

LONGVIEW CITY COUNCIL ADVANCE MEETING SUMMARY

March 31, 2018

AGENDA OVERVIEW AND DESIRED RESULTS

Facilitator Patrick Ibara of the Mejorando Group presented an overview of the day's agenda and desired results.

- Discussion regarding strategic planning
 - o Common community issues to include; affordable housing, social media, economic expansion subject to access to workforce. Similar issues to all local governments.
 - o People who know you but may not necessarily know the dynamics of the issue. Constituents pushing you in many directions
 - o Identification of key priorities. Some things discussed won't make the cut. Which ones are you going to want to take forward.
- Change in government regarding what citizens want. Looking at how the services are perceived by the constituents. Trying to think about your role. Council are the chefs of the community kitchen

BENEFITS OF GOOD GOVERNMENT

Key discussion topics included:

• Expectations	• Modern
• Quality of Place	• Infrastructure
• Progressive	• Bond Rating

- Safe Community. Police/Fire – share the cost of some of the expensive but critical services
- Good communication with constituents. What is our story?
 - o There are many ways to communicate

- Social media. Some constituents are telling the story but not necessarily the way Council wants it delivered
- Utility billing flyers
- Message from Mayor/Council vs. Staff
- Improve social political and leadership capital. Council was voted in because of their point of view. Do constituents understand? You have to do social marketing.
- It is Council's job to listen to what the constituents have to say and work on a way to meet their needs.
- Need a way of reporting back to citizens, develop a report card. Develop measures that we can report back to citizens.
- Need to tell the story over and over again.
- Being progressive with regard to technology, meeting the needs of the newer generation.
- Better credit rating. Higher rating equals lower cost of government.
- Being responsive to the community. Being market-centric.
- How can we link to other agencies? Example: Walk the lake with the Council scenario.
- Nothing happens by itself. It's our people that make the difference. Our greatest asset is our employees. The front line people are the most powerful people in the organization.

ENHANCING CREDIBILITY AS A GOVERNING BODY

- Results – Are you getting things done you're supposed to?
- Employees – From how the employee looks to how the employee works...perception of what citizens think.
- Financial reliability
- Service
 - Easy, accessible, reliable. Development of how to best access services. You're dealing with different demographics. Do you cut back on "old" services or expand on "new" services. The newer generation only use on-line credit/debt.
 - Should have discussion regarding e-billing vs. current billing process. Could save substantial money.
 - What business are you in and how can we make it relevant to your life? All or nothing is not the best way to go.

- Citizens
 - o Becoming more difficult to find volunteers (boards & commissions).

FORM OF GOVERNMENT REFRESHER

- We need to look at who's available and determine the right fit.
 - o Need to visit the value proposition. The notion of volunteerism. Need for younger persons on the Council.
 - o Current Council diversity is better than most communities and bring different points of view.
- Ethics
- Political
 - o Council is aligned and works well together, now is the time to move forward. Some level of risk in problem solving. A lot is driven by the economy. Not the case a few years ago (Sports Complex)

STRATEGIES FOR MAKING A MORE COLLABORATIVE, EFFECTIVE COUNCIL

- o Need a political strategy for effective public engagement. Tasks vs. role. Every employee has a role.
- Must think more strategically. Between the magnifying glass and the binoculars.
- Being plugged into community groups
- Increase the shared expectations
- Everyone has a job and a role. There is a role to play and people have a certain expectation of what that role is.

Role of Mayor

- The face of Council and City. Conduit between the Council and management. Role to sign documents in where Council agrees. We're not a strong Mayor form of government.
- Manages Council meetings appropriately
- Formal spokesperson
- Spokesperson for City services
- Facilitator of Council objectives
- Would like Mayor to be more forceful with the gavel. Entrusted in ringing the gavel at the meeting so the Council can speak as one voice. Mayor speaks for the Council. Garnering more respect from constituents.

Role of Councilmembers

- Come to Council meetings prepared
- Contribute to the meeting
- Be open
- Respectfully disagree. Be professional. How do you carry yourself?
- Be a representative of your constituents
- Have each other's back
- Support Council decisions regardless of personal stance and make the best of it. Uphold decisions.
- Optic of transparency. Means something different for different people. If you don't define it (transparency) someone else will. The more unified you are in its definition the better you will be. It comes back to being a teacher and storyteller.
- Remind constituents of what transparency means. Social media is not a City department but a political strategy. Comes down to social marketing.
- Suggestion for Pre-Council meetings- tailgating... where Council interacts with constituents prior to the Council meeting.

Role of City Manager

- Carries the wishes of Council forward
- Be neutral but objective
- Expectation to do what Council desires, measure it and get it done
- Tell Council why not as well as how we can

CHANGE AS A PROCESS, NOT AN EVENT

- Are we providing the City Manager with the tools needed to do the job (staff, time etc.)
- What is mission critical to Council, citizens and staff
- Be an advisor
- Brings Council ideas for alternatives/possible solutions
- Open communication. Share consequences and pitfalls
- Glue of the community
- Think outside the box
- Council is the legislative body- Manager is the executive branch
- Responsible for staff accountability
- Is the spokesperson for the City

Role of Department Directors and Staff

- See the shared vision of Council
- Under the direction of the City Manager, implement the desires of Council
- Identify potential roadblocks or hang-ups

Role of Community Members

- Be involved in the community
- Boards and Commissions should share Council's vision/mission
- Reach out to and invite to community/Council events
- Suggest annual Board and Commission meetings. Boards and Commissions want to be trusted and their contributions heard. Do we want compliance or commitment?
- Suggestion of having Council meetings in places within the community other than City Hall. Example: Workshop at Archie Anderson Park, Koelsch Community Center, schools, churches, the Senior Center.
- Council being more approachable by citizens. Listening and responding. Citizens want to be heard.

What do we hear from the community?

- Economic growth. Housing is not keeping up to where Council would like it to be
- Employment seems to be up- but so does homelessness
- We are one of the least cost housing markets on the I-5 corridor
- Pacific Coast Fertilizer
- Trails
- Downtown
- How we are affected by what's going on in Puget Sound
- Trend appears to be moving away from industry
- The trend in regulatory agencies. They are not friendly to what the City has been able to do in the past.
- Lack of available workforce

Policy

- Council is working on the legislative component. All Council is now more involved. The more vocal and visible, the better.
- We have good legislators in our area

HOT TOPICS

- Integration of the strategic plan with the biennial budget. Which comes first the budget or the strategic plan? Would like to see the strategic planning process tee up the budget conversation. If we want to achieve these things we need to make sure we have the appropriate resources. Substantial staff time. What is the planning timeline?

Community

- The sports complex is in the queue. How can we make sure we have adequate resources? It will take community involvement. Starting the conversation in getting civic engagement. Which is going to be done by staff... mission critical and what should be done with outside vendors. If staff are needing additional resources, they must ask. Sponsorships and naming rights are becoming popular.

- Park restrooms
 - Need about \$1M for alternative restrooms. Recreation staff has done the research on the loo. Portable restrooms on a trailer brought in during the morning and picked up at night was a suggestion.

Economic Development

- City climate. City is open for business. We've expended resources for an economic development person. Do we need additional resources?
- Help facilitate expansion
- Need for a business retention plan
 - Bell weather firms (25). Need to produce a list-
- Not enough communication to Council of what's going on in the community (i.e. Pacific Coast Fertilizer, Mining Sky, permitting for Phase II of the Mint farm. Council wants to be informed on what's happening on a more frequent basis.
- Recent zoning changes. Mining Sky and multifamily housing zoning are examples.
- How can Council assist?

Infrastructure

- Future of lagoons. There's been talk about single family dwellings. Now is the time for planning on what the mixed use could look like. If we sell the property, we could see home construction.
- Road improvements. Tennant Way rain gardens. Additional street improvements in West Longview.
- Water Treatment Plant – next steps?

Organizational

- Succession planning. Need for retention of institutional knowledge of key staff.
- On-line services. On-line services are a thing of the future and the future is here. Mobile applications. Having a cell phone is not a socioeconomic issue. Text messaging or access to City services both on-line and with mobile applications are important.

Future Potential Strategic Plan

- Sports Complex (additional burden on Parks staff)
- Economic Development Plan
- Library (perceived as the new community centers)
- Parks Department – Restrooms, staffing, resources
- Lagoons
- Strong financial sustainability
- Citizen (community outreach) branding. What's our strategy?
- West Longview Annexation
- Budget constraints.
- E-Commerce strategy.

As a community, we love working with people who want to be in the room. Now is the time to be bold- Manage the expectations and govern collectively.

As a Council.... as a community- we have the citizens' best interests at heart.