

City of Ann Arbor

2016 Council Planning Session

December 2016



On December 12, 2016, the Ann Arbor City Council conducted their annual planning session with the City Administrator, Service Area Administrators, and Department Heads at the Downtown Library. The meeting was facilitated by Julia Novak from The Novak Consulting Group.

Retreat Expectations

After a review of the agenda and ground rules for the evening, each participant was asked to share their expectations for the meeting.

- Mayor Taylor – much like years past, a conversation to sketch goals for the upcoming year and review how staff and the council have engaged with those prior year goals. Expect conversation to be productive without personality conflicts. Interested to hear from staff about issues on the horizon that Council has not had an opportunity to engage in yet.
- Kirk – Ditto. An interesting and great opportunity to not have a rigid agenda – maybe we should do this more than once per year. It's helpful to step back and look at the big picture. What changes can we anticipate as a community? Appears we are growing as a community. How and why does the City organization grow in response to that? What will demographic and population changes drive? How will services change and how will we pay for them?
- Jane – Ditto, ditto. Look forward to taking a deep dive into rising issues. Those that have been identified are good thought starters. Good to come together and get everyone's perspective on how their priorities intersect with these horizon issues. Would be good to have the broad strategic conversations more than once per year. Casual conversations about issues can be helpful but it's hard. TNCG and staff have put together a great packet of information to consider.
- Jack – a frank conversation about how we will go forward. In a couple of years, we will be going into deficit spending so we need to engage in a thoughtful way to be proactive rather than react mid-year to things that were foreseeable. Interested in addressing foreseeable problems within the constraints we face.
- Sumi – national politics plays a role in how we will look at local issues. Mission projects funded with federal money may dry up (e.g., public transit), but there is an opportunity to look inward to make sure we listen to our residents. Want to determine what we can do locally with our own funding to meet residents' needs.
- Graydon – Look at what problems we are really trying to solve – the real issues – and look at the policy gaps to make sure we can solve those problems.
- Howard – The process of putting the budget together is the most important thing we do as a collective group. Hope to hear from Council about priorities, discuss looming horizon issues, and talk about sustainability from every vantage point (workforce, financial security, etc.). Would really like to see what the vision is for the future so that there is time to turn the ship if necessary. Excited to learn about Council's goals and priorities and have a big picture conversation.
- Jason – looking forward to being a sponge. Excited to think from a 30,000-foot vantage point. Not much opportunity for that in our day-to-day work as a Council. As much as possible, I would like to reach a shared vision, guiding principles, and guiding goals.
- Chip – Excited to take the temperature for what we have done well and what we have not done so well, understand mistakes so we don't repeat them. Excited to not get into the weeds. Would be good to talk broad strategy and policy. Will be good to determine where we have commonality and differences of opinion and where we might bridge those gaps.
- Julie – Spent a lot of time in previous years talking about governing body relationship and rules. Hope we spend more time talking about community priorities and strategies so we can have an

honest discussion during the budget about the tradeoffs so we can communicate to the public and our constituents.

- Chuck – Some of the tensions we are wrestling with – what have we done well and what have we done poorly, successes and challenges. What is our vision and what are the constraints and how do we hold them in tension? We have done many tactical things relating to Council’s priorities, but we need to be strategic. For example, we have developed an affordable housing assessor dwelling process but not a comprehensive affordable housing strategy. Need to be strategic, but not use the need to be strategic as an excuse for inaction. When trying to make an impact, don’t sprinkle. Dedicate the necessary resources to a problem and get the solution up to scale. But I do still hope my personal projects get a sprinkle.

Governing Body Roles and Effectiveness

In preparation for the retreat, the governing body participated in a pre-retreat survey that asked them to reflect on the various roles local elected officials are asked to play, and then consider what role came most naturally to them, individually, where the body, as a group, tended to gravitate and where the governing body should focus to improve their effectiveness. The instrument has been developed over the past year as a collaborative exercise between Julia Novak and Dr. John Nalbandian, Professor Emeritus at The University of Kansas.

Roles, Behaviors and Values – Ann Arbor, Michigan 2016

Novak and Nalbandian, March 2016

Governance Roles	Role Description	Which governance roles come most naturally to you?	Which governance roles do you think the governing body, as a body, gravitates towards?	To enhance its effectiveness, which roles could the group pay more attention to?
Strategic/ Vision – Big Picture Thinker	<ul style="list-style-type: none"> Focus here is on decisions that can have significant impact on the city. Can be long term or short term Often focus is on the future and what might make a significant difference Seeing possible connections and relationships Thinks beyond present data and constraints 	1	4	1
Trustee – Steward	<ul style="list-style-type: none"> While listening and respecting constituent views, the trustee feels responsible to the city as a whole and to future residents. The trustee will make uncomfortable decisions that may run counter to constituent wishes because the decision is in the greater good. 	5	6	4
Representative – Constituent Advocate	<ul style="list-style-type: none"> In this role, the council member acts as a “customer service representative.” The council member is a conduit between citizens and city services. Often, citizens see this council member as most responsive to their individual concerns. 	3	1	3
Community Builder – Bringing People Together	<ul style="list-style-type: none"> In the community builder role, the council member focuses on relationships and consensus building The community builder fosters relationships and is able to work through differences. Community is not just a casual word to the council member who gravitates to this role 	4	5	2
Decision- Maker	<ul style="list-style-type: none"> The decision maker sees his/her role much like a judge. Information is presented, and the decision maker votes it up or down. This is not an easy role, but often it is a fairly passive role in contrast to that of the community builder. 	2	2	5
Oversight	<ul style="list-style-type: none"> In this role, the council member retains a measure of distance from the staff. The focus is on accountability of staff to the council. 	6	3	6

Each of the roles play an important part in governing. The group then discussed the results, and their own effectiveness, guided by some prompt questions.

- What is Council doing in the strategic big picture role?
 - We ask why something happens.
 - We ask where we are as a community and where would we like to go relative to other communities.
 - We need to understand resident priorities and elevate them to a strategic level.
 - We need to look for new and innovative ways to solve problems.

In the survey, most of the council said the number one thing they gravitate toward is strategic thinking, then decision making, then representative and constituent advocacy role. The values of stewardship play into making decisions. The survey also asked Council to think about how they gravitate toward the six roles as a body. As a body, Council tends to gravitate toward the constituent role.

- What does Council do when fulfilling the constituent services role?
 - Connect people to staff to get issues addressed
 - Act as a liaison – pass along concerns
- If we want to focus on improving effectiveness of Council, how would do that?
 - Greater focus on thinking
 - More community building
 - Enhanced focus on the representative/constituent advocate role

The group identified that effectiveness could be enhanced by focusing more on the strategic and community building roles.

- How could we help the body be more effective as a group?
 - Our time together as a Council tends to be focused on decision making – 95% of time we are at a granular level. There is not as much opportunity to step back as a body to have big picture conversation. We only do this during the retreat and the budget process. The nature of the electoral process can create an “our team versus your team” tendency. We each have our factions which impedes community building and increases the wedge between Council. One of the biggest frustrations on Council is how that is baked into the game. Hard to reach higher truth and consensus when we don’t have a vision to get there.
 - The broad strokes of what we define as policy are disconnected from what residents bring to our attention as a Council. If we had a better strategic visioning process we would be trying to respond to the desires of the community to do specific things that meet our needs, as opposed to modeling other communities. Strategic visioning is essential because we need to establish priorities that are responsive to what our voters want us to do.
 - What occurs at the council level is reflective of differences in the community. Concerned that at the end of the day we are too frequently imposing our will on residents, basing these decisions on plans we have in place. There is a malicious obedience to planning principles – not saying it’s a bad thing, but need to have balance. In some cases, quality of life is high, but that is mostly because of our neighborhoods. Need to be doing periodic checks to make sure priorities and plans are aligned with the community.
 - Strategic vision and decision making are the biggest differentiator between where we are and where we need to be. What are the things that we want the most? What are we not doing enough of? One of the things we do the most (decision making) we feel we do too much of.

- A lot of our frustration is getting in the weeds at the decision-making point when we are not focused on strategic priorities. Constituent piece is frustrating because listening to a couple loud voices does not necessarily reflect the needs or priorities of the community. Don't want to focus on the couple angry people but focus on the broad community. The issue of pedestrian safety is being pushed forward as a priority. That's where the need to build community is important. We need all of the different roles to come together to solve complex issues. Want to spend more time in the community building because problems are complex and need folks to come together.
- Clarification – ADUs were not THE number one/highest; the list was alphabetical, but we have always heard from residents that a major concern is affordability of housing. We accepted the county affordability needs assessment and it identified 20 years of work. ADUs were a small thing that the City could do to move the needle on the issue of housing affordability. The disconnect between strategy and constituent services reflects our role as a representative. The job is to look at who we represent, but also to look forward at who we will represent. We have to fully honor our constituent advocacy responsibilities but our commitment extends beyond to those who are not yet here.
- People often come to council with requests that have inherent conflict. Issue of division often come from certain specific topics – like development – where there is not a clear understanding of facts.
- Already see in this session a retrospective, backward looking sniping. This kind of thinking is a barrier to moving forward.
- Most important role we do play is visioning. Have to be thinking 5, 10, and 20 years into the future to reflect the City we want to be. Municipal projects can be 10 years in the making so forethought is critical. Can't rely on the past to create conditions for success in the future and guide where we allocate resources. If we look back we will not set up the City for success in the future.

The group was then asked to think of a time when effectiveness broke down – one that council said was when we got in the weeds. What does that look like?

- *Effectiveness breaks down when we ask questions of staff we know the answer to.*
- Our sustainability framework is a community building document. That's the community's document. *We break down when we stop paying attention to that (Sustainability Framework) or when we start parsing applicability of the vision on a case by case basis.* We dismiss the plan in the moment for expediency of the topic.
- When we developed these plans, they were largely internally developed. We have to be nimble to make adjustments. The plans cannot be viewed as rigid. We don't take time to reevaluate the framework more than once per year. *The breakdown is when the community is in conflict with our sustainability framework.*
- Current residents have to put their needs on hold because of a noble act of providing for future residents. There is a disconnect and breakdown here. Don't the current residents count? There is total commitment to the city from current people. There is no strategic vision beyond what these constituents want or need.
- Take exception to negative characterization of the people who look at future residents as constituents. It's not an either/or proposition and someone who cares about the future also can have empathy for current residents' experiences and issues. *We breakdown when our communication breaks down with residents – especially long term communication.* We need to make sure people understand how the city works and why we are doing what we are doing.

People are more content with their municipal experience when they understand their municipality. We are ironically an information-poor society – less engagement in a long term and sustainable way.

- *Effectiveness breaks down when we don't even look back at the plan after it's been adopted – either to affirm or question it.* Struggle knowing how to balance the desires of an impassioned minority against a tepid majority – development is an example of this. A portion of the community emphatically resists development and opposes the development pattern while most are fine those patterns. Third, when there is no trust in expertise. E.g., when a traffic engineer offers analysis and that analysis is not trusted and there is no way to resolve the conflict. Lastly, when we don't honestly face the tradeoffs. Ann Arbor has a high standard of living so there is high demand to live here. To improve affordable housing, we either build more housing or decrease the appeal/quality of life of the community.
- Having a guiding document that does not define the full impact and implications of strategies creates opportunities for conflict. Second – not always accurate about whose job or decision it is. Is it staff's? If so leave it at that level. Lack of, or disregard for, role clarity is sometimes an obstacle.
- *When we fail to revisit our plans in the face of a persistent problem arising out of following a plan.* At times, we act as if the vision is superior to the needs of our constituents. This is the cause of a lot of friction and frustration.
- Half the council has been up for election every other year; has been a challenge for planning. Planning under the new electoral structure will have more continuity and fidelity.
- Need to find a better way to tap into people and communicate to gauge and get a sense of what the community is feeling.
- We could acknowledge that we are in a position to manage change and the expectations that come with it. There is tension around change. Many times people feel disconnected from a place they have lived for a long time. Change is inevitable, we have to manage it or it will be undesirable to everyone. Too much emphasis in talking only about change, or saying no to change, rather than talking about how change is going to happen.
- A lot of this seems top heavy – about managing expectation and change. We need to be guided from residents by being open, responsive, and tuned into the community's values and priorities. This should be more bottom up than top down.
- As a body we should acknowledge the importance of dissent in a democracy. Not sure we should operate from consensus. Dissent is a fundamental element of democracy.
- We get feedback too late in the process. How do we get it up front and make it easy to engage and provide feedback? Also, expertise needs to count in our decision-making process. Need to be better at asking about the tradeoffs of decisions.
- The community engagement process has to be bottom up or it is underrepresented.
- Need to have a process in place to regularly review and update planning documents.

Setting the Stage

The City Administrator, Service Area Administrators, and Department Heads made a presentation that focused on what they are seeing as Horizon Issues. The presentation is included as an attachment to this report.

The Administration was specifically interested in understanding what “Participatory Budgeting” looks like to the Council, what is the Council's preference for how engagement looks, and what tools Council

needs to be helpful in the process. The City Administrator mentioned that they are interested in truly integrating performance measures in the process as well. What does the ideal look like to Council and how will we know if we are successful?

- Some on council have attended some participatory budget conferences and sessions. Participatory budgeting is such that a community will allocate a specific amount of money – usually capital dollars – that communities/neighborhoods can use how they see fit.
- How do we engage a public that is issue driven to look at the budget more holistically?
- Finding ways to make sure we look at tradeoffs and outcomes and appreciate that we are looking at performance measures. Good to be able to make people make choices. Also, want to look at integrating public art with capital projects. Can we do the same thing with neighborhood projects? Can we use CI funds for participatory projects? Also, equity is very important; shouldn't just benefit those who are technologically literate and have the flexibility to attend meetings.
- When we talk about budgeting, a large portion relates to capital projects. Our process with the planning commission is not inclusive. The CIP and operating budgeting process are so different – the more we can bring those processes together...
- Council has very little ability to change the CIP though they can adjust the budget. The planning commission has more authority so it's difficult to address capital needs based on the current procedure. Worthwhile to look at revamping that process.
- Whatever tools we use need to be educational in nature. Like the idea of bringing to different people in different venues to reach as many citizens as possible.
- Should we have a portion of the CIP project selection process allocated to the decision of the public? CIP process needs to be more inclusive.
- People could actually have elections over capital project allocations. Start with \$1 million and go from there. Could also serve as a bell weather to see where people are from an interest and policy perspective.
- A successful outcome would be that more people are engaged at the neighborhood level.
- We will be successful if we avoid creating winners or losers – we cannot pit people and groups against each other.
- A successful outcome is a budget based on and reflecting community's priorities.
- Success can be achieved if we create a CIP and budget that melds technical needs with community desires. If the public has a broader understanding of what we need to do to maintain services and infrastructure. Only do the major 5 year update every 5 years. Need to make that a broader process and more educational.
- We need to underscore the importance of the technical projects that are not attractive to the public. That requirement needs to be balanced with the discretionary. The more complicated the process is, the lower the participation rate. Needs to be accessible to the average person.

Council then asked questions about the underlying budget assumptions and how the City is tracking revenues and expenses year-to-date.

Council Initiatives and the Sustainability Framework

Attention then turned to progress on the priority initiatives from prior years.

Repair/reconstruction of roads

- Condition assessment was completed.
- DPW director – Stays in the list but more of an ongoing project and moves more toward capital maintenance. Now part of the general operating budget and priorities.
 - Outcome would be to establish metrics to confirm whether we are on track. Would like to know what progress is being made toward the plan.

Allen Creek Greenway

- Still taking up capacity, but will be done during this two-year cycle. The master plan will be done by January 2018.
- Completing master plan, and have a shovel in the ground and project started in the two-year cycle is the measurement of success for this cycle.

Safe Systems for Auto, Pedestrian, and Bike Users

This initiative will stay on the list for 2017 and the group engaged in a discussion of what “success” looks like for making progress in this area.

- Goal is zero pedestrian fatalities?
- Need a plan to the needed school zones; develop confronts crosswalk design; plan and fund adequate street lighting; need to address traffic enforcement; developing a plan for these areas in the next cycle.
- Start with the most vulnerable people – children, hospital areas, across from social security office, etc. Safe routes to school coordinated with school district. Good two-year target.
- Expansion of RRFB rectangular, rapidly, flashing beacon.
- Higher compliance with yielding to pedestrians.
- Have a report that identifies the cost for education and enforcement. Focus on schools. Allocate resources so that pedestrian safety features meet best practice standards.
- Need to look back at the pedestrian safety task force report. Go back to implement that. Measure of success – looking at the amount of pedestrian infrastructure built to better share spaces
- Systemization of best practices and standardization. Highlight where transportation nodes connect. Increased appreciation from all modes of transportation for one another.
- Outcome is compliance with speed limits and lower rate of crash, injury, and fatality. Need a comprehensive and adequately resourced education program. Curb ramp interaction standardization. Miles of separated bike lanes. Prioritize areas with high crash rates.
- Would like to take care of some of the low hanging fruit and go after it.
- Looking at traffic calming to see what a neighborhood can do to qualify for traffic calming measures.
- Road safety – this needs to be considered as part of land use.

Rebuild forestry program

- In progress, but needs funding. Going through the stormwater rate study engagement with the community and will be bringing back to Council early 2016 for review and direction as

part of the budget process and will determine next steps. Analytical phase. Can go off the list.

Accessory Dwelling Units

- Complete

- Reflect on the update on priority areas provided by the administration
- What questions or concerns do members of the governing body have?

Agenda Item Outcome: Developed a shared understanding of progress on existing priorities and needs identified by the Executive Staff.

2017 Council Initiatives

The group was then asked to brainstorm additional initiatives they would like to make progress on in the coming year, again, using the Sustainability Framework as the guideline. The number following an initiative indicates how many individuals identified their support for that initiative moving forward in 2017. Items in bold are part of the 2017 work plan.

Sustainability Framework Theme Areas	Sustainability Framework Goals	Emerging Priorities and Initiatives
Climate and Energy	Sustainable Energy	<ul style="list-style-type: none"> • Implement Ann Arbor climate proposal (7) <ul style="list-style-type: none"> ○ Clean energy incentive assistance ○ Weatherization assistance program • Address dioxane plume (3)
	Energy Conservation	
	Sustainable Buildings	
Community	Engaged Community	<ul style="list-style-type: none"> • Community visioning process • Improved community engagement • Systematic review and update of board and commissions
	Diverse Housing	<ul style="list-style-type: none"> • Prepare for aging population and the need for a younger population (3)
	Human Services	<ul style="list-style-type: none"> • Give every new baby a chocolate eclair and make Friday part of the weekend
	Safe Community	<ul style="list-style-type: none"> • Police Department Oversight or Community Safety Board implementation (6) • Plan to address opiate problem (1) • Implement key findings of fire strategic plan (2)

		<ul style="list-style-type: none"> Review customer service and develop a plan for improvement (1) Increase public safety staffing (3)
	Active Living & Learning	
	Economic Vitality	<ul style="list-style-type: none"> Study the impact of income, equity, budget, and employment Spend time and money on ED rather than just spending (1)
Land Use & Access	Transportation Options	<ul style="list-style-type: none"> New infrastructure to support new developments (4) Parking downtown and on street (3) <ul style="list-style-type: none"> Additional parking capacity downtown
	Sustainable Systems	<ul style="list-style-type: none"> Develop plan for city owned property in line with sustainability goals (6) <ul style="list-style-type: none"> Get city property on tax roles
	Integrated Land Use	<ul style="list-style-type: none"> Improve master and strategic planning and planning procedures (5) Improve stormwater management in flood prone areas (5) Develop and budget to implement an affordable housing plan, policy, and strategy (8) Review Planning Procedures (2) Commit to a number of market rate or affordable units
Resource Management	Clean Air & Water	
	Healthy Ecosystems	<ul style="list-style-type: none"> Improving recycling rates, compost (6)
	Responsible Resource Use	<ul style="list-style-type: none"> Continue budget discipline – fund balance and one time versus ongoing (1) Review replacing GF with city income tax for 2018 vote. Study impacts of income tax Establish long term funding sources for long term capital investment Pursue opportunities for competition – public, private partnerships (4) Study impact of income tax (6) Long term funding for infrastructure (2)
	Local Food	

The group then focused their attention on those items where at least six individuals supported the item moving forward for 2017. For each item, they were asked to refine the initiative, state the problem being solved or opportunity being seized by pursuing this initiative, and then state what “success” looks like.

Sustainability Framework	Initiative	Problem/Opportunity	Success
Community	Hire a consultant to review the Ann Arbor Police Department’s community engagement practices	To build public trust and reinforce best practices	<ul style="list-style-type: none"> Define an appropriate advisory role Develop an early action plan Provide for 18-month implementation plan Provide FY 18 budget requirements
Resource Management	Find a recycling company that will operate our MRF	Adapting to changes in the recycling market	Finding a financially viable solution
Land Use and Access	Establish order of priorities, implementation plan, and identify funding sources for implementing the recommendations of the Affordable Housing Needs assessment	Address increasing cost of housing in Ann Arbor – no obvious opportunities as market demand and housing costs continue to grow	<ul style="list-style-type: none"> Adequate housing supply for those who fall between 30% and 80% of AMI Other metrics identified in the affordable housing plan Identify a percent of housing development that must be affordable Provide an annual update of progress
Resource Management	Revise and update the 2009 income tax feasibility report	Educate Council and the public regarding income tax and a shift in tax base from primarily property owners exclusively to a share with commuters who work in and utilize Ann Arbor infrastructure and services	A report sufficient to give Council and the public enough information to make an informed decision about whether to proceed with further evaluation of an income tax
Land Use and Access	Develop a plan for city owned properties in line with sustainability goals	Current properties are underutilized for goals such as affordable housing, cultural opportunities, and economic development	Complete plan in line with council and community values and priorities resulting in a successful transition to optimal use

<p>Climate and Energy</p>	<p>Put in place staff time and funding to: 1) augment the county's weatherization program in Ann Arbor, and; 2) include weatherization and energy efficient appliances as an element of the rental inspection</p>	<ul style="list-style-type: none"> • Create energy and financial security for lower income households • Reduce greenhouse gases • Create job training 	<p>Measured by the number of participants</p>
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Closing/Next Steps

The evening concluded by having each person reflect on the discussion and share their perspective on the conversations.

- Mayor – night went well. Wasn't sure I was excited about the conversation on the various Council roles, but that was a worthwhile discussion. Glad we have engaged last year's initiatives. The items identified are worthy of our time.
- Chuck – Happy about conversation we had and collaborative process with something to move forward with. Increased appreciation for the amazing work the staff does for this community.
- Julie – Thanks to all the folks who are here. Feel like the dots got us to higher priorities, but will want to talk about other priorities. Pleased to come together around pedestrian safety.
- Chip – Thrilled to have had a conversation about pedestrian safety issues and take a deeper dive. Wish we could do this more often. Would be great to have a way to check in half way through the year and recalibrate.
- Jason – Nice to be on this side of the room! Good to see the commonality and consistency. More often on the same page than not.
- Howard – openness and candidness that Council brought to the discussion was great to see and appreciated.
- Graydon – Have two or three significant priorities that people are passionate about.
- Sumi – Happy we can see the alignment between our priorities and resident concerns.
- Jack – Really enjoyed the discussion and appreciate the staff's identification of the horizon issues. Really helped us focus on what's coming and the challenges we face. Wish we had more time to substantively discuss the issues and opportunities. Overall, it's a good process.
- Jane – Good process. Appreciate staff's hard work. Helps guide our thinking around the big picture item that can really guide our prioritization process. Hope those low vote items don't get lost.
- Kirk – great process. Would like to have a mid-year check-in for this process.

FY18 FINANCIAL PLANNING OVERVIEW

City Council Workshop – December 12, 2016

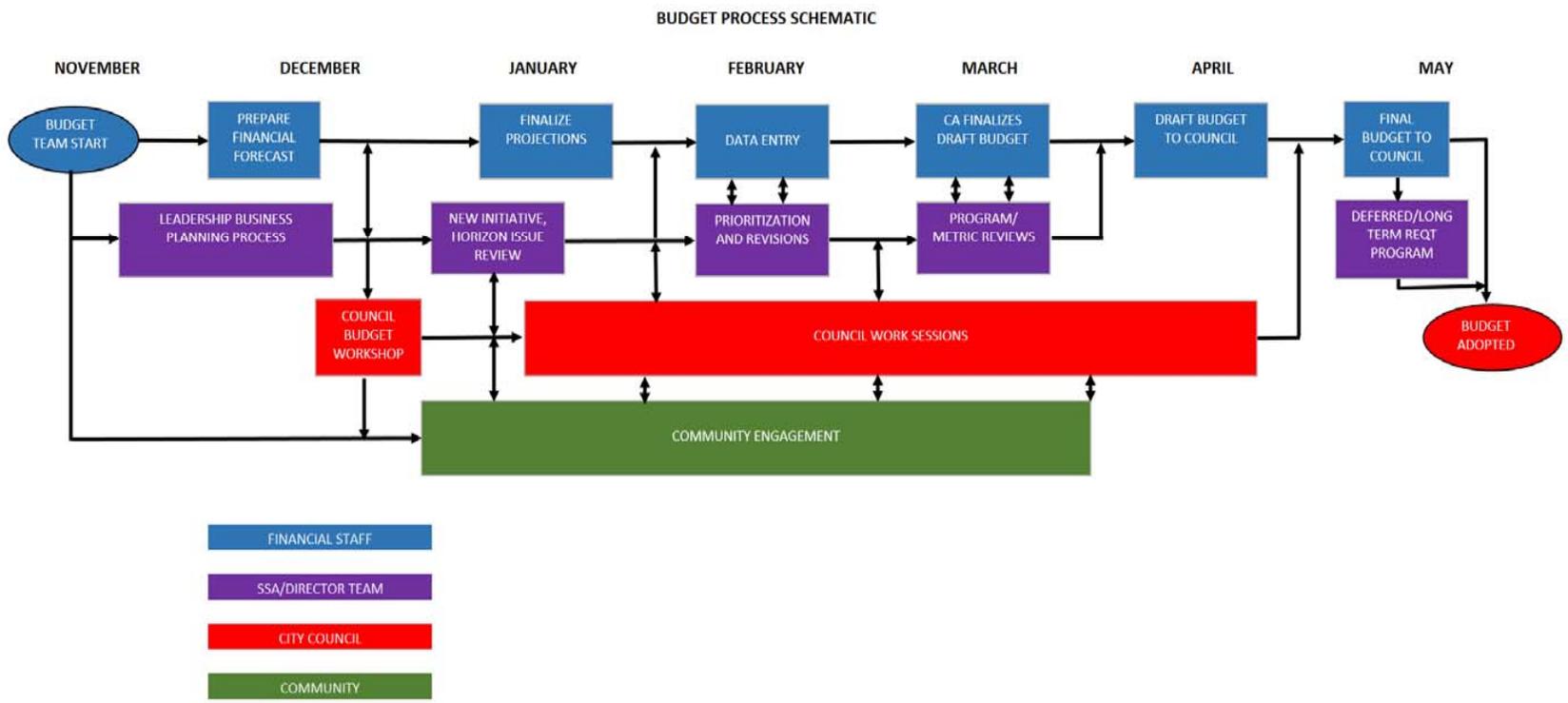


Agenda

- Session Objectives and Rules of the Road
 - General Conduct of the Workshop
 - Council Priorities for the Budgeting Process
- Setting the Stage
 - FY17 Work in Progress/Update on Council Priorities
 - Horizon Issues
 - Participatory Budgeting
- Financial Forecast
 - Revenue Forecast for the Upcoming Budget Year
- Workshop
 - Led by Ms. Julia Novak
 - Establish Council Priorities for the 2-Year Budget Plan



Overview of Budget Process



FY17 Update on Current Council Priorities

PRIORITY	TARGET	STATUS
Accessory Dwelling Units (ADU)	Passage of a zoning ordinance that expands ADU options.	Completed.
Allen Creek Greenway	Develop a Master Plan for the Allen Creek Greenway.	Work is in progress on the plan with 3QFY18 projected completion.
Rebuild Forestry Program	Rebuild the Forestry Program.	Work in progress on developing work plan/funding mechanisms.
Repairs/Reconstruction of Roads	Establish a target level of service for pavement condition and develop a plan of action to achieve that target.	Condition assessment, development of reporting means, determining target level of service, and establishment of “toolbox” of methods are completed. Implementation will be an ongoing requirement.



Update on Current Council Priorities

PRIORITY	TARGET	STATUS
<p>Safe Systems for Auto, Pedestrian, and Bike Users</p>	<p>Expand the on-street bike lane and sidewalk systems while enhancing safety for users of both systems.</p>	<p>Inventory of pedestrian and non-motorized assets completed.</p> <p>Vulnerable Road User ordinance passed on 2nd Council reading.</p> <p>Expansion of systems will require ongoing work and funding.</p> <p>Monitoring of crash and injury data will be ongoing.</p> <p>Work in progress on expanding education, enforcement, encouragement, and evaluation components.</p>



Horizon Issues are those circumstances, both known and reasonably anticipated, that may occur beyond the two-year budget cycle that will impact the long term allocations of resources and levels/types of services the City government can provide to the community.



Service Area Horizon Issues – Administration

AREA	ISSUES
Financial	<ul style="list-style-type: none"> • Balance long term growth rates of revenues and expenses. • Preserve, expand, and develop sustainable funding sources. • Pursue opportunities for competition/partnerships/creative business approaches.
Community Safety	<ul style="list-style-type: none"> • Provide comprehensive approach to safe movement of people and products. • Implement outcomes from Independent Police Review. • Sustain the deer management program.
Sustainable Economic Development/Community Quality of Life	<ul style="list-style-type: none"> • Development of City-held properties to support community values. • Enhance City’s image as a favorable place to do business. • Encourage affordability of City for at all levels.
Human Capital	<ul style="list-style-type: none"> • Recruit in technical areas and encourage young workers to enter licensed trades. • Anticipate changes in the regulatory environment (e.g. health care/pensions). • Develop an environment of diversity and inclusion. • Plan for transition of staff and capture of knowledge/changing workplace dynamics.
Communications	<ul style="list-style-type: none"> • Advocate for increased community engagement by providing staff with appropriate communication tools and training resources • Promote and enhance opportunities for resident involvement and feedback.
City Clerk	<ul style="list-style-type: none"> • Staffing Boards/Commissions/Committees. • Increase in FOIA burdens.
Workplace Safety	<ul style="list-style-type: none"> • Implement facilities capital improvements necessary for a safe workplace.



Service Area Horizon Issues – Public Safety

AREA	ISSUES
Public Safety – Police	Succession Planning/Recruitment Challenges <ul style="list-style-type: none">• Balance the rate of retirements vs. replacement timeframe• Anticipate the impacts of total compensation structure on recruitment.• Pursue and sustain CALEA accreditation.
Public Safety – Fire	Implementation of Strategic Plan <ul style="list-style-type: none">• Provide for new and upgraded facilities• Address shortfalls in staffing levels and service delivery risks.• Pursue and sustain organizational accreditation.



Service Area Horizon Issues – Community Services

AREA	ISSUES
Permitting/Plan Review	<ul style="list-style-type: none"> • Address cost and schedule burden of plan review/approval and permitting. • Apply technology to improve efficiencies and responsiveness. • Pursue organizational accreditation. • Adopt International Property Maintenance Code.
Parks & Recreation	<ul style="list-style-type: none"> • Obtain approval of parks millage. • Obtain funding for B2B Trail Enhancements.
Planning	<ul style="list-style-type: none"> • Update the Master Land Use Plan. • Adopt form-based codes for the downtown. • Develop and implement a Neighborhood Partnering Program



Service Area Horizon Issues – Public Services

AREA	ISSUES
Recycling, Environmental Resources, and Energy	<ul style="list-style-type: none">• Reinvest in recycling/solid waste facilities, plans, and programs.• Remediation of the Gelman property• Implementation of the Climate Action Plan
Water System	<ul style="list-style-type: none">• Reinvest in water system facilities, both plant and distribution.
Drainage Utility	<ul style="list-style-type: none">• Implement the components of the Allen Creek Greenway Master Plan.
Transportation Network	<ul style="list-style-type: none">• Coordinate network needs and projects with external partners and stakeholders to address funding and scheduling opportunities.



Service Area Horizon Issues - Financial

AREA	ISSUES
Information Technology	<ul style="list-style-type: none"> • Develop and launch a “Big Data Platform.” • Promote utilization of the A²I-Net • Address the needs for employee retention; personnel development; and succession planning.
External Agencies	<ul style="list-style-type: none"> • Increase base contribution levels for the pension system. • Provide ongoing Section 8 Financial Support for the AAHC. • Address parking needs and the level of revenue sharing with DDA. • Implement a 15-year LDFA extension. • Review horizon issues with 15th District Court
Enterprise Operations	<ul style="list-style-type: none"> • Perform “Cost of Services Reviews “ to determine if fees are covering costs.
General Fund	<ul style="list-style-type: none"> • Project long term balances of sources and uses of funds.
Internal	<ul style="list-style-type: none"> • Address succession planning and projected losses of key staff.



Participatory Budgeting

- Council definition and assistance in framing the process.
- Develop a “toolkit.”
- Allocation of resources.



FY 2018 Financial Projections

- **Reminder:**
- This is the start of the FY18 budget development process. Council adoption occurs in May 2017.
- City has 2 year planning cycle and FY18 is the first of the two years.
- Budget Discipline: It's important to insure recurring revenues equal or exceed recurring expenditures.
- **Projections**
- Gen. Fund Projection: FY18 (deficit) of \$(310k) and FY19 (deficit) of \$(992k)
- Projections are how much it'll cost to perform today's activities in future years, less projected revenues.
- Gen. Fund unassigned fund balance is projected to be 19% (\$14.7 mil.) at the end of FY17.
- Projections do NOT include any previous recurring requests that Council has funded on a one-time basis.

