CityofRedmond
WASHINGTON

AM No. 12-087

MEMO TO: John Marchione, City Mayor
Members of the Council

FROM: Mike Bailey, Finance and Information Services Director

DATE: May 15, 2012

SUBJECT: **STAFF REPORT: CITY COUNCIL RETREAT – NEXT STEPS**

I. PURPOSE:

Review the results of the City Council April 21, 2012, Retreat and propose next steps

II. DEPARTMENT CONTACTS:

Mike Bailey, Finance and Information Services Director 425-556-2160

III. BACKGROUND:

The Redmond City Council held a planning retreat on Saturday, April 21, 2012, at the Hyatt House Hotel. The purpose of the retreat was to review past progress as a means to developing strategies and objectives for the future. The retreat was facilitated by Andrew Ballard.

IV. DESCRIPTION:

The retreat resulted in a strategy matrix with participants prioritizing the following strategies and related objectives.

1. **Strategy**: Create a sustainable revenue stream that will support operating and capital needs.
   a. **Objective**: Develop well-defined needs assessment aligned with vision and related long-term strategies.
2. **Strategy**: Create a sustainable, diverse, and vibrant community and economy.
   a. **Objective**: Identify stakeholders and develop leaders.
3. **Strategy**: Create greater community engagement and involvement.
   a. **Objective**: Build two-way or more communications relationships.

The intent is to use these strategies and objectives to create related work plans for the Council and staff.

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With respect to each strategy, staff observed that there was significant alignment with existing efforts. In a way, much of the retreat work-product is an affirmation of efforts already underway despite starting with an objective, non-biased facilitator who was unencumbered by past efforts. It is our recommendation to link the newly-developed strategies to the existing work efforts.

Work-plans for each strategy:

1. Strategy - Sustainable revenues for operating and capital needs
    a. Existing efforts: Long-Range Financial Strategy, Capital Investment Strategy
    b. **GOAL**: Confirm revenue assumptions prior to beginning budget workshops
        i. Review the Long-Range Financial Strategy along with the Price of Government for the 2013-2014 budget and the 2013-2018 Capital Facilities Plan during study sessions in July.
        ii. Review staff recommendations for revenue assumptions (including general government operating and capital revenues, as well as utility rates) in early July.
        iii. Council discusses and provides policy guidance to staff regarding recommendations in late July (well in advance of budget deliberations).
        iv. Review and discuss the determination of "needs" which are to be sustainable through revenues.
            1. Staff will propose improvements to:
                a. scalability of budget offers as a means for Council review of preliminary budget; and
                b. size and scope of budget offers such that meaningful assessments of the services they represent can occur during budget deliberations.
            2. Such review is to occur in advance of the budget deliberations in October and November.
2. Strategy - Sustainable, diverse, and vibrant community and economy
    a. Existing efforts: "One Redmond", City's economic development efforts
    b. **GOAL**: Confirm support of the development of a cohesive approach to broad-based community involvement represented by the One Redmond initiative.
        i. The Council has been recently briefed on the progress of the Chamber of Commerce, the Redmond Economic Development Alliance (REDA), Realize Redmond (the community foundation),

and the City to create a unified approach to community and economic development.

ii. These efforts continue with the City very engaged in working to develop community-based leadership.

iii. Staff will continue to keep the Council and the community informed of the progress of the One Redmond effort.

3. Create greater community engagement and involvement

a. Existing efforts: Provide new leadership to the City's community engagement efforts through the recruitment and selection of a Communications Manager

b. **GOAL**: Revitalize the City's efforts to interact with the community

c. Newly hired Communications Manager, Jeri Rowe-Curtis, joined the Council and staff for the retreat. Ms. Rowe-Curtis will develop recommendations for improving community engagement once she starts work with the City (in early June). Such recommendations will be presented to the Council for review and comment.

V. NEXT STEPS:

Staff will work with Council leadership to fine-tune the recommended work plan and implement the identified steps.

VI. LIST OF ATTACHMENTS:

A. City of Redmond Strategy Matrix from the Council Retreat

City of Redmond Strategy Matrix

Group Objectives		
Objective 1: Create a sustainable revenue stream that will support operating and capital needs.	**Objective 2: Create a sustainable, diverse, vibrant community and economy.**	**Objective 3: Create greater community engagement and involvement.**
Team Strategies		
01/S1 (17) Develop well defined needs assessment aligned with vision and long term strategy.	**02/S1: (16) Identify stakeholders and develop leaders.**	**03/S1:(14) Build two-way or more communications relationships.**
01/S2: (0) Separate one time and ongoing funding.	**02/S2: (0) Assess and make available critical community information.**	**03/S2: (10) Align community plan to advance city vision.**
01/S3: (5) Explore available revenue generating alternatives including advocacy and group action.	**02/S3: (6) Organize to achieve define and realistic outcomes.**	**03/S3: (9)** Deploy effective tools and methods.
01/S4: (3) Consider leveraging debt and borrowing.	**02/S4: (1) Create sustainable funding mechanisms.**	**03/S4 (6) Build and leverage organization communications capacity.**
01/S5: (5) Increase efficiency to reduce expenses or improve service delivery.	**02/S5 (9) Use cultural business diversity as an asset.**	
Key: (# of votes)	Color - green high, yellow moderate, red low	Time horizon - 2012-2014