



**CORVALLIS
CITY COUNCIL WORK SESSION**

**January 14, 2016
6:00 pm**

**Madison Avenue Meeting Room
500 SW Madison Avenue**

I. CALL TO ORDER

II. UNFINISHED BUSINESS

- A. Council working efficiencies (Attachment)
- B. Other Councilor topics (time permitting)

III. ADJOURNMENT

For the hearing impaired, a sign language interpreter can be provided with 48 hours' notice prior to the meeting. Please call 541-766-6901 or the Oregon Communications Relay Service at 7-1-1 to arrange for TTY services. A large print agenda can be available by calling 541-766-6901.

A Community That Honors Diversity

TO: City Council for January 14, 2016 Work Session
FROM: Mark W. Shepard, P.E., City Manager *MWS*
DATE: January 5, 2016
SUBJECT: Council Working Efficiencies



Action Requested:

Staff recommends Council review and discuss the proposed operational changes provided in this report and provide direction to staff regarding the proposed changes. Staff recommends that a Work Session process be initiated beginning February 2016.

Discussion:

Why Consider Changes?

High community expectations and limited resources require us to be creative and bold. The City Council and City organization must continually explore ways to improve how we conduct business and deliver services. We must strive to improve our effectiveness and efficiency. I characterize effectiveness and efficiency as follows:

Effectiveness – Understanding the desires of our community and working to provide the services the community values while providing transparency and clear communication between community members, Councilors, and staff.

Efficiency - Competent execution of our actions while limiting the use of our resources.

To realize the best return on our investment in improving our effectiveness and efficiency, we need to engage Council and the organization together. Council's efforts coupled with organizational improvements present an opportunity for significant positive strides in our effectiveness and efficiency.

This report focuses on trading the current Council Standing Committee Model with a Council Work Session Model. In addition, there are a few other ideas for proposed changes for Council to consider on an on-going basis or in the long-term.

The City is at a prime time to implement change. There are initiatives, opportunities, and challenges before us that beg us to evaluate how we are doing business and to question what changes and improvements can be made to increase our effectiveness and efficiency.

Council Goals: The Council has undertaken several important and challenging goals. The Vision and Action Goal and Sustainable Budget Goal will especially shape our priorities and work efforts for years to come. These goals will set priorities and help establish resource allocations as we balance our delivery of core services with other desires and initiatives such as Climate Action and Housing Goals. The desires and needs identified through these goals will most certainly outstrip our resources. This tension requires us to stretch ourselves to improve effectiveness and efficiency.

Council and Mayor Workload: The work of the City Council is demanding and time intensive. The workload the current Council is bearing is particularly heavy. In order to continue to attract and retain a diverse Council that represents our community we need to identify ways to streamline and reduce the workload and time commitment for Councilors. A Council operating

model that requires a heavy time commitment will limit the number of people interested in serving on the Council, shrinking the pool from which to draw potential Councilors.

Service Delivery Efficiencies: We face continued resource limitations. The costs to attract and retain high quality talent in the organization will continue to put pressure on budgets. This pressure drives a need to evaluate operating models. A change in the Council operating model can lead to efficiencies in staff support which can free up resources for other organizational work and initiatives.

Changing Communication and Connection Between Council and Community: Technology has changed the way people obtain and digest information. Attendance at a meeting is no longer required to be informed or to provide input. Council packets as well as a wealth of other City information are available on our web site. Community members can obtain information by watching broadcasted Council meetings or, more popular, streaming them on demand in their homes, or even on the go. Social media is a growing avenue for transfer of information. Email and other online tools allow community members to provide timely input/feedback to the City without attending meetings. These changes provide an opportunity to rethink operating strategies.

These opportunities and challenges provide the framework for our discussions. I believe it is an exciting time for the Council and the organization. We must stretch and try new ways of doing things in order to best serve our community. Organizational initiatives to improve effectiveness and efficiency will be presented through the Fiscal Year 2016-17 budget process.

Standing Committees to Work Sessions

An action the Council can take to improve effectiveness and efficiency is to move to a Council Work Session operating model. I have summarized several advantages to this change:

1. Improves Transparency and Access to Information:

I have previously expressed the challenge I experienced trying to follow issues and find information on Council items when I was a candidate for the City Manager position. While being well versed in local government processes, it was difficult for me to find and follow issues through the Council/Standing Committee process flow. The Standing Committee Model requires community members to understand some or all of the following in order to follow an issue through Council:

1. Knowledge of the standing committee structure and operating model.
2. Knowledge of which standing committee has the issue.
3. Finding and following the agenda material for the committee meetings.
4. Finding and reading the standing committee meeting minutes separately or in a large Council packet filled with multiple committee meeting minutes.
5. Attendance at one or more standing committee meetings.
6. Attendance at one or more Council meetings.

This can be confusing and intimidating for those who are not accustomed to working with the City or those who have limited time to invest in an issue. The process can unintentionally create barriers to transparency and effective public participation. Participation can become narrowed to those who have time and understand the system rather than being welcoming to all.

If work sessions are held in the late afternoon/evening (e.g., 4:00 pm to 6:00 pm) they will provide meetings that are more accessible to the working public and others who may have day-time conflicts. Council can also use the Work Session Model to take meetings “on the road” to locations around the City. Council could occasionally hold works sessions at local schools, the Boys and Girls Club, the Senior and Community Center, or other City or community facilities. These meetings will allow greater opportunity for the Council to connect with the community.

The Public Participation Task Force (PPTF) was formed several years ago in an effort to improve the connection between the community and the City. In their work, the PPTF defined effectiveness as...

“improved communication between residents and appointees with the Council and staff in ways that result in better, more informed decision making.”

A Council Work Session Model provides opportunities for improved communication between community members and the Council and staff.

2. Reduces Council Workload and Provides for Full Council Input:

The Standing Committee Model requires Councilors to monitor, track, and educate themselves on items before them at Council meetings, their assigned standing committee meetings, and the other two standing committee meetings. This requires following items that are discussed and deliberated at up to eight (8) meetings per month (two Council meetings and six standing committee meetings).

To be appropriately informed to make decisions, Councilors must read minutes from all six standing committee meetings. Since issues are often complex, Councilors may also be compelled to attend standing committee meetings other than their assigned committee in order to fully appreciate the issues. The Standing Committee Model requires standing committee chairs to provide summary reports and recommend action to the broader Council. All of these requirements add a significant workload to all Councilors.

A Work Session Model will allow the full Council to follow and track issues as they are brought to the entire body for discussion and direction. Direction provided at the work sessions will be processed by staff and brought back to Council in a staff report for action by the Council as appropriate. The reduced workload on Council is complimented by the advantage that the entire Council will be able to consider and discuss issues and items together before taking action.

3. Provides Opportunities for Organizational Efficiencies:

The Standing Committee Model requires staff to provide support for eight meetings per month. Each meeting requires agenda and packet preparation, staff support during the meetings, and minutes preparation and review. In addition, the meetings must be properly noticed and public input regarding each meeting must be managed. Work sessions will reduce the number of Council meetings in half to four meetings per month. This will allow limited resources to be targeted to other work and initiatives serving our community.

A change to work sessions will require a coordinated effort by staff and Council to manage agendas and meetings. It will require Council to continue to operate meetings in a business-like manner. Council will need to remain focused on goals and limit new initiatives. It will also be important to have a measure of patience with the new model. There are sure to be challenges and kinks to work out for both staff and

Council as we launch into this new frontier. I would caution Council to resist the urge to run back to the old model at the first challenge or hiccup. However, if after a fair assessment, the model does not work, Council can return to standing committees or another model that is developed. While not every new effort will prove to be successful, the Council, staff, and the community need to remain open to new ideas and methods if we are to be successful now and in the future.

How to Get to a Work Session Model

With Council support for moving to a Work Session Model, staff can initiate the change quickly and support the process beginning February 2016. I have developed some documents to demonstrate how Council might operate under a Work Session Model (attached).

The standing committee agendas for 2016 appear quite full at first glance. However, there are ways to manage the agendas to allow Council to complete their work with fewer total meetings. Attachment 1 is a copy of the current pending agenda items for the three standing committees for 2016. I evaluated the items and identified how they might be dealt with under a Work Session Model.

A mock work session agenda is included as Attachment 2. Public participation at work sessions can be handled in multiple ways and could be modified depending on meeting agenda items.

A move to Council Work Sessions will also require a modification of the Council meeting agendas. Attachment 3 is a mock Council meeting agenda. The agenda has been modified to eliminate standing committee reports and to make the agenda more clear and community-member friendly.

Other Changes to Consider

Below is a list of other potential changes the Council may want to consider in the near- or long-term future. These ideas are simply listed with no discussion. If any of these ideas generate interest among Councilors, they can be discussed at a future meeting (work session).

1. Modify or augment the Government Comment Corner.
2. Align a reduced number of advisory boards with vision focus areas.
3. Consider alternative processes for land use appeals.
4. Modify or eliminate Council liaison roles.

Recommendation:

I recommend that Council initiate the use of work sessions in lieu of standing committees for the 2016 calendar year starting in February.

Budget Impact:

Moving from the current Standing Committee Model to a Council Work Session Model is anticipated to save significant staff time in support of City Council. If Council moves to a Work Session Model, the Fiscal Year 2016-17 budget will reflect these costs savings.

Attachment 1: Pending Standing Committee Agendas

Attachment 2: Mock Work Session Agenda

Attachment 3: Mock Council Agenda

ATTACHMENT 1

Standing Committee Meeting Agenda Key

This key proposes how the current Standing Committee Meeting agenda items can be handled in support of moving to Council Work Sessions. This will be discussed at the January 12th Work Session.

Consent Agenda Items (yellow):

These items would be placed on the Council Meeting consent agenda at regular meetings. If a Councilor would like further discussion or consideration of one of these items they can be pulled for the Consent Agenda. Councilors are encouraged to call staff prior to Council Meetings if you have questions on Consent Agenda items so that your question might be able to be answered without pulling an item from the Consent Agenda.

Council Policy Reviews (pink):

I propose a nine-month suspension of the current Council Policy review process. In its place I propose that staff perform a comprehensive review of all Council policies and bring recommendations back to Council regarding options for continued use and review of Council policies. My cursory review of the Council policies lead me to believe that some policies might be best incorporated in the Municipal Code, incorporated into the Land Development Code, moved to administrative policies, or removed altogether.

During this time, Councilors are welcome to review the Council Policies independently and bring any forward that you feel need review and discussion with the entire Council at this time.

Items Requiring Council Input/Action (blue):

These items are ones that would come either to a Work Session or directly to a Council Meeting for council consideration/action.

Advisory Board Annual reports (orange):

These annual reports from Advisory Boards are the result of a PPTF recommendation. They are a good way for the Council and Advisory Boards to stay connected. The annual reports are informative for Council and allow the Council an opportunity to provide formal direction or feedback to Advisory Boards. These annual reports should continue. However, I propose staggering the reports over the year to allow better agenda management. Staff can work with the Advisory Boards to develop new annual review schedules.

In addition to the need for careful agenda management, Council must remain diligent to stay focused on the goals you have adopted and work in a business-like manner as items come before you. I continue to be very cautious regarding Council taking on any new initiatives at this time.

ADMINISTRATIVE SERVICES COMMITTEE SCHEDULED ITEMS

2016

Updated December 31, 2015

*Note: Future items listed below may move to another meeting date,
depending on workload issues and other factors.*

MEETING DATE	AGENDA ITEM
January 6	No meeting
January 20	No meeting
February 3	<ul style="list-style-type: none"> • Visit Corvallis Second Quarter Report • Downtown Corvallis Association Economic Improvement District First Quarter Report
February 17	<ul style="list-style-type: none"> • Downtown Corvallis Association Economic Improvement District Second Quarter Report • Parks and Recreation Cost Recovery Report • Majestic Theatre Second Quarter Report
March 9	<ul style="list-style-type: none"> • City Operating Second Quarter Report • Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> • 5.02, "Public Safety and Constitutional Rights" • 5.03, "A Family-Friendly Community" • 1.01, "Charges for Copying of City Material" • 3.01, "Appointment of Acting City Manager" • 3.04, "Separation Policy"
March 23	<ul style="list-style-type: none"> • Ambulance Rate Review • Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> • 2.09, "Council Orientation" • 10.01-10.10, "Financial Policies"
April 6	•
April 20	•
May 4	<ul style="list-style-type: none"> • Third Quarter Reports: <ul style="list-style-type: none"> • City Operating • Downtown Corvallis Association Economic Improvement District • Majestic Theatre • Visit Corvallis
May 18	•
June 8	•
June 22	<ul style="list-style-type: none"> • Republic Services Annual Report • Council Policy Review and Recommendation <ul style="list-style-type: none"> • 1.09, "Public Access Television"
July 6	•
July 20	•
August 3	<ul style="list-style-type: none"> • Advisory Board Annual Reports: <ul style="list-style-type: none"> • Budget Commission • Economic Development Advisory Board
August 17	<ul style="list-style-type: none"> • Fourth Quarter Reports: <ul style="list-style-type: none"> • City Operating • Downtown Corvallis Association Economic Improvement District • Majestic Theatre • Visit Corvallis
September 7	•
September 21	•

MEETING DATE	AGENDA ITEM
October 5	<ul style="list-style-type: none"> • Council Policy Review and Recommendation: <ul style="list-style-type: none"> • 1.06, "Guidelines for Use of the City Logo"
October 19	<ul style="list-style-type: none"> • Utility Rate Annual Review
November 9	<ul style="list-style-type: none"> • Council Policy Review and Recommendation: <ul style="list-style-type: none"> • 2.03, "Expense Reimbursement" • First Quarter Reports: <ul style="list-style-type: none"> • City Operating • Downtown Corvallis Association Economic Improvement District • Majestic Theatre • Visit Corvallis
November 23	<ul style="list-style-type: none"> •
December 7	<ul style="list-style-type: none"> • Comprehensive Annual Financial Report • Council Policy Review and Recommendation: <ul style="list-style-type: none"> • 1.05, "Miscellaneous Property Ownership"
December 21	<ul style="list-style-type: none"> •

ASC PENDING ITEMS

- Council Policy Reviews and Recommendations:
 - 2.08, "Council Liaison Roles"
 - 2.10, "Use of E-mail by Mayor and Council"
- Economic Development Policy on Tourism
- Multi-Family Residential Tax Incentive Program for Downtown Area
- Municipal Code Review:
 - Chapter 4.01, "Solid Waste Regulations"

Regular Meeting Date and Location:

Wednesday of Council week, 1:00 pm – Madison Avenue Meeting Room

**HUMAN SERVICES COMMITTEE
SCHEDULED ITEMS
2016
Updated December 31, 2015**

Note: Future items listed below may move to another meeting date, depending on workload issues and other factors.

MEETING DATE	AGENDA ITEM
January 5	No meeting
January 19	No meeting
February 2	
February 16	<ul style="list-style-type: none"> FY 2016-17 Social Services Priorities and Calendar
March 8	<ul style="list-style-type: none"> The Arts Center Annual Report
March 22	<ul style="list-style-type: none"> FY 2015-16 United Way of Benton and Lincoln Counties Semi-Annual Report
April 5	<ul style="list-style-type: none"> Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> 1.02, "Liquor Licenses Approval Procedures" 4.09, "Guidelines for Free Use of Park Facilities" 6.05, "Social Service Funding"
April 19	<ul style="list-style-type: none"> Council Policy Review and Recommendation <ul style="list-style-type: none"> 6.05, "Social Service Funding," continued
May 3	<ul style="list-style-type: none"> Liquor Licenses Annual Renewals
May 17	<ul style="list-style-type: none"> FY 2016-17 Social Services Allocation Recommendations
June 7	<ul style="list-style-type: none">
June 21	<ul style="list-style-type: none">
July 5	<ul style="list-style-type: none"> Corvallis Farmers' Market Annual Report Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> 4.15, "Use of Computer Lab Equipment and Public Internet Access at Chintimini Senior Center" 5.04, "Hate/Bias Violence"
July 19	<ul style="list-style-type: none">
August 2	<ul style="list-style-type: none"> Advisory Board Annual Reports: <ul style="list-style-type: none"> Arts and Culture Advisory Board Parks, Natural Areas, and Recreation Advisory Board Community Relations Advisory Group Housing and Community Development Advisory Board
August 16	<ul style="list-style-type: none"> Advisory Board Annual Reports <ul style="list-style-type: none"> Library Advisory Board Community Police Review Advisory Board King Legacy Advisory Board Community Involvement and Diversity Advisory Board
September 6	<ul style="list-style-type: none"> FY 2015-16 Social Services Annual Report
September 20	<ul style="list-style-type: none"> Rental Housing Program Annual Report
October 4	<ul style="list-style-type: none">
October 18	<ul style="list-style-type: none">
November 8	<ul style="list-style-type: none"> Council Policy Review and Recommendation: <ul style="list-style-type: none"> 4.05, "Library Meeting Room Policy"
November 22	<ul style="list-style-type: none"> Municipal Code Review: <ul style="list-style-type: none"> Chapter 9.02, "Corvallis Livability Code"
December 6	<ul style="list-style-type: none"> FY 2017-18 Social Services Priorities and Calendar
December 20	<ul style="list-style-type: none">

HSC PENDING ITEMS

- Senior Center Conceptual Plan

Regular Meeting Date and Location:

Tuesday of Council week, 2:00 pm – Madison Avenue Meeting Room

MEETING DATE	AGENDA ITEM
November 22	•
December 6	• Transportation System Plan Update
December 20	•

USC PENDING ITEMS

- Cannabis Operations on City-owned Property
- Multimodal Transportation Advisory Board (2017)
- Parking Planning
- Vegetation Management and Fire Protection – Regulatory and Policy issues

Regular Meeting Date and Location:

Tuesday of Council week, 5:00 pm - Madison Avenue Meeting Room

**URBAN SERVICES COMMITTEE
SCHEDULED ITEMS
2016
Updated December 31, 2015**

Note: Future items listed below may move to another meeting date, depending on workload issues and other factors.

MEETING DATE	AGENDA ITEM
January 5	No meeting
January 19	No meeting due to MLK holiday (1/18 Council meeting moves to 1/19)
February 2	<ul style="list-style-type: none"> • Transit Department Advisory Committee six-month check-in • Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> • 7.09, "Traffic Control Devices; Cost of" • 7.10, "Water Line Replacement"
February 16	<ul style="list-style-type: none"> • No meeting due to Presidents' Day holiday (2/15 Council meeting moves to 2/16)
March 8	<ul style="list-style-type: none"> • Transportation System Plan Update • Council Policy Review and Recommendation <ul style="list-style-type: none"> • 8.01, "Watershed Easement Considerations" • 7.16, "Guidelines for Donations of Land and/or Improvements for Parks as an Offset to Systems Development Charges for Parks" • Systems Development Charges Annual Review
March 22	•
April 5	<ul style="list-style-type: none"> • Council Policy Reviews and Recommendations: <ul style="list-style-type: none"> • 1.10, "Advertising on Corvallis Transit System Buses" • 1.12, "Community Sustainability" • 7.04, "Building Permits Where Public Improvements are not Completed and Accepted by the City of Corvallis" • 7.05, "Capital Improvement Program" • 7.06, "Engineering and Administrative Cost for Assessment Projects" • 7.12, "Integrated Vegetation and Pest Management (IVPM) Program" • 9.02, "Dirt on Streets"
April 19	•
May 3	•
May 17	•
June 7	• Transportation System Plan Update
June 21	•
July 5	• No meeting due to July 4 holiday (7/4 Council meeting moves to 7/5)
July 19	•
August 2	<ul style="list-style-type: none"> • Advisory Board Annual Reports <ul style="list-style-type: none"> • Airport Advisory Board • Bicycle and Pedestrian Advisory Board • Watershed Management Advisory Board
August 16	<ul style="list-style-type: none"> • Advisory Board Annual Reports <ul style="list-style-type: none"> • Downtown Advisory Board • Historic Resources Commission • Planning Commission
September 6	• No meeting due to Labor Day holiday (9/5 Council meeting moves to 9/6)
September 20	• Transportation System Plan Update
October 4	•
October 18	•
November 8	•

ATTACHMENT 2

Example of Council Work Session Agenda

- 4:00 CALL TO ORDER
- 4:00 ROLL CALL
- 4:05 Arts and Culture Advisory Board Annual Report
- 4:20 2016-2017 Social Services Priorities and Calendar
Action Requested – Discussion, direction
- 4:50 OSU IGA Outline
Action Requested – Information, discussion, direction
- 5:05 Comprehensive Annual Financial Report (CAFR)
Action Requested – Information, discussion
- 5:15 COMMUNITY COMMENTS
(Community comments could be taken with agenda items at the Mayor’s discretion)
- 5:40 MAYOR AND COUNCIL COMMENTS
- 6:00 ADJOURN

meet 4-6 p.m. to allow working Councilors and community members to come with minor disruption to work schedules – will also help reduce overtime for staff.

ATTACHMENT 3

Example of Council Meeting Agenda (start at 6:00)

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. PROCLAMATIONS/PRESENTATIONS/RECOGNITION (only include if have an item)
5. PUBLIC HEARING (if one is scheduled)
 - a. Place all public hearing at the beginning of the agenda so the start time is certain (within 10/15 minutes for proclamations/presentations)
 - b. Eliminates need to limit Visitor Propositions (Community Comments)
6. COMMUNITY COMMENTS (formerly “Visitors Proposition”)
7. CONSENT AGENDA (Supporting staff reports will be included for each consent agenda item)
 - a. Council/Work Session Minutes
 - b. Comprehensive Annual Financial Report (CAFR) Acceptance
8. READING OF ORDINANCES
9. REPORTS
 - Requests from staff for action (motions, Resolutions, Utility Rates, Funding, etc.)
 - Reports in response to requests from Council (some items will go to Work Sessions)
10. COUNCIL/MAYOR/STAFF REPORTS (verbal)
 - a. Updates from Task Forces
 - b. Other information of interest from Council/Mayor/City Manager