



Council Retreat
September 21, 2012

Call to Order

Mayor Jon Nehring called the September 21, 2012 Council Retreat meeting of the Marysville City Council to order at 1:12 p.m. at the Port of Everett – Sandpiper Room.

Roll Call

Chief Administrative Officer Gloria Hirashima gave the roll call. The following staff and councilmembers were in attendance.

Mayor: Jon Nehring

Council: Councilmember Michael Stevens, Councilmember Steve Muller, Councilmember Carmen Rasmussen, Councilmember Rob Toyer, Councilmember Jeff Vaughan and Councilmember Donna Wright

Absent: Councilmember Jeff Seibert

Also Present: Chief Administrative Officer Gloria Hirashima, Finance Director Sandy Langdon, City Attorney Grant Weed, Police Chief Rick Smith, Public Works Director Kevin Nielsen, Fire Chief Greg Corn, Parks and Recreation Director Jim Ballew, Court Administrator Suzie Elsner, Human Resources Director Kristie Guy

Mayor Jon Nehring gave a background of where the city was and how we need to set priorities for direction.

Chief Administrative Officer Gloria Hirashima briefed the council on the retreat agenda.

Vision, Mission Statement and Values Consensus:

CAO Hirashima gave examples of visions and led the discussion.

Councilmember Steve Muller at 1:30 needed to leave the meeting.

Vision consensus – *“Experience Marysville – Live, Work, Play”*

CAO Hirashima gave an example of core values for the city and led the discussion.

Core values were determined to be:

DRAFT

Integrity: We conduct our work in an atmosphere of honesty, respect, and courtesy recognizing the impact our actions have on the quality of life now and in the future.

Trust: We are committed to earn, maintain, and enhance the trust of each other and the community.

Teamwork: We nurture successful working relationships with all our partners.

Accountability: In the performance of our duties, we are individually and collectively accountable to citizens, customers, and stakeholders. We are competent, responsible, and dedicated to providing effective and efficient services.

Innovation: We encourage and support new ideas and creative approaches.

Commitment: We provide quality services with a continuing focus on excellence.

Diversity: We value and respect the uniqueness of our employees and citizens.

CAO Hirashima gave examples of mission statements and led the discussion. Mission Statement consensus – “*The City of Marysville partners with the community to provide quality, innovative and efficient municipal services which promote economic growth, thriving neighborhoods, healthful living, and financial sustainability for our residents and businesses.*” Discussion continued as to the promotion of the Vision, Core Values, and Mission Statement. Court Administrator Elsner described a process that Snohomish County used that provided posters within each department. Finance Director Langdon suggested that an adoption by resolution may be appropriate.

Review Long Term Budget Forecasting:

Finance Director Sandy Langdon gave a presentation on the Annual and Five-Year Budget Forecasts. Discussion continued regarding budget forecasts.

Mayor Nehring called for a short recess at 3:00 p.m.

Mayor Nehring reconvened the meeting at 3:15 p.m.

Strategic Plan – Strategic Initiative and Actions Plan:

Chief Administrative Officer Hirashima explained the next step of the retreat by giving an overview of strategic plan initiatives and a list of actions for each plan. Each action item was reviewed with input from the Directors.

CAO Hirashima explained an exercise to assist with priority setting and then the council participated in the exercise. This exercise resulted in a tie for the top initiative. The two initiatives were *purse interchange design plans for 4th Street interchange expansion* and *pavement preservation and overlays to maintain city streets*. Discussion regarding the

DRAFT

initiatives and bring the 4th Street interchange expansion to council. Discussion held regarding the need for a downtown workshop.

Discussion held regarding Transportation Benefit District and the two types of funding – up to 2% of sales tax or \$20 vehicle license fee.

Executive Session – none

- A. Litigation
- B. Personnel
- C. Real Estate

Adjournment

Seeing no further business, Mayor Nehring adjourned the meeting at 5:45 p.m.

Approved this _____ day of _____, 2012.

Mayor
Jon Nehring

City Clerk
Sandy Langdon

| Action | Department/Lead Staff | Cost | Council Rating | |
|---|---------------------------|------------------------------------|----------------|----------|
| | | | Green Dot | Pick Dot |
| Economic Development: Create an inviting downtown, attract and retain businesses and grow Marysville's economy | | | | |
| Downtown revitalization – waterfront development plan (waterfront plan, trailhead, city campus, gateway improvements) | All Depts | 0-300,000/year 5 years | 3 | |
| Downtown revitalization -Spray Park | Parks and Public Works | \$ 400,000.00 | 3 | |
| Downtown revitalization /regional recreation opportunity -Qwuloolt Trail | Parks and Public Works | \$ 1,000,000.00 | 2 | |
| Pursue industrial tax exemption legislation | Executive | Staff time | | 2 |
| Create marketing media for the Smokey Point industrial area | | Staff time | | |
| Pursue interchange design plans for 4th Street interchange expansion | Public Works | \$ 1,800,000.00 | 5 | |
| Smokey Point JARPA permitting | CD and Public Works | Staff time | | 3 |
| Regional pond construction in north end | Public Works | \$ 2,500,000.00 | 1 | |
| State Avenue construction-- 116th to 136th Street, improve to 5 lanes | Public Works | \$ 4,200,000.00 | | |
| 156th Street interchange-Interchange justification report | Public Works | \$ 1,000,000.00 | 2 | |
| Pursue manufacturing/industrial center (MIC) designation for Smokey Point | CD | Staff time | | |
| Work with broadband providers to improve infrastructure in job areas | CD and IS | Staff time | | 2 |
| Promote online permitting services and continually improve development services function | CD | Staff time | | |
| Improve economic development webpage | Executive | Staff time | | |
| Reestablish developer services breakfasts | CD | Staff time | | |
| Maintain, promote and utilize real estate information on website for available commercial properties in Marysville | CD | Staff time | | |
| Smokey Point master plan roads (51st Avenue NE, 156th Street extension) | CD & PW | \$ 13,000,000.00 | | |
| Geddes environmental cleanup | CD & PW | \$3,000,000 est | | |
| Financial Stability and Sustainability: Establish financial stability for current and future citizens | | | | |
| Action | Department(s)/ Lead Staff | Cost estimate | | |
| Maintain minimum 10% general fund reserve consistent with city policy | Finance | Maintain current reserve | | 2 |
| Establish policy and sufficient purchase/replacement fund for citywide fleet needs | Finance and Public Works | Add'l \$75,000/year Annual expense | 3 | |
| Establish policy and sufficient purchase/ replacement fund for citywide facility and equipment needs | Finance and PW | \$125,000/year Annual expense | | 1 |
| Establish policy and sufficient purchase/ replacement fund for citywide technology needs | Finance | \$300,000/year Annual expense | | 2 |
| Develop payoff plan for interfund loans made to general fund for golf course and boys and girls club building | Finance | Staff time | | |
| Closely monitor Assessor's property valuation to establish long term impacts on General Fund levy rates | Finance | Staff time | | |
| Staff training and development to ensure high performance organization | Human Resources | Training expense/staff time | | 1 |
| Pursue new approaches to employee evaluations and salaries such as performance pay in lieu of COLA's | Human Resources | Staff time | | 1 |
| Develop citywide fleet replacement criteria and purchase/lease guidelines | Finance and PW | Staff time | | |
| Develop citywide facility improvement and maintenance program for buildings | All Depts | Staff time | | |
| Identify new approaches to labor bargaining | Executive & HR | Staff time | | |
| Develop and adopt biennial budget program | Finance | Savings | | |
| Develop longer term (5-6 year) fiscally restrained capital budget based on strategic objectives | All Depts | Staff time | | |
| Technology Improvements for disaster recovery | Finance | \$118,000/over 3 years (2013-15) | | |
| Evaluate staffing levels and options, attempting to maintain current levels to control labor expense | Executive and Finance | Staff time | | 1 |
| Develop city debt policy | Finance | Staff time | | |
| Develop long term fuel plan (service center sharing, fuel station options) | Public Works | Staff time | | |
| Complete purchase and transition of PUD water service in 2013-14 | Public Works | Staff time + utilities | | |
| Transition library to Sno-Isle | Executive | Staff time | | |

| Customer Service and Safety: Provide high quality cost efficient public services and facilities that respond to community needs and demands | | | | |
|---|-------------------------------------|---|--|---|
| Action | Department/Lead Staff | Cost | | |
| Provide courtroom security improvements | Courts/S. Elsner | Included in equip fund | | 1 |
| Analyze city performance relative to Washington Supreme Court indigent defense standards and meet standards (REQUIRED-UNFUNDED MANDATE) | Executive, Legal, Courts and Police | \$0-250,000/year additional ongoing expense | | |
| Expand NITE team to address youth activities such as drug, gang, graffiti and other community concerns | Police/R. Smith | \$200,000/year ongoing expense | | 2 |
| Analyze fire service alternatives including fire district annexation | Exec, Fin and MFD | Staff time | | |
| Pavement preservation and overlays to maintain city streets | PW | \$500,000/year Annually | | 5 |
| Walkway improvements | Parks and PW | \$100,000/year Annually | | 1 |
| Edward Springs Improvements (maximize water right) | PW | Utilities funded | | |
| Sunnyside Well Improvements (maximize water right) | PW | Utilities funded | | 2 |
| Wastewater treatment plant long term improvements – research timeline and need for Xenon membrane upgrade | PW | Utilities funded | | 2 |
| Improve and enhance city website services | PW | Staff time | | |
| Continue to advocate for citizens on issues of concern (odor, trains) | Multiple Depts | Staff time/ legal | | 2 |
| Elected official incident management disaster training | Exec & County DEM | Staff time | | |
| City Departments Disaster Response Tabletop | PW & County DEM | Staff time | | |
| Promote CERT and neighborhood CERT organization | Exec, PW | Staff time | | |
| Establish Wastewatch program with Waste Management, Police and PW | Police, PW, WM | Staff time | | |
| Enhance and promote neighborhood watch programs through city | Police | Staff time | | |
| Establish domestic violence advocacy services for legal referral | Legal | \$20,000/year | | 1 |
| Improve customer service tools for utility billing such as e-statements and website based information | Finance | Included in tech. replacemt fund | | |
| Quality of Life: Create a community that is healthy and inviting to our citizens | | | | |
| Action | Department/Lead Staff | Cost | | |
| Increase Police presence downtown and enhance communication with Mayor's office | Police | NITE emphasis | | |
| Emphasize code enforcement and neighborhood cleanups in downtown | CD/Police/PW/Parks | \$30,000 and staff time | | 2 |
| Emphasize code enforcement and neighborhood cleanups throughout city | CD/Police/PW/Parks | \$30,000 and staff time | | 3 |
| Foothill Park Equipment Replacement | Parks | \$ 16,000.00 | | |
| Bayview Trail Phase II – 75th to 84th Street NE | Parks and PW | \$ 200,000.00 | | |
| Bayview Trail – Centennial Trail connection | Parks and PW | \$ 1,800,000.00 | | 2 |
| 116th Street Interchange Improvements | PW /Tribes | \$ 20,000,000.00 | | |
| BNSF overcrossing in downtown | PW | \$ 15,000,000.00 | | 1 |
| Expand service projects with Community Volunteer Partnerships | Parks | Staff time | | |
| Expand service projects with Faith community partnerships | Parks | Staff time | | 2 |
| Continue campaigns with partner agencies: Healthy Communities Partnerships-Marysville Together Coalition-Marysville Diversity Committee-YMCA-Boys and Girls Club. | Parks | Staff time | | |
| Expand programs at Ken Baxter Community Center | Parks | Staff time | | |
| Increased Community Event / Festival Support such as Diversity Festival, Expanded Homegrown, etc. | Parks | Staff time | | |

| Initiative | Action | Department/Lead Staff | Cost | Green Dot | Pink Dot |
|------------------|---|--------------------------|------------------------------------|-----------|----------|
| Economic | Pursue interchange design plans for 4th Street interchange expansion | Public Works | \$ 1,800,000.00 | 5 | |
| Customer Service | Pavement preservation and overlays to maintain city streets | PW | \$500,000/year Annually | 5 | |
| Economic | Downtown revitalization – waterfront development plan (waterfront plan, trailhead, city campus, gateway improvements) | All Depts | 0-300,000/year 5 years | 3 | |
| Economic | Downtown revitalization -Spray Park | Parks and Public Works | \$ 400,000.00 | 3 | |
| Financial | Establish policy and sufficient purchase/replacement fund for citywide fleet needs | Finance and Public Works | Add'l \$75,000/year Annual expense | 3 | |
| Economic | Downtown revitalization /regional recreation opportunity -Qwuloolt Trail | Parks and Public Works | \$ 1,000,000.00 | 2 | |
| Economic | 156th Street interchange-Interchange justification report | Public Works | \$ 1,000,000.00 | 2 | |
| Customer Service | Expand NITE team to address youth activities such as drug, gang, graffiti and other community concerns | Police/R. Smith | \$200,000/year ongoing expense | 2 | |
| Quality of Life | Bayview Trail – Centennial Trail connection | Parks and PW | \$ 1,800,000.00 | 2 | |
| Economic | Regional pond construction in north end | Public Works | \$ 2,500,000.00 | 1 | |
| Customer Service | Walkway improvements | Parks and PW | \$100,000/year Annually | 1 | |
| Quality of Life | BNSF overcrossing in downtown | PW | \$ 15,000,000.00 | 1 | |
| Economic | Smokey Point JARPA permitting | CD and Public Works | Staff time | | 3 |
| Quality of Life | Emphasize code enforcement and neighborhood cleanups throughout city | CD/Police/PW/Parks | \$30,000 and staff time | | 3 |
| Economic | Pursue industrial tax exemption legislation | Executive | Staff time | | 2 |
| Economic | Work with broadband providers to improve infrastructure in job areas | CD and IS | Staff time | | 2 |
| Financial | Maintain minimum 10% general fund reserve consistent with city policy | Finance | Maintain current reserve | | 2 |
| Financial | Establish policy and sufficient purchase/ replacement fund for citywide technology needs | Finance | \$300,000/year Annual expense | | 2 |
| Customer Service | Sunnyside Well Improvements (maximize water right) | PW | Utilities funded | | 2 |
| Customer Service | Wastewater treatment plant long term improvements – research timeline and need for Xenon membrane upgrade | PW | Utilities funded | | 2 |
| Customer Service | Continue to advocate for citizens on issues of concern (odor, trains) | Multiple Depts | Staff time/ legal | | 2 |
| Quality of Life | Emphasize code enforcement and neighborhood cleanups in downtown | CD/Police/PW/Parks | \$30,000 and staff time | | 2 |
| Quality of Life | Expand service projects with Faith community partnerships | Parks | Staff time | | 2 |
| Financial | Establish policy and sufficient purchase/ replacement fund for citywide facility and equipment needs | Finance and PW | \$125,000/year Annual expense | | 1 |
| Financial | Staff training and development to ensure high performance organization | Human Resources | Training expense/staff time | | 1 |
| Financial | Pursue new approaches to employee evaluations and salaries such as performance pay in lieu of COLA's | Human Resources | Staff time | | 1 |
| Financial | Evaluate staffing levels and options, attempting to maintain current levels | Executive and | Staff time | | 1 |
| Customer Service | Provide courtroom security improvements | Courts/S. Elsner | Included in equip fund | | 1 |
| Customer Service | Establish domestic violence advocacy services for legal referral | Legal | \$20,000/year | | 1 |
| Economic | Create marketing media for the Smokey Point industrial area | | Staff time | | |
| Economic | State Avenue construction– 116th to 136th Street, improve to 5 lanes | Public Works | \$ 4,200,000.00 | | |
| Economic | Pursue manufacturing/industrial center (MIC) designation for Smokey Point | CD | Staff time | | |
| Economic | Promote online permitting services and continually improve development services function | CD | Staff time | | |
| Economic | Improve economic development webpage | Executive | Staff time | | |

| | | | | | |
|------------------|---|-------------------------------------|---|--|--|
| Economic | Reestablish developer services breakfasts | CD | Staff time | | |
| Economic | Maintain, promote and utilize real estate information on website for available commercial properties in Marysville | CD | Staff time | | |
| Economic | Smokey Point master plan roads (51st Avenue NE, 156th Street extension) | CD & PW | \$ 13,000,000.00 | | |
| Economic | Geddes environmental cleanup | CD & PW | \$3,000,000 est | | |
| Financial | Develop payoff plan for interfund loans made to general fund for golf course and boys and girls club building | Finance | Staff time | | |
| Financial | Closely monitor Assessor's property valuation to establish long term impacts on General Fund levy rates | Finance | Staff time | | |
| Financial | Develop citywide fleet replacement criteria and purchase/lease guidelines | Finance and PW | Staff time | | |
| Financial | Develop citywide facility improvement and maintenance program for buildings | All Depts | Staff time | | |
| Financial | Identify new approaches to labor bargaining | Executive & HR | Staff time | | |
| Financial | Develop and adopt biennial budget program | Finance | Savings | | |
| Financial | Develop longer term (5-6 year) fiscally restrained capital budget based on strategic objectives | All Depts | Staff time | | |
| Financial | Technology Improvements for disaster recovery | Finance | \$118,000/over 3 years (2013-15) | | |
| Financial | to control labor expense | Finance | | | |
| Financial | Develop city debt policy | Finance | Staff time | | |
| Financial | Develop long term fuel plan (service center sharing, fuel station options) | Public Works | Staff time | | |
| Financial | Complete purchase and transition of PUD water service in 2013-14 | Public Works | Staff time + utilities | | |
| Financial | Transition library to Sno-Isle | Executive | Staff time | | |
| Customer Service | Analyze city performance relative to Washington Supreme Court indigent defense standards and meet standards (REQUIRED-UNFUNDED MANDATE) | Executive, Legal, Courts and Police | \$0-250,000/year additional ongoing expense | | |
| Customer Service | Analyze fire service alternatives including fire district annexation | Exec, Fin and MFD | Staff time | | |
| Customer Service | Edward Springs Improvements (maximize water right) | PW | Utilities funded | | |
| Customer Service | Improve and enhance city website services | PW | Staff time | | |
| Customer Service | Elected official incident management disaster training | Exec & County DEM | Staff time | | |
| Customer Service | City Departments Disaster Response Tabletop | PW & County DEM | Staff time | | |
| Customer Service | Promote CERT and neighborhood CERT organization | Exec, PW | Staff time | | |
| Customer Service | Establish Wastewatch program with Waste Management, Police and PW | Police, PW, WM | Staff time | | |
| Customer Service | Enhance and promote neighborhood watch programs through city | Police | Staff time | | |
| Customer Service | Improve customer service tools for utility billing such as e-statements and website based information | Finance | Included in tech. replacemt fund | | |
| Quality of Life | Increase Police presence downtown and enhance communication with Mayor's office | Police | NITE emphasis | | |
| Quality of Life | Foothill Park Equipment Replacement | Parks | \$ 16,000.00 | | |
| Quality of Life | Bayview Trail Phase II - 75th to 84th Street NE | Parks and PW | \$ 200,000.00 | | |
| Quality of Life | 116th Street interchange improvements | PW / Tribes | \$ 20,000,000.00 | | |
| Quality of Life | Expand service projects with Community Volunteer Partnerships | Parks | Staff time | | |
| Quality of Life | Continue campaigns with partner agencies: Healthy Communities Partnerships-Marysville Together Coalition-Marysville Diversity Committee-YMCA-Boys and Girls Club. | Parks | Staff time | | |
| Quality of Life | Expand programs at Ken Baxter Community Center | Parks | Staff time | | |
| Quality of Life | Increased Community Event / Festival Support such as Diversity Festival, Expanded Homegrown, etc. | Parks | Staff time | | |

Green dots represent funding needed and pink dots represent staff time