

City Council Workshop

Agenda Item #2

February 24, 2014

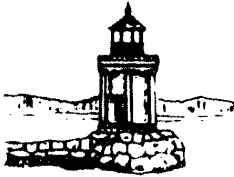
Department Head/City Council
Goal Setting

In December 2012, the City Council went through a goal setting exercise for calendar year 2013. The Goals that were established were based on small, medium and large goals. In a recent workshop the City Council reviewed the 2013 Goals and the success that resulted from the goal setting exercise. The Council would now like to initiate goals for 2014, but this time, include the Department Heads.

On the workshop of the 24th, the Council will meet up with the Department Heads and have a joint conversation on Goals for 2014. The attached document outlines department goals and potential policies/ordinances that if changed would provide a benefit to a department(s).



City Manager



CITY OF SOUTH PORTLAND

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25 Cottage Road
South Portland, ME 04116-9422

James H. Gailey
City Manager

EXECUTIVE
DEPARTMENT

MEMORANDUM

To: City Council
From: Jim Gailey, City Manager
Date: February 11, 2014
Re: Department Head – Goals & Policies/Ordinances

PARKS & RECREATION DEPARTMENT

Operations:

- Develop Ten Year Master Plan for Parks Operations and sites
- Address safety & security items for users and staff
- Identify grant opportunities for all phases of operation

Policy/Ordinance:

- Finalize Updated Joint Use Agreement with Schools
- Work through Agreement for Spring Point Shoreway
- Review Parks, Recreation and Waterfront Ordinances

PLANNING AND DEVELOPMENT DEPARTMENT

Operations:

- Additional staff person for our department to assist with both our heavy code enforcement workload (would include some reorganization of duties between David Kasik and Matt LeConte) and the long-standing need for ongoing ordinance updating (Pat D. suggests “that an Ordinance Committee be

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established to start work on updating the existing antiquated language in most of the chapters and to insure that the ordinance chapters are consistent with each other relative to the language and formatting.”)

- Additional training for our staff from MUNIS
- GIS Coordinator for the City

Policy/Ordinance:

- I would go to the Sustainability theme that you and the Councilors have been pursuing and suggest a somewhat bold, positive energy goal along the lines of achieving 1 megawatt of solar electricity generation, whether from municipal or non-municipal sources, by 2020. (By comparison, the Planning panels are rated at 20 kilowatts.)

POLICE DEPARTMENT

Operations:

- To implement a departmental Career Development Plan
- To become a National Data Exchange contributing agency
- To apply for accreditation with the Commission on Accreditation for Law Enforcement Agencies

Policy/Ordinance:

- To enact an ordinance that establishes sex offender residency restrictions in accordance with state law
- To update and revise Chapter 15 (Motor Vehicles and Traffic) of the Code of Ordinances
- To oppose efforts to ‘legalize’ the possession of marijuana in the City of South Portland

FIRE DEPARTMENT

Operations:

- Discuss outside burning and if the ordinance needs to be adjusted, currently we have become the smoke police every summer weekend with the approved fire containers sold at Home Depot, and local hardware stores. This discussion would not include smoke from chimneys and heating devices such as wood stoves or fire places because locally we have no jurisdiction over these
- Discuss a mass gathering ordinance and how we can better plan and manage these anticipated events
- Discuss a communications ordinance that requires large buildings to install booster devices to enhance communications of first responders when they operate in these large structures. Currently this would include the mall, the semi conductors and possibly the high school. Portland has a similar ordinance and Maine Medical Center has installed one of these systems
- Department Head meetings: Jim the Tuesday meetings work for me most of the time but I do have a quarterly SERC meeting in Augusta every third Tuesday morning at 9am. I also would suggest we move the department heads meeting occasionally around to each department, I would be more than willing to host a few times a year. Tuesday at 1:30 pm may work better due to the fact it seems like we always run out of time.

TRANSIT DEPARTMENT

Operations:

1. Improve bus service to our customers. Participate in providing public transportation within the region by coordinating routes and schedules with other transportation providers.

Objective – Improve the **frequency and convenience** of the bus system

- Make bus routes more direct.
- Make bus routes simpler.
- Coordinate schedules with other service providers using clock-face headways and timed transfers.
- Increase bus service to under-served locations.
- Increase the number of bus shelters at bus stops.

- Implement universal fare media with other regional public transit providers.

Objective – Improve **reliability** of the bus system.

- Identify resources in other municipal departments or other agencies to assist with vehicle maintenance.
- Acquire new buses.
- Adjust the bus timetable to keep buses on time as per the advertised schedule.
- Acquire software to track vehicle maintenance.

Objective – Improve **information** available to our customers and management

- Increase and improve marketing and customer information through new route schedule brochures, improved signage and media.
- Implement an Intelligent Transportation System (ITS) project including Automated Vehicle Locators, terminal displays, traveler information displays, or other ITS demonstration projects.
- Apply technological solutions to our basic information needs and data collection processes.

2. Be a good steward of the taxpayer's dollar.

Objective – Maximize revenues.

- Monitor farebox revenues and establish a fare structure that retains customers.
- Increase rate of advertising revenues.
- Ensure City receives fair share of state and federal allocations.
- Apply for supplemental funding through new grants.
- Explore untapped sources of funding. Identify and seek other local, state, federal, or private sector funding sources such as Job Access Reverse Commute, New Freedom, Community Development Block Grants, and Tax Incremental Financing (TIF) districts to match other sources of funds.
- Explore private sector opportunities such as buying bus passes for employees.

Objective - Minimize operating costs

- Continue to monitor expenditures.
- Partner with other transit agencies in cost sharing for applicable goods/services.

Objective – Blend facility requirements with those of other departments, agencies, or municipalities.

- Replace garage and office spaces consistent with City-wide new facility plan.
- Participate in Regional SMART initiative to investigate opportunities to centralize and/or consolidate maintenance, administration, and operations with the other regional transit agencies.

3. Be a good steward of the environment.

Objective – Include transit planning as a key factor in land use decisions and development projects.

- Participate in review of Comprehensive Plan.
- Stimulate the local economy through investments in public transportation infrastructure and operations.
- Implement Transit TIF Projects as eligible development occurs.

Objective - Increase opportunities for transportation alternatives that reduce the use of the automobile.

- Review planning proposals with eye to adding transit compatible features.
- Support projects that include transportation alternatives such as bicycle and pedestrian paths, trolleys light rail, bus priority at traffic signals, etc.

Objective - Increase use of alternative fuels consistent with city-wide initiatives.

- Monitor issues and participate in decision process.
- Objective - Implement projects consistent with City Council Resolve #1-10/11 regarding sustainability.
- Participate on City's In-house Sustainability Committee and implement appropriate actions

HUMAN RESOURCES DEPARTMENT

Operations:

- Purchase and implementation of MUNIS Human Resources software – Employee Self Service and Applicant Tracking. I have requested this in the FY15 CIP.
- As our revamped City Safety Program evolves and grows over the coming years, consideration for a more dedicated Safety Coordinator/Officer with increased oversight, hours and compensation. The position could be a 50/50 split with 20

hrs/week dedicated to Safety Program, training, compliance, inspections, accident investigations, etc., and the remaining 20 hrs. to Public Works, Planning/Codes, Fire Dept. (Civilian), Parks, etc.

- Renovate 1st floor HR Office to allow for improved confidentiality, employee appointments, improved focus, less interruptions, improved work flow. Constructing a separating wall so Colleen has more privacy and not subjected to the high traffic, walk-ins, chatter would allow her to maximize her time and attention, with fewer distractions and interruptions. Employees could check-in or make appointments for benefits consults, etc. through Karla as the front-line HR staff person. Karla could be moved further back into the room behind a counter to protect the confidentiality of the paperwork, reports and forms she has on her desk. Many employees prefer to make appointments with Colleen for a dedicated face to face, and are uncomfortable with the walk-ins and lack of privacy.
- Others: a.) Revision of Olney non-union pay plan; b.) improved internal communications with employees not having access to City e-mail for distribution of policies and announcements; c.) improved internal compliancy within all Departments for distribution of mandated policies, trainings, and securing signatures of receipt of such, as an employer safeguard for future DOL/safety audits and training records.

LIBRARY DEPARTMENT

Operations:

- Improve city wide image presentation/PR - would love to see a more cohesive “branding” of city services and effective use of online resources (including social media). As a city, I think we generally present a fairly amateur image of ourselves. I think we can - and should - do better.
- Develop a citywide “customer service” task force to develop a truly customer centered philosophy for the city. I think the departments generally do this well on their own, but I think there’s opportunity for improvement, and the possibility of a PR gain for the city by rethinking how we serve our citizens.
- Explore opportunities to centralize or better coordinate some functions of our operations, around facilities. It seems as though there must be opportunities for savings if we were to coordinate facility needs such as electrical work, elevators, HVAC, etc. Also, with a “facility coordinator” or some such position, city staff (speaking for myself) could be freed up to do the jobs they were trained (and

hired) for and the city, in all likelihood, would have better work done - more efficiently - if it was handled by someone with expertise in that area.

Policy/Ordinance:

- Better definition of parking as it pertains to “public land.” As you are aware, the undefined nature of “public parking” is a major concern for the library. The mixed use of the library’s parking lot is now routinely - negatively - impacting the library’s ability to do its business. This is an issue not faced, to my knowledge, by any other city departments. I think there is a perception (incorrect) that the library does not utilize much of its own lot. While this is true at some times, during programming, the lot can easily be filled. A recent funeral at Holy Cross commenced about half an hour before a scheduled story time. So, while the lot was empty at the time funeral goers saw an empty - and inviting - parking lot, by the time library visitors arrived for story time - and the funeral was well underway - there were few - if any - spaces left for those coming to the library. By the time the funeral was over, the demand for library parking had again ebbed.
- Signage - this may be something that just needs to go to planning, but the current zoning of the library’s parcel of land is just bone-headed. We can’t effectively promote ourselves to the outside world if we are only allowed two square feet of signage. Seems that zoning should mirror usage and, with 200 to 300 people a day coming and going from the building the library - as well as the two schools not he block - are far from “residential” usage.
- Disposition of small ticket items - it seems as though the current rules regarding the disposition of “city property” - particularly when it comes to small ticket items - is cumbersome. I get the care that needs to be taken with larger ticket items, but the motions the library needs to go through to remove obsolete books from the collection is cumbersome and inefficient.
- Collection of citizen debt. As I touched on during my budget meeting, there’s the potential of collecting greater revenue if city operations were more closely interconnected.

WATER RESOURCE PROTECTION DEPARTMENT

Operations:

- Increase Collection System staffing level by an additional position.

- Expand the Engineering services being used in WRP to the other city departments with an addition of an engineering position that would take responsibility for streets/collection systems.
- Continue to develop infrastructure facility plans for the sewer collection system and pump stations that address prioritization of the highest needs by establishing not only the asset identification but also consider the likelihood of failure, which assets are most critical, and a renewal or replacement strategy for a period of twenty years.
- Renew Engineering General Service contract for engineering disciplines that can provide services across the city departments needs. This service contract can be tailored to the specific needs of the departments.

Policy/Ordinance:

- Complete our Computer Aided Design (CAD) standards to become incorporated into the ordinances.
- The city needs to collect all our sewer and stormwater collection systems easements, rights-of-way, and definitions of their use and incorporate them into the GIS database.

PUBLIC WORKS DEPARTMENT

Operations:

Implement Electronic Work Order System.

- All calls logged in an electronic work order system
- All emails logged in an electronic work system
- All walk in complaints logged in an electronic work order system.
 - The ultimate goal here is to improve customer service. With a work system in place we can track complaints much more efficiently. We can create and track work that is being done and the costs associated with the work. We can see if we have had multiple calls for the same issue and we can run reports to see what type of calls we receive throughout the year. We can also notify the resident regarding the status of their request either through e mail or a phone call.

Policy/Ordinance:

- Reduce Sign Pollution by the formation of a Traffic Safety Committee
- The goal here would be to reduce sign pollution by the formation of a Traffic Safety Committee. All new requests for signs would have to be approved by the Traffic Safety Committee before being installed.
- There are several neighborhoods that have sidewalk on both sides of the street. Many of these areas the sidewalk is in disrepair. Some of the areas the sidewalk only services a few houses and does not connect to any other sidewalk network. The goal here would be to provide a complete sidewalk on one side of the street when the Department goes into make repairs.

Other ordinances that are in place but need to be better enforced:

- No piling snow in the City ROW. This is a huge problem for my sidewalk plows. Private plows continually plow snow onto the sidewalk making it time consuming and sometimes impossible to get through.
- Bringing trash and recycling cans in per ordinance. This is also an issue during winter time operations. Cans get damaged when left out during plow operations.

FINANCE DEPARTMENT

Operations:

1. Accountability

Objective – Improve the reporting systems

- Implement paperless documents with Tyler Content Manager to provide paperless accounts payable invoice management, electronic billing invoices, as well as other paperless reporting functions. Moving departments to paperless documents whenever possible.
- Increase online access for tax and other collection functions.

Objective – Budget management

- Develop responsible budgets that respond to the City's needs and taxpayer's ability to pay for those services.
- Work with Departments to evaluate efficiencies within their department and with other departments.

- Maintain oversight of all departments budgets to insure department budgetary controls.

Objective – Maintain proper internal controls over all financial functions

- Continually review controls over collection, disbursement and safekeeping functions
- Analytically review operations to identify problems early.
- Work with auditors to systematically provide oversight and control over all risk areas.
- Continually review grant guidelines to ensure compliance.

2. Infrastructure

Objective – Development of annual capital improvement plan

- Evaluate building and equipment needs for each department.
- Work with Public Works to develop Road Management Plan that identifies paving and transportation system needs.
- Work with State and Federal agencies to maximize grant revenues for funding of projects

Objective – Bonding

- Maintain strong bond rating to minimize borrowing costs.
- Develop affordable bond projects for approval by voters.

Objective – Construction management

- Provide departments with accurate project budgets and reporting.
- Facilitate proper purchasing and bid controls over projects.

3. Customer Service

Objective – We work for the public and need to be responsive to their needs

- Provide customer service training.
- Staff provided with training to conduct business efficiently and accurately.

- Management oversight and accessibility to deal with staff and customer problems.
- Cross-training to allow staff to shift responsibilities as a result of changing workloads.

Objective – Proactive Department

- Encourage departments and staff to follow managements lead with the ever changing economy and goals.
- Partner with other communities to ensure effective use of current and future resources.

Objective - Safety

- Maintain highest level of prudence in investing options.
- Maintain investment policy requirements to ensure safety of invested balances.
- Continually monitor banking agreements, relations, and environment to ensure market conditions have not changed.

Objective – Yield

- Work with financial institutions to provide reasonable market rate of return on liquid balances.
- As liquidity allows, ladder investments out to maximize higher yield curve for longer maturities when appropriate.

4. Technology (IT)

Objective – Replace aging infrastructure before failure

- Replace aging VMware Server Infrastructure
- Virtualize physical servers as technology permits
- Replace Email archiving and eDiscovery system with current technology
- Maintain network infrastructure.
- Systematically replace workstations with new improved technology.
- Provide dependable email, phone, and voice message systems that allow easy interaction with staff and citizens.

Objective - Implement solutions to consolidate IT infrastructure

- Install a City fiber-optic infrastructure to increase network redundancy for the City and School
- Work with the school system to implement a single City-wide IP network to reduce complex routing.

Objective - System monitoring, maintenance and training

- Provide timely monitoring of servers to allow for seamless access and storage of data.
- Provide prioritized service level agreement.
- Provide IT staff with latest technology training to stay ahead of ever changing technology.
- Provide City employees with proper IT training to utilize technology to ensure the greatest efficiency and customer service. .

Objective - Implement solutions to streamline IT functions

- Implement a desktop management system to provide IT a streamlined system for software deployments, imaging, inventory, and policy control
- Implement a print server to create a way to manage and deploy printers throughout the City

CITY CLERK

Operations:

- Fully automating business licensing online
- Scanning old minutes (more than ten years ago) for better searchable access
- Records – Emergency disaster plan

Policy/Ordinance:

- Removing the election requirement for Wardens and Ward Clerks from the Charter and just have them appointed.

ECONOMIC DEVELOPMENT

Operations:

Interim/Long Term Economic Development Plan:

- I am proposing that in conjunction with the Economic Development Committee and other participants that an innovative and forward thinking 5 and 10 year Economic Development Plan be created. The last serious effort at creating a master economic development plan was in 2007. This plan would incorporate emerging areas of growth as well as innovative strategies that moves the City toward greater sustainability, job creation, diversification of the arts, and branding.

Development of the South Portland Waterfront:

- With the recent Brownfields assessment application, the Economic Development Department has created greater focus on redeveloping select areas of the waterfront. Specifically, it has been a major focus to work with Mr. John Cacoulidis and the owners of Aspasia Marina to redevelopment both properties. Both locations offer great opportunities to maximize the natural beauty of our waterfront with the development of viable business or cultural entities that add to the overall tax base and promotes neighborhood growth.

Marketing and Branding of the City:

- We have many wonderful assets as a City, but it is imperative that we do a better job of marketing and branding South Portland as a viable location for growth. Just like any company, it is essential to illuminate the varied opportunities in South Portland for business development, our residential neighborhoods, and a transportation infrastructure that is unrivaled in Northern New England.

Policy/Ordinance:

City-Wide Sustainability Program:

- It is the suggestion of the Sustainability Committee that the City consider creating a "Green" CIP budget dedicated to projects that will create greater efficiency and continue to reduce our carbon footprint.

Expansion of Use of Sidewalks:

- With the public investment in Knightville and soon to Main Street/Thornton Heights, I urge the Council to look at expanding the availability of sidewalks for business/restaurant use throughout the City where appropriate. Many dynamic

cities have exterior business or restaurant seating that adds to the overall ambiance of a city and its neighborhoods.

Food Vendors and Food Trucks:

- Currently the city prohibits food vendors and food trucks from operating in the City. I suggest that the City change its ordinance to permit food vendors and food trucks operating in the City under certain guidelines and restrictions.

EXECUTIVE DEPARTMENT

Operations:

- Continue to monitor city building/real estate assets and address deficiencies on an on-going basis
- Continue to explore external revenues/grants in support of city infrastructure and programming
- Continue to hire the best employees for the organization, emphasizing the “fit” characteristic in the hiring.
- Listen and monitor the needs of the community and adjust to address the changing times.
- Continue to strive for the best customer service to our residents, businesses and visitors.

Policy/Ordinance:

- Continue to streamline City Ordinances keeping up to date and eliminate any potential barriers to doing business in the City.
- Continue to build the tax base through increase citywide assessments and responsible tax rate increases.

South Portland City Council

Goal-Setting Workshop Highlights Report

Monday, December 10, 2012

This highlights report contains notes taken on the spot by Craig Freshley, is not a complete reflection of what was discussed, and has not been reviewed for accuracy or approved by the group.

About the Meeting

Outcomes

- General consensus among Council members about desired long term directions for the City as a whole and one-year goals for Council achievement.
- Council members get to know each other better and appreciate each other's perspectives.
- City staff and the general public better understand Council perspectives on the City's future and on desires for short term accomplishments.

Ground Rules

- What's best for the City as a whole
- Discussion among City Councilors and the Town Manager
- City staff are a resource
- Let Craig call on people
- Minimize distractions
- Flexible agenda
- Neutral facilitation and report

Five Year Direction

Ideas

- Implement economic development parts of the Comp Plan
- Increase taxes per acre through redevelopment (and vertical development)
- More investment in our neighborhood centers
- Encourage growth of small businesses
- Use tax dollars most efficiently

- Consolidation
- Explore all avenues
- Maximum efficient buildings and facilities
- Continue on the path of economic and social diversity
- Improved transportation
 - Roads, pedestrians, bicycles
 - Reduce traffic
 - Improve east-west traffic
- Healthier city in general
- Capitalize on waterfront opportunities
 - Communities and commerce
 - The Cacoulidis property in particular
 - Better promotion
 - Better business development
 - Integrates with surrounding neighborhoods
- Maximize community involvement
 - Should we be using boards and committees as we have in the past?
- Increase senior housing
- Improve our schools
- Improve relations between the City Council and the School Board
- Improve transparency
 - Schools
 - City government
- Always have reasonable tax rate
 - Consistent
 - Efficient
 - Big bang for buck
 - Accountable
- Means and ways to achieve existing plans
- Selling ourselves – marketing and promotion – to everybody
 - Do a better job promoting The Maine Mall
 - AND – we’re more than The Maine Mall
- Work collaboratively with the utility companies
- Continue financial stability and health
- Be a proactive community

Themes

- Increase property values
- Increase efficiencies through collaboration
- Healthier City – walking and biking – energy efficiency
- The waterfront
- Community engagement - transparency
- Transportation
- Schools
- Marketing and promotion

One-Year Council Goals

Ideas

- Explore regional development opportunities
- Such as: attract business to the region
- Adopt complete street policy
- Pedestrians take precedence over vehicles
- Institute annual council planning retreat
- With public involvement
- Standing rule for workshop agendas
- Prevent non-vital things
- Be more deliberate about putting things on workshop agendas
- Establish comp plan implementation body
- Support city manager/assist with economic development
- Address zoning issues in comp plan
- Improve tax base by creating new business opportunities
- Send public works facility to the ballot
- Implementation of complete plan for public works facility
- Create a game plan for public education of public works facility
- Support “right sized” Public Works Department
- Identify two items for school managed consolidation = Efficiency and savings
- Consolidation of city & school functions where possible and practical
- Develop specific plans for integration with School Dept.
- Find and implement efficiencies with School Dept.
- Continue to work with School Dept. – improved relationship, transparency
- Continue to generate dialogue between Council and Board of Education
- Closer working relations with County Commissioners
- Public Transportation
 - Improve current
 - Think regional
- Create endowment for South Portland

- To maintain “extras” (parks, gifts, etc.)
- Analyze senior citizen tax responsibilities
- Wilkinson Park upgrade
- Water quality – improve educ. city-wide
- Year of Barberry Creek Action Plan
- Lead & encourage sustainability / LEED development / city & private

Conclusions

There was general consensus on the following goals for the City Council to achieve in the next year.

- **Large Goals** (requiring significant Council attention and involvement of stakeholders)
 - Implement complete plan for improved public works facility
 - Council worked with staff on the final design and outreach for the new facility.
 - Council authorized sending a 14 million dollar bond to public vote
 - Voters approved the 14 million dollar bond on November 5, 2013
 - Consolidation of City and School functions
 - In September of 2013, the City Council and School Board held a joint working session to discuss areas of collaboration. Staff from both the City and School Department presented areas of possible overlap and capacity within each area.
 - Economic development / business opportunities
 - Supported the Asst. Manager with an economic development budget built through the use of TIF funds.
 - Held a workshop on a proposed “Growth TIF” for local property owners along business corridors.
 - Designated “Business Friendly” by the State of Maine
 - Public Transportation Improvements – think regional
 - Council supported the SMART process looking at regionalizing transit service between Metro/SP Bus/Shuttlebus.
 - Council accepted the first steps of a regional branding/marketing of area transit agencies.

- Barberry Creek Plan
 - No action to-date on this item due to negotiations with land owner are still on-going.
- Improve water quality city-wide
 - Held an October public hearing on the joint plan with Cape Elizabeth and Portland Water District for the Ottawa Road CSO.
 - Approved emergency CSO work in the vicinity of Mussey and Sprague.
 - Approved CIP funding for vegetated islands along Gorham Road.
 - Provided on-going support of the Long Creek Watershed Management District through City Council appointment.
 - Held a workshop on the proposed Thornton Heights CSO/Streetscape plan to be done over the next 3 to 4 years.
 - Supported erosion/buffer improvements along the Trout Brook corridor.
 - Supported erosion control improvements in Hinckley Park.
- Assess if pedestrians should take precedence over vehicles
 - Accepted a plan for a complete streets design for east Broadway.
 - Accepted a preliminary streetscape designs for Main Street Route One.
 - Created the Ped/Bike Committee
 - Incorporated within the Comprehensive Plan the requirement for pedestrian/bicycle amenities/improvements.
- **Medium Goals** (requiring significant Council attention)
 - Establish a Comprehensive Plan Implementation Body
 - Completed by Planning staff and meetings starting in the Fall of 2013.
 - Create an endowment fund
 - Number of meetings on finalizing the process and language around the endowment program
 - Still work to be done.
 - Public Transportation – Improve our own
 - Council authorized the expenditure of new Federal Transit Authority funding towards the hiring of 1.5 employees for expansion of transit service (greater frequency) within the city.
 - Council accepted the Municipal Services Facility creating a new home for the transit garage, maintenance area and offices.
 - Development of the Bus Hub in the rear parking lot of City Hall
 - Leverage/ and encourage sustainability/LEED development
 - Design of new Municipal Services Facility will be a LEED design
 - Supported the installation of solar panels on the Planning Department’s roof

- Supported a \$12,500 feasibility study for solar panels on the city's closed landfill.
 - Coordinated with GPCOG for the arrival of a Nissan Leaf, a 100% electric vehicle. City staff used the car for one week and a councilor drove the car in the Veteran's Day Parade.
 - Wilkinson Park Upgrade (might also require involvement of stakeholders)
 - The City Council allocated CIP funding for work at Wilkinson Park.
 - The City Council amended the traffic schedule to prohibit parking on certain sides of neighborhood streets during certain times in hopes creating public safety and providing a balance in the neighborhood during little league season.
 - The Council took a field trip on August 12th to Wilkinson Park to see accomplishments and hear future short term plans.
 - Adopt complete street policy
 - Though not adopted, staff designed Knightville and east Broadway as complete streets projects.
 - Staff is working on a complete streets design on Main St. Route One.
 - A few projects working on complete streets, but a formal policy has yet to be addressed.
 - Incorporated the concept of complete streets in the Comprehensive Plan.
- **Relatively Small Goals** (requiring one-time Council attention)
 - Procedure change to prevent non-vital things from workshops
 - Council is reviewing monthly workshop list and assigning items to workshop dates. Non-vital items on workshop list could be removed by the City Council during these monthly reviews.
 - Annual Council Public Goal Setting Forum
 - All Councilors were in agreement that Goal Setting should be done annually.
 - Analyze senior citizen tax responsibilities
 - Council asked staff for a review and report on the local circuit breaker program. Staff reported to the City Council at its January 6, 2014 Special Workshop.
 - Council allocated additional funds into the local circuit breaker program in the FY14 budget.
 - Improve dialogue between Council and School Board
 - Council is making an effort to meet with School Board during the "off budget" season. The City Council and School Board met in September, October and November to discuss various items, one being early budget information.

Other Issues noted by Department Heads

- Keep up with public safety
- Integrate existing plans (& give guidance for operationalizing)
- Focus more on public works & facilities
- Focus more on economic development (grow existing businesses)
- Focus on re-development (design standards)
- Public services building is key
- Draw on talents of City staff (and stand behind them)
- Consider resiliency

Closing Comments

- This was very valuable
- Annual public input process would be very valuable
- The single process item that we discussed was very important. We have to govern, not just represent people. Sometimes we have to say no.
- This was a great process
- As we develop this plan, let's use the views of our Department Heads for public relations and community education
- This was a good process
- Thanks to the Department Heads for being here and speaking up
- Would like having more input from Department Heads
- It's vital to keep comprehensive planning sessions going
- This was a very helpful process
- This has been a good way to kick off a productive conversation
- Thanks to the City Council for doing this process
- Thanks to the Department Heads for being here
- We are in great shape and one reason is meetings like this
- I hope we can do something like this every December