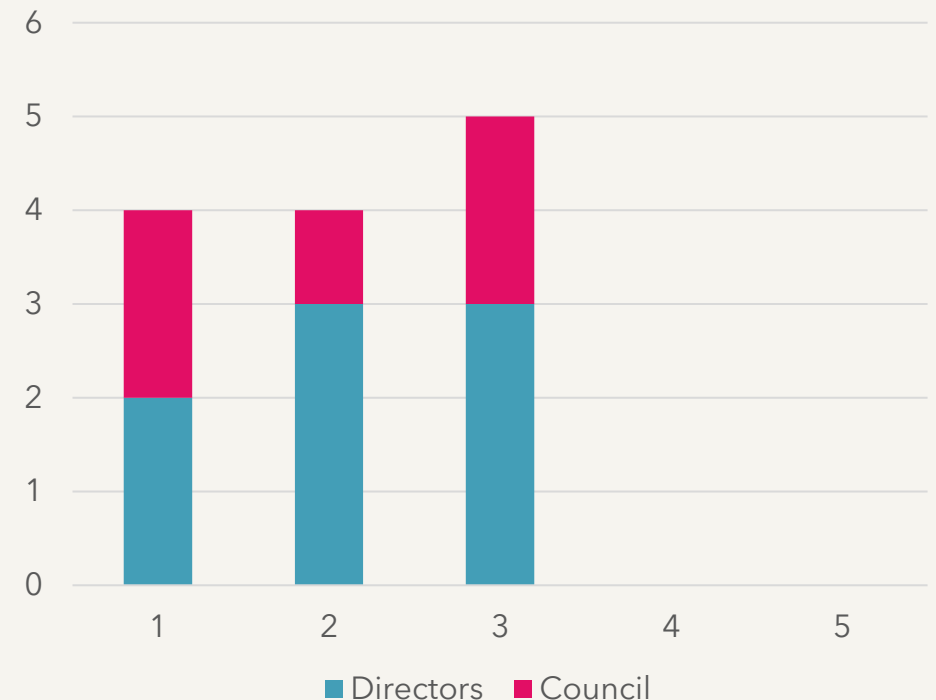
- Councilors may add an agenda item with a “second” (Mayor can add topics at will)
- Majority of Council agreement needed to provide direction
- Communication agreement/one-hour rule applies
- Goals provide a frame: What work should be prioritized?

Defining/advancing priorities

- What would success look like in this area?
- What priorities are we feeling most stuck on advancing?
- How might we use **committee and liaison assignments more strategically** to advance priorities of the council?

How effectively do you feel Council **defines and advances priorities?**

(1=not at all; 5=very effectively)



Committee liaison assignments: Policy swim lanes?

- Governance and intergovernmental relations
- Public utilities
- Natural resources and parks
- Social services and houselessness
- Land use and development
- Economic development
- Public safety
- Finance
- Transportation



*Six-month
priorities:
What do we
most want
to work on?*

- **Break down goals** into more specific deliverables/outcomes
- Make **meetings more effective** - focus on policy over details
- Increase opportunities for **discussion** (e.g., longer work sessions?)
- Better **preparation** for meetings
- More **collaboration and trust-building** among councilmembers
- More engagement in upcoming **legislative session**

- Define more **measurable, focused, tangible goals**
- **Better listening** and **more productive conversations** in meetings
- Provide **clearer direction to staff** in meetings - even when there is not consensus
- Function more as a **team**

Quick break

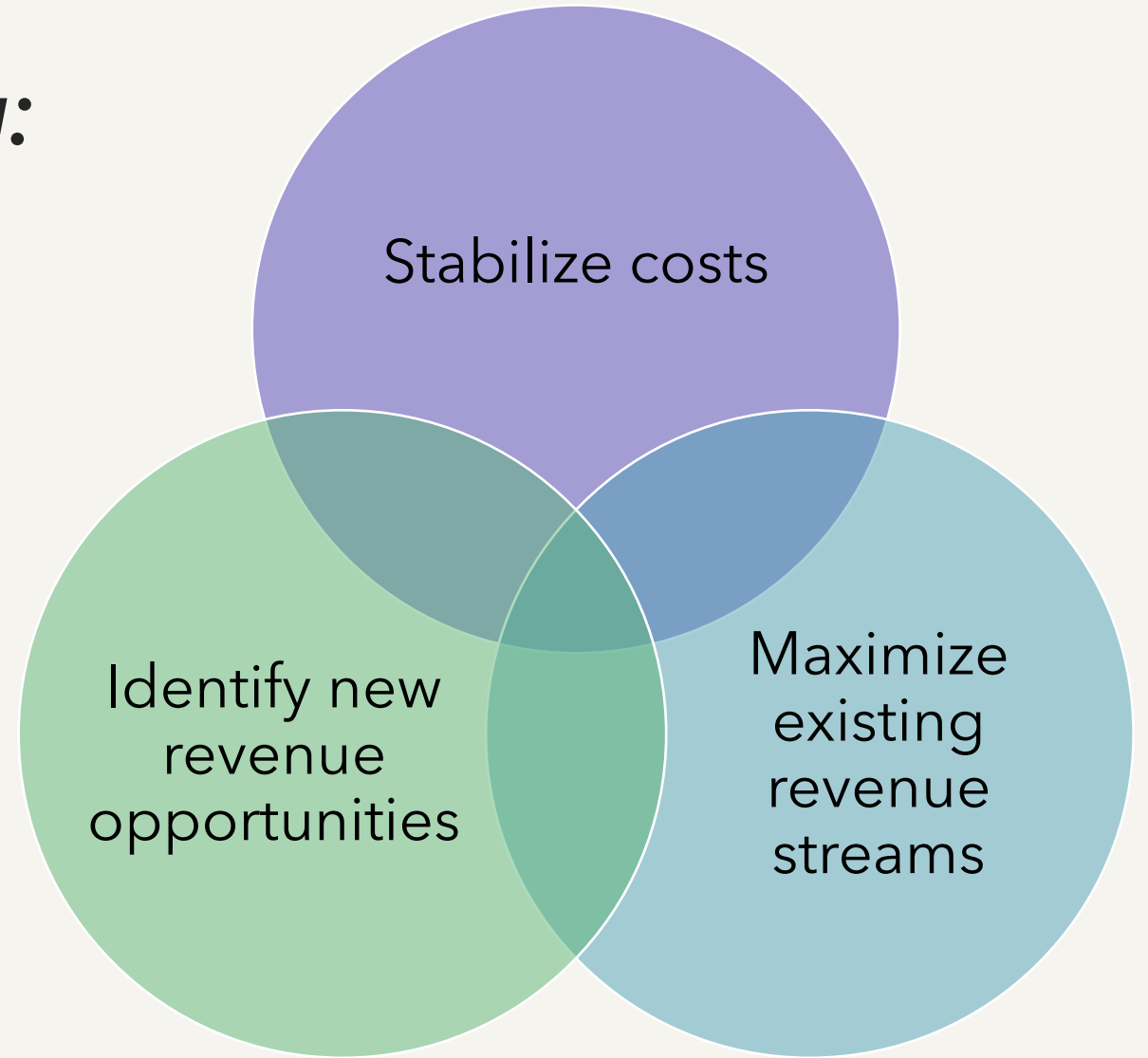


*Financial Stability
Strategy*



Financial stability strategy: Objectives

- Find ways to further **stabilize costs** across the organization
- Review and **maximize existing revenue streams**
- Support Council in selecting **1-3 new revenue strategies** to pursue based on agreed upon criteria
- Ensure five-year forecast remains up-to-date



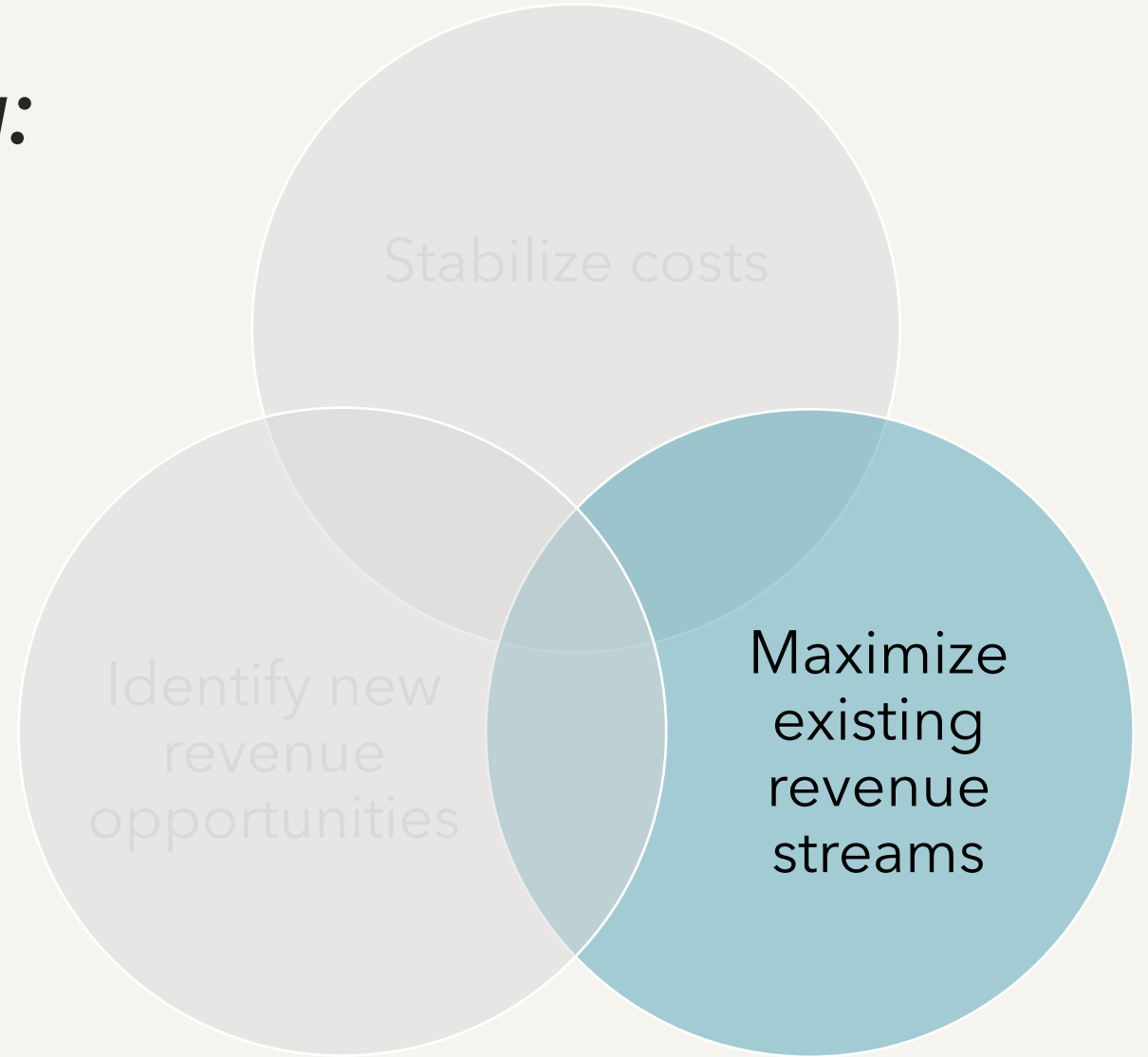
Financial stability strategy: Objectives

- Review organizational structure for potential efficiencies and cost savings
- Continue reviewing and streamlining technological services
- Be fiscally prudent - continue holding the line



Financial stability strategy: Objectives

- Review and update fee schedule to ensure we're recouping costs
- Propose improvements that could increase revenue capture



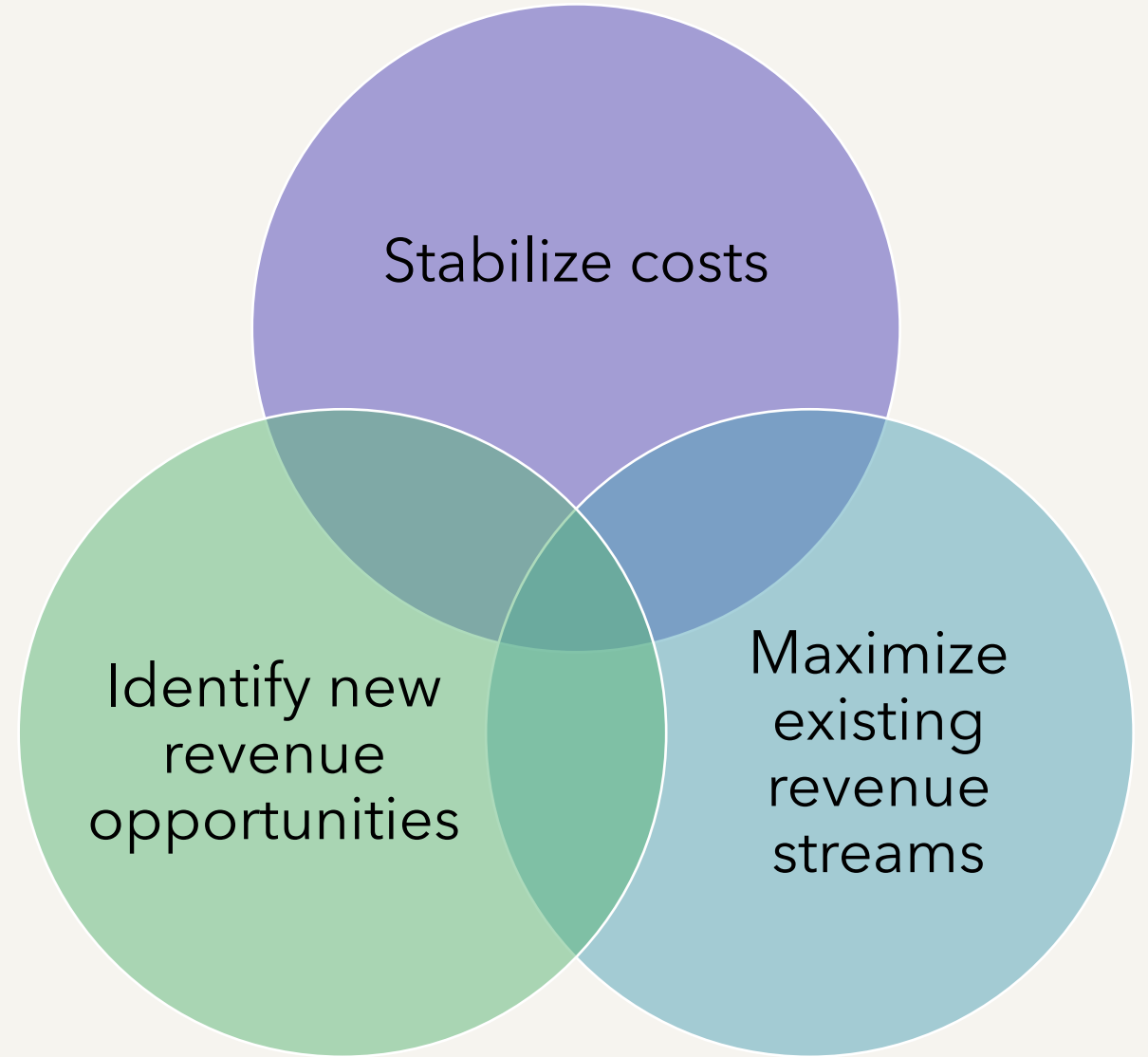
Financial stability strategy: Objectives

- Help Council identify 1-3 new revenue ideas for implementation planning
- Communicate with stakeholders why new revenue sources are needed
- Secure support for new revenue mechanisms




Scope and parameters

- Focused on **general fund revenue** (though will track, report on, and pursue improvements for other funds)
- Goal: **Balance five-year forecast**
- Quarterly updates to Budget Committee; more frequent updates given to Council as needed




New revenue opportunities: Evaluation criteria



Identify new
revenue
opportunities

- **Feasibility** – can we implement this by end of the biennium?
- **Legality** – what is the risk of legal challenge or lawsuit?
- **Political appetite** – what is the political risk? What is the likelihood this gets referred to voters?
- **Implementation path** – can this be implemented by Council alone? Does it require a Council vote?
- **Revenue generating potential** – how much money could this bring in? To what fund?
- **Alignment with goals** – does this strategy have co-benefits that advance other policies or put policies at risk?
- **Equity** – who may be disproportionately burdened by this strategy?
- **Ongoing administration** – how much staff time/infrastructure is needed to oversee it?
- **Enforcement** – will we be able to collect the revenue?
- **Variability** – how predictable and sustainable would this revenue stream be?
- **Proven track record** – have other cities done this?

New revenue opportunities: Universe of Options



Identify new
revenue
opportunities

Changes to existing revenue streams:

- Property tax
 - 5-year levy
 - Permanent cap raise
- Business license tax update
- Further increase to ROW license fees
- Advocacy for changing library tax rate
- Install photo red light program
- Leverage URA monies to offset general fund

New revenue streams:

- Paid public parking
- Delivery fee
- Public safety fee
- Credit card fees
- Luxury tax
- Vacancy tax
- Land use charge or land value tax

Infrastructure investments that could boost revenue:

- Upgrade to digital water meters

New services we could charge for:

- Broadband
- Leasing city-owned land

Financial stability strategy: Timeline

July - Sept '24

- Define strategy, scope, and evaluation criteria
- Compile "universe of options"
- Forecast review and fine tuning
- **BC meeting: August 26**

Oct - Dec '24

- Initial screening of revenue options
- Communication campaign prep
- Forecast review and fine tuning
- **BC meeting: November 18**

Jan - Mar '25

- Council goal setting
- Revenue options narrowed; direction to pursue top 1-3
- Implementation strategy developed
- Communication campaign launch: Why do we need revenue?
- Forecast review and fine tuning
- **BC meeting: February 10**

Apr - Jun '25

- Implementation strategy refined
- Continue communication
- **BC meeting: May 12**

Beyond

- Implementation - ready for November ballot, if needed

Financial stability strategy: How do we tackle this as a team?

- **Roles for Council:**

Determine values, goals, and evaluation criteria

Contribute ideas to the universe of options

Provide input and direction at clear milestones

Make policy decisions,

Help communicate need and direction to the community

- **Roles for finance:**

Overall project management

Define deadlines for financial asks and inputs from departments

Financial analysis and idea evaluation

Forecast monitoring

- **Roles for CM office:**

Coordinate Council communications

Lead public engagement

- **Roles for Department Directors:**

Contribute ideas to the universe of options

Help with analysis/vetting/subject matter expertise

Be budget aware—monitor your own budgets

Consult your peers in other cities—what are they doing?

Looking forward



*What's on
the bike
rack?*

*Are any changes
needed to this
process?*



*Council's
winter
retreat:
What are
our
priorities?*

- What do you want to accomplish at the next retreat?
- What do you think would make the next retreat most successful?

Timing - before or after new year?

Length

Location

Facilitation - internal or external?





Action item recap

Closing question: What will you take away from tonight's discussion?

