

DES MOINES CITY COUNCIL RETREAT

MINUTES

April 28, 2007

The special meeting of the Des Moines City Council was called to order at 9:03 a.m. by Mayor Sheckler at the Founder's Lodge, 22030 Cliff Avenue South, Des Moines, WA.

ROLL CALL - Present: Mayor Bob Sheckler, Mayor Pro Tem Scott Thomasson, Councilmembers Dave Kaplan, Ed Pina, Carmen Scott, and Dan Sherman. Also present were City Manager Tony Piasecki, City Attorney Pat Bosmans, Chief of Police Roger Baker, Planning, Building, and Public Works Director Grant Fredricks, Parks and Recreation Director Patrice Thorell, Harbormaster Joe Dusenbury, Finance Director Paula Henderson, Accounting Staff member Cecelia Pollock, and Planning, Building, and Public Works Permit Technician Tina McVey.

DISCUSSION ITEMS

Priorities of Government/Budgeting for Outcomes Proposed Process

City Manager Piasecki stated that the purpose of this meeting was to discuss the Priorities of Government and Budgeting for Outcomes Process. The floor was then turned over to Planning, Building, and Public Works Director Grant Fredricks.

- History of his involvement with the Priorities of Government process.
 - Worked for the state at the time then Governor Locke invited Peter Hutchinson, co-author of "The Price of Government"
 - Was a staff member with the state during 3 cycles of this process
- Synthesized the information gained during those 3 cycles and the principles in the book into a viable process for a city our size.

City Manager Piasecki advised the Council that they will need to decide which priorities to work on. He stated the Council will be given an inventory of activities and they then will need to decide if the money is being appropriated or spent according to those priorities. To answer a question by Councilmember Kaplan, City Manager Piasecki stated that emergencies can be built into the system by getting the City funds in better shape as that would create a higher balance in the Contingencies Fund. City Manager Piasecki then returned the floor to Director Fredricks.

Director Fredricks went through the Staff Proposal under Tab A in the notebook, explaining how the process would begin with this meeting in April to discuss the process and obtain Council direction on what their priorities and envisioned results would be for the City. It was hoped that the meeting would end with Council providing Staff with a listing of prioritized departmental activities which Council believes are most important to the citizens.

Director Fredricks then went on to show how the next Work Session in June/July would discuss determining the cost of City Government. The 3rd Work Session in September would be to discuss aligning the 2008 budget to desired results and outcomes. The 4th Work Session in early 2008 would be to discuss delivering 2008 planned results and outcomes.

- Councilmember Kaplan asked if these would be subjective or objective measurements and Director Fredricks explained that this would be up to the Council to decide, but citizens tend to understand objective over subjective. City Manager Piasecki suggested that Council may wish to have a City survey where

the citizens' response would help to determine the object measurements used to create subjective numbers.

- Mayor ProTem Thomasson stated that he thought the exercise was an understandable one to take, but that it is his feeling that even if Council prioritizes the budget, the actual process will always be done the same way; the Council giving the citizens the best they can of a wide variety of things, rather than by priority.
- Councilmember Pina stated that he sees this as an opportunity to decide what expenditures are more important and to gain an inventory of ALL services the City spends money on.

Director Fredricks then went into the remainder of the presentation by going through the information in the notebook by tab designation.

- **Tabs B & C - (B) Draft Budget Results and Outcome Areas; (C) City Council Goals & Strategic Objectives/Intergovernmental Policies and Positions**

Director Fredricks passed out a handout which illustrated the basic strategies and terms which would be used throughout the Work Sessions.

- The Value Chain - How we get from Process to Outcome
- So-That Chain - The Actual Process
- Do-Get Matrix - Key Strategies
- Exploring Funding & Policy Choices for Activities in the Context of Performance Information - Used to Work Through the Budget

Director Fredricks stated it was the City Council Goals and Strategic Objectives which were adopted in May 2006 (Tab C) that set up the organization of the 7 key results and strategies in the Budget Results and Outcome Areas document (Tab B). He then asked the Council to concentrate on Key Result Areas, which will then help to clarify supporting strategies that obtain the Key Results.

- **Tab D - Program Services/Activity/Outcomes**

The documents under Tab D are organized under 10 separate headings; Executive, Personnel, Records Services, Legal Department, Finance Department, Information Technology, Police Department, Planning Building and Public Works Department, Parks Recreation and Senior Services Department, Marina, Municipal Court. Department Heads would address the Council for each of their separate department headings. (Transcriber's note: unless otherwise noted below, Council had no comments on the Programs/Services under each heading)

(1) Director Grant continued with the presentation, starting with the Executive, Personnel, and Records Services inventory of activities.

- Personnel
 - Employee Records - Councilmember Sherman asked for the date when the last revision was made to the Personnel Manual. City Manager Piasecki stated that it was on Angie's list to do before she left, but there just wasn't enough time.
 - Benefit Programs - Council would like to see the word "Retirement" added to the Activity listing.
- Records Services
 - City Council Meetings - Councilmember Kaplan asked if all conversations and discussions during a Public Hearing were considered part of Public Record. City Manager Piasecki said that they are not. The hearing itself and data collected

during the hearing are part of the public record, but once the hearing is closed, those discussions are part of the minutes, but not of the public record.

- Licenses and Permits - Director Fredrick explained that for this section, permits means special event licenses.

(2) Assistant City Attorney Richard Brown was introduced to present the Legal Department's inventory of activities.

- Legal Department
 - Mr. Brown stated that the Legal Department Staff would reformat their list of activities and outcomes to fit the "So-That" model adopted by the rest of the departments in their listings.
 - Advisory - Council would like to have added to the list of Activities that the City Attorney(s) are able to work with Council members both collectively and individually on Council related business and concerns.
 - Civil Service - Councilmember Kaplan expressed his appreciation of Mrs. Sheckler's abilities and hard work to keep the Legal Department running smoothly, but expressed concern that there is no back up who could fill in during her absence. Mr. Brown confirmed that Mrs. Sheckler did not have back up and that when she goes on vacation, the Legal Department comes to a standstill. *Parking Lot Issue - Councilmember Kaplan then requested that Director Fredricks create a listing of those people who are in key positions with the City and do not have a backup.*

(3) Finance Director Paula Henderson was introduced next to present the Finance Department's and Information Technologies Department's inventories of activities.

- Finance Department
 - Treasury - Council would like to see the word "completely" added to the first line "All revenues are processed accurately, timely, and completely"
 - General Accounting - Councilmember Kaplan asked if the policies in the statement "Policies and procedures are established to ensure compliance..." were policies set by the Council or by Administration. Director Henderson stated those policies in that statement were policies set by Administration
 - Budget - Director Henderson would like for the City to develop a 5-Year Plan. She feels the City must do more in the way of financial forecasting than what is being done currently.
 - Financial Reporting - CAFR; we do not do these reports as there is no time for Staff to collect and assimilate the data required to complete these reports. Bond companies do prefer that we submit these reports, but we are unable to do so at this time. GASB; the asset board attaches a dollar amount to the City's assets and services (roads, etc). Financial Statements for State Auditor; these are due in May, but we are not meeting the due date requirement. BARS; we are required by the State to maintain these reports.
 - Financial Systems - City needs an A/R module system in place, needs an A/P system, and for Sierra and Eden to find a way to 'talk' or be compatible as having two systems causes more work for the department.
- Information Technology
 - Councilmember Kaplan pointed out that this was again a key position with the City which did not have backup.
 - Councilmembers then discussed at length the need for updated and maintained equipment and software for all departments, including the Marina Security System,

the ability to have one department's software be compatible with other department's software when needed, as well as the costs associated with obtaining those outcomes. Mayor Sheckler then asked if Council would like to table other policy questions regarding IT to another meeting as the given time for the meeting was passing quickly.

(4) Police Chief Roger Baker was introduced next to present the Police Department's inventory of activities.

- Police Department

- Investigations - Councilmember Kaplan stated that it seemed to be a large demand on investigations for property related crime, but that the City does not have the manpower or resources to do the amount of investigation he feels should be performed. Chief Baker stated that with the current manpower and resources, the PD has had to make the choice to allocate what manpower and resources they have to either prevent crime rather than investigate crime. He would prefer the PD be staffed well enough to do both, but they currently are not.
- Patrol Operations - Chief Baker stated 80% of the time is spent in dispute resolution. As a result of legislation and unfunded mandates, the PD does little investigation. Councilmember Scott asked if a lot of that 80% is concentrated in the area east of Highway 99 and 216th. Chief Baker stated that since we are so close to the airport, we are also affected by the 3-4 Million people who fly in and out of the airport yearly and are looking for entertainment. He went on to state that the East area which was mentioned is the way it is because property is poorly managed and the owners need help with development. That area does have more property crime and drug crime, as well as being a large draw on investigation time.
- School Resources - Chief Baker stated that due to today's climate, he would have an officer at the school even if the school system did not fund the position. He feels that by schools being monitored, it keeps crime from spreading outward into the neighborhoods. Councilmember Kaplan asked what our PD's policy was in regard to private schools and Chief Baker stated that it was the same. Safety and security are a priority and even if there is not an officer posted, the PD is in and out of the various schools and the PD has each one mapped.
- Community Services - Chief Baker stated this would be the area most helped by the Levy LID.
- Animal Control - Councilmember Kaplan noted for the record that this was also a key position which did not have backup. Chief Baker stated that Animal Control Officer Jan Magnuson expressed that she would rather not have a part time person, but would rather the PD wait until funding is in place for a full time employee to assist her in these duties.
- Councilmembers requested that the PD revamp their list to break out more topics and to include things like Code Enforcement and the Hotel program, which should be on their own, as well as seeing other activities such as Civil Service, Citizens Academy, etc to help the Council track the dollars that Chief Baker is responsible for trying to allocate.

➤ Mayor Sheckler called the time to the Council's attention as it was near the 12pm meeting deadline for a vote as to whether to extend the time and for how long. Council unanimously voted to extend the meeting time until 12:30pm.

(5) Director Fredricks came forward to discuss the Planning, Building, and Public Works Department's inventory of activities.

- Code Enforcement - Director Fredrick stated that this, too, was one of the City's key positions which has no backup. When Code Enforcement Officer Uhrich is out, the department comes to a complete standstill. Councilmember Pina stated it was his opinion that we need another code enforcement officer to assist with Officer Uhrich's duties when she is out and to assist with the workload.
- Equipment Services - Director Fredrick stated that was also a key position with no backup. Dick Stites is our only maintenance person for all our buildings and equipment.

(6) Parks and Recreation Director Patrice Thorell was introduced next to present Parks Recreation and Senior Services Department's inventory of activities.

- Recreation Programs - Councilmember Kaplan requested the percentage of users who are serviced with either reduced or subsidized fees. Director Thorell stated it was 5-6% but that the goal of the department was to turn no one away who wants to participate. Councilmember Sherman asked if the department had a parenting program in place as a preventative approach, with Director Thorell stating that they did not, but she would support the department having such a program. She further stated that as the majority of services they offer are mass and revenue driven, smaller programs such as support for parents would be difficult to offer.
 - Senior Services - Director Thorell stated that the City provides 15,815 weekly lunches and delivered meals to Senior Citizens. Councilmember Sherman asked if Senior Services still had the staff member whose job it was to call the City's seniors and check on them. Director Thorell stated this position was lost in the budget cuts, but that the department is trying to restart the program under Emergency Preparedness.
 - Councilmember Kaplan stated for the record that both Director Thorell and Sue Padden of Senior Services were also key positions with no back up in place.
- Mayor Sheckler interrupted the discussion at this point, making apologies to the Marina and Court staff as time had expired for the meeting before they were able to make their presentation. Mayor Sheckler asked the Council to please read the handouts pertaining to the activities and outcomes for each of those departments for comments/questions at the next meeting.

Director Fredricks ended the presentation by asking that Council agree along the lines of a list like on page 2, creating a three column table for Council's decisions so as to give direction to Staff as to what their priorities should be for budgeting. Council agreed, but Mayor ProTem Thomasson wanted it recognized that these items and inventories are not equal in outcome. Councilmember Kaplan also wished that it be noted these have not yet been prioritized. Director Fredricks suggested that the Council use the headings "Important Outcomes," "Intermediate Outcomes," and "Low Outcomes" to better address what he understood Council to be saying.

NEXT MEETING DATE - Regular Council Session, May 3, 2007.

ADJOURNMENT

At 12:35 p.m., the meeting adjourned.

Respectfully submitted,
Tina R McVey
Permit Technician II
Planning Building and Public Works