

2016 CITY COUNCIL RETREAT SUMMARY

FEBRUARY 20, 2016

**Mill Creek Country Club
15500 Country Club Drive
Mill Creek, WA 98012**

Attendees:

Mayor Pam Pruitt
Mayor Pro Tem Brian Holtzclaw
Councilmember Mike Todd
Councilmember Donna Michelson
Councilmember Mark Bond
Councilmember Sean Kelly
Councilmember Vince Cavaleri
City Manager Rebecca Polizzotto

Mayor Pruitt called the meeting to order at 9:05 a.m. Councilmember Kelly joined the meeting at approximately 9:40 a.m. Due to illness, Councilmember Cavaleri left the meeting at approximately 12:40 p.m.

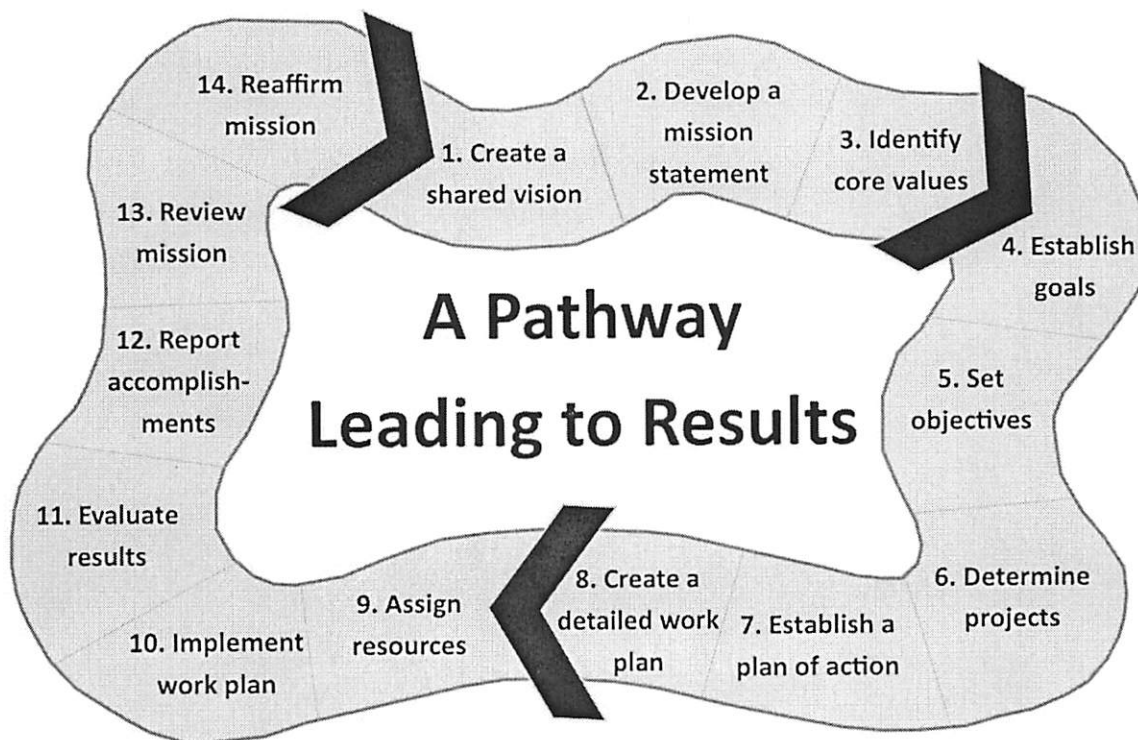
Introduction

The Mayor recognized the City Manager who provided introductory comments to the retreat. City Manager Polizzotto first reviewed with the Council the 7 characteristics of a well-governed community:

- Tranquility among public officials;
- Continuity in office of top-level managerial officials;
- Use of analytical budgeting and planning processes;
- Participative management;
- Innovativeness;
- Active public-private partnerships;
- Citizen input into government decisions.

City Manager Polizzotto then shared with the Council her goal of focusing this year's retreat on the third characteristic: development and implementation of an analytical budgeting and planning process.

The City Manager shared with the Council a diagram entitled "A Pathway Leading to Results" which outlined the various steps that would need to be accomplished to implement an analytical budgeting and strategic planning process for the City of Mill Creek.



Mission Statement

The City Council began work to update the City's Mission Statement. The City Manager discussed with the Council that a mission statement describes the overarching purpose of the City and answers 3 questions about why the City exists:

- What the City does;
- Who the City does it for; and
- How the City does what it does.

The City Council worked in teams to answer the above questions and then reconvened as a group to form a general consensus. The City Council identified the following components for an updated mission statement:

1. What the City Provides:
 - a. Public Safety
 - b. Safe Environment
 - c. Sound Infrastructure
 - d. Convenient, Essential & Efficient Services
 - e. Healthy, Active, Vibrant Community
 - f. Proactive Planning
 - g. Services through Partnerships

2. For Whom (who does the City serve):
 - a. All who interact with Mill Creek
 - i. Residents
 - ii. Visitors
 - iii. Businesses
 - iv. Community Workforce
 - v. Other Service Providers/Partners

3. To Achieve the Following Results:
 - a. Safe City
 - b. Special City/City of Choice
 - c. Nimble City
 - d. Fiscally Sustainable City
 - e. Desirable, Vibrant Community Experience for Residents, Businesses and Visitors.

The City Council asked the City Manager to take the Council's input regarding an updated mission statement and refine the information into a draft statement for Council review and approval.

Vision Statement

Next, the City Council began work to create a vision statement for the City. The City Manager discussed with the Council that a vision statement is a big picture idea of what the City wants to achieve and should answer the question: *If we can achieve what we want to do, what will we look like in "X" years' time?* A vision

statement defines the optimal desired future state. It is what all employees understand their work every day ultimately contributes towards accomplishing over the long term.

The City Council again worked in teams to begin crafting the components of a vision statement and then re-convened as a group to reach a general consensus. The City Council identified the following themes for its vision statement:

1. The first component of the Council's vision is to create a true community experience for all those who come to Mill Creek. The Council identified the following components of a "community experience:"
 - a. Increased citizen participation & involvement in community projects with the government acting as a facilitator.
 - b. A true sense that "Mill Creek Cares" – enhanced opportunities for philanthropy.
 - c. Bustling activity centers for community gatherings throughout the city – i.e., "hubbub."
 - d. Ownership & pride in Mill Creek by all - residents, employees, visitors, businesses.
 - e. Community oriented public safety.
 - f. Those who come to Mill Creek will inherently feel safe and secure.

2. The next component of the Council's vision is development projects that focus on creating a community experience. The Council identified the following projects as falling under this aspect of the vision:
 - a. EGUV complete with a Town Center feel.
 - b. Entertainment complex on Safeway property.
 - c. Expansion of Town Center south.

3. The third component of the Council's vision is a thriving business community as demonstrated by:
 - a. No empty storefronts
 - b. Plenty of parking
 - c. No traffic issues; and
 - d. Vibrant business centers characterized by economic and pedestrian activity that contribute towards the Mill Creek community experience.

4. Fourth, the Council identified the existence of multiple opportunities for active recreation as a component of their vision to include:
 - a. A recreation/community amenity north of the existing Sports Park.
 - b. Active fields.
 - c. Vast numbers of people enjoying a wide network of parks and trails in Mill Creek.

5. Next, the City Council identified leadership, quality and excellence as vehicles to achieving their vision as evidenced by:
 - a. Mill Creek having a larger voice in the regional and state dialogue.
 - b. High quality development standards.
 - c. Mill Creek seen as an example of excellence.
 - d. Decisions for Mill Creek are made in a fiscally responsible and cautious manner.

The City Council asked the City Manager to take the Council's input regarding a vision statement and refine the information into a draft statement for Council review and approval.

Core Values

After working on the vision statement, the City Council then reviewed the City's Core Value Statement. The City Manager explained that core values define the City in terms of the principles and values that the City Council, City Manager, management team and employees follow while conducting City business and carrying out the City's vision and mission.

Councilmembers were asked to review the existing statement and make any suggested edits. Councilmember Todd recommended adding "continuous improvement" to the "Service" component of the City's value statement. Councilmember Todd also recommended adding the concept of "doing what you say you're going to do" to the value statement.

The City Manager advised she would provide an updated draft with the recommended revisions for Council review and approval.

Goals

After completing the mission, vision and core value statement exercises, the City Council turned their attention to begin identifying long range goals for the City. The City Manager briefly discussed the difference between goals and objectives. A goal is a broad statement of something the Council expects to attain or achieve. Goals may be short, intermediate or long-term in nature. Well written goals are believable, attainable and based on identified needs.

Conversely, whereas a goal is a broad statement, an objective is a statement of specific, measurable and attainable outcomes that contribute to the achievement of a particular goal. The leadership team will work on developing objectives to implement Council goals.

The Council identified several themes for refinement into specific goal statements:

1. Develop and maintain a sustainable budget characterized by:
 - a. Balanced revenues/expenditures;
 - b. A realistic capital improvement plan; and
 - c. Maintaining levels of service.

2. Engage in proactive economic development efforts that result in a strong local economy characterized by:
 - a. Identification and proactive participation in redevelopment efforts (e.g., south of Town Center, Dumas Road north to 132nd, north of Mill Creek Sports Park.)
 - b. Determine a definitive development direction for the 132nd Street Corridor.
 - c. Engage in development design efforts that result in the interconnectivity of people – i.e., a special community experience.
 - d. Engage in tourism initiatives that result in positioning Mill Creek as a destination of choice for people seeking to participate in a vibrant community experience.

3. Promote a healthy, safe and active community.
 - a. E.g., identify community needs in the area of active fields.

4. Elected officials and staff will form a strong unified voice on regional and state matters that impact Mill Creek.
5. Address future growth issues in a deliberate, strategic, manner.

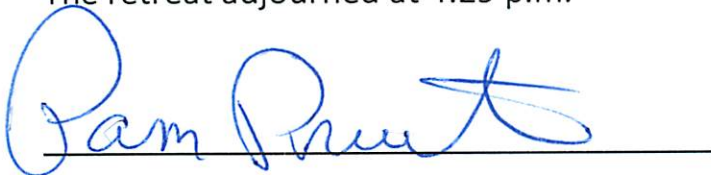
The City Council asked the City Manager to take the Council's work regarding goal development and refine the information into draft goal statements for Council review and approval.

Next Steps

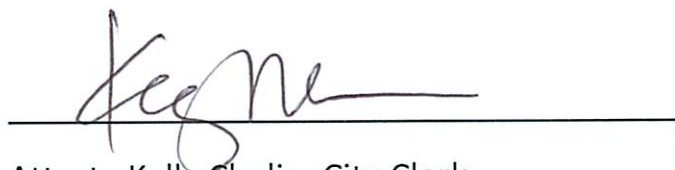
The City Manager advised the Council that she would work with the leadership team to refine the Mission, Vision, Core Values and Goal Statements and bring those back to Council for review and approval. Further, the City Manager advised the Council that the next step in the "process" was the conduct of a staff retreat whereby the leadership team would take the information provided by the Council at their retreat and develop a detailed work plan that will then be used as the basis to formulate a budget proposal.

Adjournment

The retreat adjourned at 4:29 p.m.



Pam Pruitt, Mayor



Attest: Kelly Chelin, City Clerk