Retreat Process Agenda – Description
Final Version
Retreat Date: February 8 & 9, 2019
Location: Worthington Educational Center
Time: February 8th at 6 p.m.
February 9th at 8 a.m.

What is a process agenda? A process agenda is like a regular agenda in that it lists the topics to be discussed. It goes beyond that however in describing the processes that will be used to address a topic and the outcomes desired. Its intent is to assist participants to more fully participate in discussions as well as leading to an effective and useful meeting.

What is a parking lot? Retreat discussions often surface additional topics that need to be discussed. Rather than shift the focus on the agenda item being discussed, these additional topics are noted on a flip chart or some other viewable tool so that they are not forgotten but do not detract from the current discussion. Any participant may add an item to the flip chart at any time and the facilitator may ask for items to be added.

Activities. The proposed agenda consists of five activities. An activity covers a common theme but may consist of numerous topics or issues. The time of the retreat is organized by these activities, seeking to ensure there is adequate time for each activity but ending each activity in a timely manner so that all activities can be given adequate time. Each activity is described from three perspectives: The purpose of the activity, the process and discussion that will occur in that activity and the desired outcomes of that activity.

Time estimates. Time estimates are provided for each activity. These will vary based on Council discussion.

Overview of the Activities

The following activities are proposed:

Activity 1: Administrative issues – Friday evening

This activity will address internal process issues where changes could assist the Council and staff to be more effective and efficient.

Activity 2: Prioritization of major work – Saturday morning

This activity will discuss the major work facing the City and provide prioritization of this work for staff as well as generating a work plan for the Council

Activity 3: Process architecture reports

     This activity will discuss for purposes of clarification the two reports on visioning and strategic planning and UMCH and develop a process for the Council to discuss and act.

Activity 4: Parking lot discussion

     If there are parking lot issues a decision will be made as how to address those issues in either the retreat or at future meetings.

Activity 5: Feedback

     This is an opportunity for final comments.

Friday Evening (Activity 1)

Pre-Activity (Estimated 10 minutes)

- Welcome
- Overview of Schedule and Approach

Activity 1: Administrative Issues (Estimated 3 hours)

Purposes of the Activity:

- Address internal procedures that could improve:
  - Effectiveness and efficiency of Council
  - Council-Staff working relationships
  - Effectiveness of Committees
- Preparation for Saturday morning prioritization activity.

Process and Discussion Topics

- **Council Procedures**
  - Discussion of "Council Expectations" document
    - History, purpose and value
    - Are there ways we can improve communication?
  - The Agenda Process
    - Discussion Topics
      - Scheduling of agenda distribution so there is more time for Council Review
      - Clarification of how to get items onto the agenda
      - Policy on how to handle non-agenda items that are brought up spontaneously
  - Process for selection of Council President
    - Clarification of current process
    - Is there a need to more formalize the process?
  - Committees (with emphasis on BZA and MPC/ARB but not exclusive)
    - How to ensure an improved understanding of role, mission and authority
    - How to improve communication
    - How to evaluate performance

- **City Manager-Council**
  - Expectations
    - Any time the composition of an elected body changes, or during the development of the Council as a working body, the expectations of the Manager may change. *Question for each Council member*: **Is there an expectation I have of the Manager (or staff in general) that may be different from the expectations that the Manager (and staff) have had in the past?**
- **Preparation for Saturday prioritization activity**
  - Brief review and edit of pre-identified topics
  - Addition of any topics
  - Prioritization solely for purpose of discussion order (list is currently alphabetical)

Desired Outcomes:

- List of suggestions for improvement that will be given further consideration and development for Council review and adoption.
- List of next steps for staff on those items where Council gives direction for action rather than direction for further discussion.

Saturday Morning (Activity 2)

Activity 2: Prioritization of Major Work: Process Summary (Estimated 4 hours)

Purposes of the Activity:

- Identify the "already committed to' projects. These are projects to which substantive financial investments have already been made, there is a contractual basis, there is a regulatory requirement or the item is outside of the City's control and it simply must respond.
- Identify the priority topics on which to devote the time and resources of Council and staff beyond the "have to" work
- Discuss planning horizon/time period and develop a Council work plan into the upcoming 2020 year on policy guidance
- Provide staff with priorities on which to allocate their time and resources

Process and Discussion Topics

A topic discussion list (attached) has been developed based on interviews and previous retreat reports. It may be modified based on Friday evening review. The order of topic discussion will be based on the Council's ratings Friday evening. Topics may be discussed briefly to:

- Clarify the scope or nature of the task; resource requirements, time;
- Identify its value to the City, the opportunity it could create or why it is important;
- Identify status of work or deadlines if there are any;
- Identify any challenges, downsides, or risks that must be managed;
- The action the City should take or the expectation Council has of the item.

After all items have been discussed Council will be asked to prioritize using an A, B, or C rating system. An "A" ranking is the highest priority. In budget development, adequate resources should be devoted to it so that substantive work can be done on it. A "B" ranking is second highest in priority and should be pursued with existing resources. A "C" ranking means the item will be pursued on an opportunity basis as time and resources allow. A non-ranking of an item indicates the item is not supported by a Council member.

Council members do not have to rank all topics.

Council members will be given a limited number of "A" and "B" ranks. After each member completes their ranking, the rankings will be totaled with an "A" worth 5 points, a "B' three points and a "C" 1 point. Items not ranked by a Council member will receive "0" points. Every topic receiving at least 1 point by four Council members will be considered endorsed.

Those topics receiving the most points will become the work priorities for staff. They also form a workshop agenda for Council as the staff will need to discuss specific actions as these topics are developed.

Please Note: Many of the attached topics are complex and require substantive Council discussion. The purpose of the Prioritization Activity is not to develop solutions or finalize policy. Rather it is to set the priorities for Staff and Council as to the order and effort to be given to each of these topics. Staff will prepare appropriate background information, policy choices and budget options for each highly-rated topic. Council will be then provided with discussion opportunities and asked for policy direction.

See attached *Information for Preliminary Priority Work List Discussion* (the final list will be sorted into "committed to" and "work to be prioritized or sequenced".

Desire Outcomes:

- Priority list of topics for policy discussion by Council
- Priority list of programs/projects/topics for staff to address

Saturday Afternoon (Remaining Activities)

Activity 3: Discussion of process architecture reports on strategic planning and UMCH (Estimated 1 hour)

Purposes of the Activity:

- Provide clarification on reports
- Provide any available status updates on UMCH property
- Identify any additional information that would be helpful to Council in considering these two process proposals
- Decide on a process for Council discussion and conclusions

Process and Discussion Topics

- Discussion of community vision and strategic planning process architecture
- Discussion of UMCH process architecture

Desired Outcome:

- A process and schedule for Council to reach decisions on each of these two topics.

Activity 4: Other issues from parking lot (Estimated 15 minutes)

The nature of this activity will vary depending upon the number and type of parking lot items. If there are 1 or 2 simply ones, they will be addressed. If it is longer list of more complex topics, then the discussion will be about how to address those in a planned manner.

Activity 5: Feedback (time allowing) (Estimated 15 minutes)

This activity is desired to allow any comment about the retreat that participants would wish to make in closing.

Information for Priority Work List Discussion

Status/Background

Complete

Budget & Fund Balance	The 2019 Budget was adopted. Final budget document will include formatting updates as requested by Council, including five year forecast on other operating funds, revenue from all funds and other requested updates. Revised General Fund Carryover policy adopted, along with an updated investment policy, new debt policy and new purchase card policy.
Small Cell Technology	Extensive work was completed in 2017 and 2018 to follow the original state legislation, participate in the subsequent lawsuit, engage on the revised state legislation and develop City processes and regulations regarding small cell technology in the right of way. Staff is monitoring activity that is occurring at the national level with FCC regulations and staff is reviewing and processing permit applications as they are received. To date, staff has received one application for three sites.

Committed/Underway

911 Call Taking & Communications	We are evaluating the option of consolidating with the Northwest Regional Emergency Community Center (NRECC) operated by the City of Dublin for 911 call taking and emergency communications/dispatching. Such a process takes time to fully evaluate the operations and plan for transition. During this transitional time, the center that will cease to function (in this case it would be Worthington's center) often experiences challenges with retaining staff to operate until full transition can occur. We are already short staffed in our center and we are evaluating options for continuing service during the evaluation and potential transition time.
Bike/Ped Master Plan	The draft Bicycle and Pedestrian Master Plan and the Complete Streets Policy will be presented to City Council on February 11.
Community Visioning and Strategic Planning	City has worked with Dr. Herb Marlowe to interview stakeholders and draft proposed process architecture for both a community visioning process and UMCH scenario evaluation. Next steps will be to seek City Council concurrence on draft process, develop refined cost proposals, and present final proposals for Council approval.
Electric Aggregation	The ballot measure was successful and the City is moving forward with the program. The City held public meetings on the Plan of Operation and Governance on January 14 and City Council adopted the Plan on January 22. It has been submitted to the PUCO. Upon certification, the City will seek proposals from suppliers to further explore implementation of the program.
FOP Negotiations	The City's collective bargaining agreement with the Fraternal Order of Police expired at the end of 2018. We have started negotiations and they are still in the early stages.

Kenyonbrook Sewer Alignment	The City's engineering consultant has identified four options for the alignment of this sewer. Focus has been on the Northbrook Sewer project since it must be constructed first, but the Kenyonbrook Sewer alignment should be determined by spring so that the project can continue to move toward completion. To accomplish this, presentations will be made to the City Council and public information provided in the coming months. This project was identified by the Southeast Sewershed Study and must be completed to comply with the consent order with the Ohio EPA.
Nondiscrimination	Information on the draft legislation is available on the City website/CRC page. A flyer with background information has been distributed to the Old Worthington Partnership and the Chamber. A follow up meeting will be held with Chamber members. Rev. Garn hosted a meeting of local faith leaders in January, with more follow up to come. Community Relations Commission Chair Jack Miner will discuss the proposal at the February 4 City Council meeting.
Northeast Gateway	Right of way and easement acquisitions are occurring. City Council approved legislation on January 7 that will allow the land acquisition to proceed.
Sustainability	Staff is using the regional Sustainability 2050 program goals and objectives as a framework for an inventory and assessment of sustainability activities. We are in the process of gathering information for each item and providing documentation that will be submitted for review and Sustainable 2050 designation. This inventory and assessment process will help identify gaps and opportunities for future prioritization. Highlights of the City activities in the sustainability area include creation of a Green Team, the food waste composting pilot project, energy savings investments at several buildings, electric aggregation program, consideration of a grant for electric vehicle charging stations, and creation of the Bicycle & Pedestrian Master Plan and Complete Streets policy. Work will begin on the Rush Run Assessment and Conceptual Analysis in early 2019. Direct Liquid Application is being piloted for de-icing measures which is a more environmentally friendly approach than the application of rock salt. Sewer Improvement projects are underway that will lessen the opportunity for Sanitary Sewer Overflows into waterways. Street lights in the central business district will be converted to LED in 2019.
United Methodist Children's Home Site	See above
Work Management Software	Planning & Building and Service & Engineering will be implementing new software and converting over all existing data to the new software. The software will allow for online submittals of applications for permits.

Timing Driven by Others

Anthem Redevelopment	We are in conversations with the new property owners regarding the use of the site. At this point, the owners have a stated priority to fill the existing office building and explore rezoning a southern outparcel on High Street to PUD for restaurant/retail. Staff plans to work with them on incentive strategies to attract office users to the building. No plans, traffic studies or other submittals have been provided by the owner.

Boundless (Harding Site)	Boundless is discussing redevelopment of its site. Such redevelopment may involve rezoning and subdivision of property, which would need to be reviewed by the Municipal Planning Commission and Architectural Review Board. The redevelopment would likely need to come to City Council for final approval. Staff expects there to be an opportunity to preserve the ravines, steep slopes and wooded areas and incorporate bike and pedestrian needs on the site for the community.
COTA Turnaround	COTA continues to be interested in a turnaround near High Street & SR-161 for their east-west service along SR-161. They may explore discussions for a turn around at National Church Residences' redevelopment of Stafford Village or at the large cul de sac on the UMCH property.
Electric Scooters	Bird has reached out to indicate its interest in placing scooters in Worthington when the weather warms up. Lime has previously expressed interest. The City's Code does not have provisions for scooters. They currently fall within the definition of a vehicle and thus would be treated like cars. The Code would need to be revised to address shared scooters that might be placed in the right of way.
Holiday Inn	The property owner has applied to rezone the property to a PUD with a Development Plan & Text. It will be considered by the Municipal Planning Commission/Architectural Review Board in February and will then come in front of City Council.
National Church Residences	The property owner has submitted an application to redevelop the property. The application involves a rezoning to a PUD with a Development Plan & Text. The Municipal Planning Commission/Architectural Review Board will begin discussions on the application in March. The review by MPC/ARB is expected to carry over several meetings. Ultimately it will come in front of City Council.
OSU Airport Master Plan	Robyn Stewart and David Zoll have represented the City on the Technical Advisory Committee for the Master Plan process. OSU Airport held a public meeting in December 2017 to collect public input at the start of the planning process. A second public meeting will be held early spring, most likely in March 2019, to present the recommendations of the plan and receive public input. Representatives of OSU Airport are scheduled to attend the City Council meeting on February 11.
Police Chief Selection Process	In anticipation of the retirement of the Police Chief later this year, the City Manager will conduct a significant process for replacement.
School Facilities	Worthington Schools was successful in obtaining voter approval for the bond levy that will fund the first phase of their facilities plan. Construction in the first phase will focus on the middle schools. Of the three middle schools in the city limits, Phoenix/Perry is expected to experience a significant addition and renovation of the building, Worthingway will likely experience a major re-build, and Kilbourne Middle will experience renovation and a modest amount of additional space, but has needs for parking and bus movements. While the School District will manage the design and construction, the City will be involved in plan review, permitting, and, in the case of Kilbourne Middle, potentially architectural review. The District recently held two public meetings and concepts for each middle school are on their website.

Staff Turnover	The Division of Police has worked with Personnel and City Administration, along with approval from City Council, to address turnover in the Division. Since January of 2018, the Division hired six full-time Police Officers, one full-time Communications Technician and five part-time Communications Technicians, with a sixth anticipated. We anticipate additional transition into 2019. City Council authorized a temporary increase in the staffing for the Division of Fire in 2018 to provide for the hiring of two full-time Firefighters, in an effort to maintain staffing during promotional processes for Lieutenant and Captain.
SwimInc	Darren Hurley is serving on a Steering Committee for Worthington Pools as they plan for the future and consider the scope of renovations to the facility. The SwimInc Board is expected to review a recommended design soon. At some point, it is expected that the City may be asked to contribute to a capital project.

Optional

Additional Positions or Functions	Various individuals have suggested consideration of new positions. City Council Members have mentioned a grant writing position and a city forester/arborist. During the budget process, staff members have suggested an EMS coordinator and an additional communications person. The 2019 budget provides no financial allocation for new positions. The City Manager has met with representatives of the Arbor Advisory Committee. The City has five certified arborists and a robust effort around arbor issues. However, he feels there is room for improvement and that consideration should be given to additional regulations and an effort should be made at process improvement or realignment prior to allocating titles or resources that may not be impactful within the existing system.
Age-Friendly Communities	Colleen Light attended various meetings related to Age Friendly Columbus to obtain information and education on the program. Katie White gave a presentation for staff and City Council. The Community Relations Commission hosted a presentation by Katie White in September and has a subcommittee that has held follow-up meetings on this topic.
Airbnb & VRBO - Vacation Rentals	Vacation rentals are currently prohibited by City Code. There has been an interest to legally permit these within the City. We currently work on a complaint based approach for this type of use. We can continue to enforce our current Code, modify enforcement or change the Code regarding these uses.
Communication	Enhancing communication and engagement remains an on-going priority of the Council. In the past year, we instituted a new employee e-newsletter, held a second Citizen's Academy, began a process to upgrade the Economic Development website, including with new video testimonials, ran an electric aggregation public information campaign, and began streaming Council meetings. This is in addition to managing three websites, five social media channels, a citywide newsletter and numerous other communications efforts. Staff projects the most important effort in the next year will be to promote engagement in the Community Visioning process. We will need to procure assistance and support for the communications and public engagement portions of this process. The results of the visioning process are expected to inform and influence all future efforts.

Comprehensive Annual Financial Report (CAFR)	The City is moving from the preparation of basic financial statements to a Comprehensive Annual Financial Report (CAFR). The CAFR is a more robust financial tool that requires the City to undergo an annual audit (as opposed to bi-annual), include a management discussion and analysis, and build from scratch a set of historical statistical tables to be included in the report. Additionally, the City will be applying for the Government Finance Officers Association (GFOA) certificate of achievement for excellence in financial reporting.
Electric Car Charging Stations	Staff has spent time learning about the various grant opportunities for EV charging stations. Most recently, staff met with Clean Fuels Ohio on this subject. This meeting resulted in us soliciting a proposal from them to help us identify ideal locations for EV stations, ascertain technical issues and apply for the grants. They are a not-for-profit and are proposing to do this for $4,000. We have not executed a contract for this at this point. This has not been an established Council priority, nor is it in the staff's normal workplan. However, the presence of grant funding is a real and beneficial opportunity consistent with the City's sustainability goals.
Energy Efficiency	The project to install the energy efficiency measures at the Community Center and Griswold Center is wrapping up and should be complete in the next couple of months.
Fiber Network for Economic Development	Businesses increasingly rely on very high-speed internet access for revenue generation. Several surrounding communities have and are continuing to develop new business and partnership models to facilitate high-speed access with the goal of retaining, attracting, and sustaining business to help maintain and grow tax revenue. The goal for 2019 is to survey the business community to determine need, develop business models, partnership models, and implementation strategies for the use of fiber and complementary services as a tool for attracting and retaining new employers, and present to Council for consideration.
Housing	City Council Member(s) have suggested a discussion of housing, particularly diversity, affordability/workforce and senior housing. The Community Visioning process may give context for such a discussion in the future.
Job Loss	The City will be welcoming significant employment from Ortho Foot & Ankle at 350 W. Wilson Bridge Rd. We are also working with the owners of the former Anthem property to attract hundreds of jobs back to the site. Staff built approximately 4% loss of income tax revenue into the financial forecast for the next year as a result of this building being vacant.
Massage Establishments	Illegitimate massage parlors can be a haven for illegal sexual activity, sponsoring human trafficking. These situations are costly, tedious and staff intensive for police to investigate. Filing criminal charges can be challenging due to a lack of evidence or testimony from the victims. A new method that is being used by other communities is to manage such agencies through city regulations and conducting formal inspections. Staff briefed City Council on research related to this in the fall, but further steps have not been taken at this time to institute new regulations.
McCord Park Renovations	The conceptual plan was approved by Council in 2018; funding for more detailed design and phase one construction is allocated for 2019. Staff will seek approval to issue an Request For Proposals for a design consultant.
Murals	City Council received a report on the activities of the Mural Task Force on January 14. As a follow up to that discussion, staff distributed information on the Portland, Oregon program. This item will be scheduled for a future City Council meeting to invite public input.

Parks & Recreation Cost Study	A consultant has been secured to perform a Cost Study for the Parks & Recreation Department with findings and recommendations expected to be available to come before City Council in the summer/fall.
Railroad Quiet Zones	A consultant has been hired to study the possibility and likely cost of a Quiet Zone at the at-grade crossings on the east side of Worthington. No estimates of cost or timeline are available at this time. The purpose of this effort was to ascertain this information to inform future decision making.
SR-161 Recommendations	Representatives of the Cities of Columbus and Worthington, Perry Township, the Ohio Department of Transportation, Franklin County and the Mid Ohio Regional Planning Commission joined together in 2016 and 2017 to study the SR-161 corridor between Olentangy River Road and Sawmill Road to evaluate options for addressing vehicular traffic congestion, enhance pedestrian mobility, and improve cycling connectivity. After extensive work with an Advisory Committee comprised of various stakeholders and public engagement, recommendations for the corridor were released in the Feasibility Study Report in February 2018. Next steps include a discussion of the recommendations at a City Council meeting and coordination with the other jurisdictions involved in the study to seek funding for the recommendations.
Tree Preservation	Some City Council members have discussed the need for a citywide Tree Preservation policy (ordinance).
Updated Office Buildings Strategy	Council has approved an expanded façade grant program and an expanded PACE energy efficiency program that will assist in this priority. The issue of exploring fiber strategies is also discussed above. Enhancement of existing office buildings is an important task to ensuring our economic competitiveness and supporting the income tax base.
Water/Sewer Surcharge	The current water/sewer surcharge is $0.75/cubic foot and the rate has not been updated since 1958. The City has contracted with Umbaugh to perform a rate analysis. The draft report is being finalized and staff will be providing education and information on this issue and ultimately seeking direction from City Council on moving this issue forward.
Wilson Bridge Road	The City has invested in a significant planning strategy for this corridor. Much investment has occurred and continues. The private sector continues to invest with the Holiday Inn redevelopment slated for this year. A number of public projects and initiatives are also occurring. A waterline replacement project on East Wilson Bridge Road will commence in spring 2019. Repaving is scheduled on East Wilson Bridge Road after the waterline project is completed. Construction for the Northeast Gateway project is expected begin in the spring of 2020. The ReCAP program is being revised to focus on office corridors such as Wilson Bridge Road. The PACE Assistance Program is intended to incentivize property owners in the corridor to reinvest in their buildings to make them more competitive. The City has purchased two residential properties for future redevelopment. The City needs to decide whether to rezone the properties on the southside of East Wilson Bridge Road that are owned by the City. The entire corridor could be considered or the focus could be only on the City-owned ones. Additionally, the Heights TIF is producing revenue and plans can begin to be made for reinvestment in that area. Council has requested an update on this corridor plan which can help bring focus to which steps in the plan should be taken next.

Other Issues raised for Discussion/Consideration

Bike/Ped Development	Raised in interviews with facilitator. The Bike and Ped Master Plan should inform conversation about priorities for investment in these facilities. The challenge will be balancing costs of plan implementation with other capital needs and desires.
Development Policy, Type of Preferred Growth	This is a philosophical issue that was raised by multiple Council members as part of the interviews. The Community Visioning process should help inform continued community and Council discussion of such issues.
Level of Basic Services, Maintenance of Services, What level of services is acceptable?	This is a philosophical issue as we move into an era where we seek to add services, facilities and projects and find ourselves strained to invest time and energy in new areas, while being expected to maintain all existing service levels.
Maintaining the CIP Schedule	Staff is concerned staffing and resources for implementation will not match goals for investment.

Proposed Process Architecture for Community-wide Visioning Process
for the City of Worthington, Ohio

and

Proposed Process Architecture for Development of Acquisition
Scenarios for United Methodist Children's Home (UMCH) property

Draft 5

Submitted by:

Analytica

January 18th, 2019

Table of Contents

Introduction

Organization of the Report

This report is organized in seven (7) chapters. Each chapter is described below.

Chapter 1: Proposed Community Vision Process Architecture. This chapter describes the proposed process in terms of its phases and deliverables and the process management issues that will need to be considered.

Chapter 2: Vision Committee Charter. This chapter describes the purpose, role, assigned work tasks, expected deliverables, time frame and reporting expectations of the committee.

Chapter 3: Proposed UMCH Scenario Working Group. This chapter describes the phases and deliverables as well as the process management issues that will need to be considered.

Chapter 4: UMCH Scenario Working Group. This chapter describes the purpose, role, assigned work tasks, expected deliverables, time frame and reporting expectations of the working group.

Chapter 5: Decision Pathway. This chapter provides a sequential order of decisions the Council will need to make if it chooses to enact either of these processes.

Chapter 6: Interaction Points. This chapter describes points in the two processes of Community Visioning and UMCH scenario development where information sharing would be of value.

Chapter 7: Council Guidance. This chapter provides a summary of points in each process where Council guidance or direction will be requested.

Visioning: Community-aligned policy leadership

Leading a vision process for your city is an example of community-aligned policy leadership. This introduction discusses this concept.

For leadership to be effective it must be aligned with the needs, aspirations and values of the community members.   Otherwise, no one will follow. The key word is "aligned". What does it mean to be aligned?

First, what does it not mean? To be aligned does not mean the elected official is an automaton, simply voting however the wind is blowing without their own judgement. Instead, aligned means to deeply understand the community's needs, aspirations and values and to act in ways that help fulfill those same needs, aspirations and values beyond a surface understanding.

Using needs, as an example, an elected official who deeply understands a community's needs can do several things which more fully address those needs. He or she can connect dots – seeing how one specific need may be related to other needs or how addressing some seemingly unrelated need can address the need at hand. He or she can re-frame needs, helping the community understand that some more fundamental issue needs to be addressed if the presenting need is to be truly addressed. He or she can prioritize needs, understanding that if need C is to be addressed effectively, needs A and B must be addressed first.

As an example, a common problem in many cities is the issue of opioid mis-use. Addiction, suicide, family disruption, crime are issues related to high rates of opioid mis-use. An elected official who understands these issues can connect high crime rates to high rates of opioid mis-use, laying the basis for a more effective crime reduction approach.   An elected official who understands this problem can help frame multiple approaches to addressing it. This is important because a complex problem requires equally complex solutions. Jobs, health care interventions, public safety interventions, peer supports, educational programs are all elements of an effective prevention strategy.

A visioning process is designed to help better define and understand the community's needs, aspirations and values.

Intent and Final Product

The intent is to engage the community broadly in a discussion of the future they would prefer for Worthington via a process that strongly engages residents and other stakeholders. This may include features of the City they want to keep and protect, new features they would like to see added, features they would like changed or eliminated, and the character and culture they want to have for the City.

The final product will be a "Statement of Preferred Future" which will summarize the community's perspectives on the above topic and identify those perspectives where there is broad concurrence.

Process Phases

Phase 0: Project organization

This phase consists of the following;
- Decision by Council to proceed with process
- Determination by Council if a public participation percentage rate standard is desired
- Review and adoption of Vision Committee Charter
- Appointment of Vision Committee
- Instruction to convene
- Committee Direction and Expectations – Discussion with Council
- Committee Orientation as to process and timeline – City Manager

Phase 1: Community Listening & Understanding

Purpose

One intent of this phase is to engage the community in a conversation about the future of Worthington from the perspective of what to keep, what to change, and the character and culture of the community. A second is to develop a knowledge base of how familiar are residents with very basic information about the city. This phase begins the process of understanding what the community would see as added value.   In this phrase four questions are posed to the community via several methods. The responses to these questions will provide the basis for phase 2 and 3.

Four Visioning questions to have the community answer:

What features of Worthington do you want the community to retain into the future?

What feature would you like to see added or enriched? What, more of or less of, would add value to Worthington?

What value would you like Worthington to be known for?

What sentence or phrase would you want to describe Worthington ten (10) years from now?

Baseline questions

Most of the City operations are funded by payroll tax while it only receives 4% of the property tax bill. How widely do residents understand that?

50% of the city's operations budget is spent on police and fire services. Would you have expected a higher or lower percentage?

The responses to these questions can inform Council the degree to which some public education effort is needed to help make the Vision process more productive.

Formats for obtaining answers to these questions

There are variety of tools to obtain public perspective. These should be examined from a cost/benefit perspective and the level of participation that reaches the desired level of validity

Vision Committee individual interviews. Each member of the visioning committee will conduct 5 to 7 interviews of residents or business owners. The only requirement is that a member interview a person they do not know or at least do not know well. The intent is to avoid interviewing persons with whom one is regularly in contact. A list of potential interviewees will be developed from recommendations from Council and the Visioning Committee. This list should include persons that historically do not engage with City government and/or that represent more vulnerable members of the community. The Vision Committee will then draw names out of a hat, replacing the name if it is a person they know well. The interview itself may be in person or over the phone with the focus being on the above four questions.

Vision Committee Invitational Hearings. The Committee as a group will invite a cross-section of the community to address them in person and/or provide written responses to the four questions. While the interviews above are one-on-one, this is a person speaking to the full Committee. Each speaker will be allocated five minutes to respond to the four questions with time also allocated for follow-up questions by the Committee. Cross-section means all sections of the City are heard from, both residents and business owners are invited, representatives of organized groups in the City are heard from. Council members may submit names of persons to be invited and the Committee itself will generate an invitation list.

<u>Vision Committee Public Hearings</u>. In addition, the Committee will hold meetings open to all interested persons to enable any member of the public that wishes to address the four questions may do so. They will be requested to provide a written summary also and may choose to submit written responses in lieu of speaking.

<u>Open Town Forum/Neighborhood Forums.</u> This will be an interactive forum in which participants will discuss their responses to the questions with other attendees. The participants will be furnished with a summary of the prior responses. If appropriate, participants may be asked to indicate their top three priorities among the various ideas which have been offered.

<u>Neighborhood based ddor-to-door interview groups</u>. In this tool, the City would delineate a number of neighborhoods and seek neighborhood volunteers who would do door-to-door or phone surveys asking the four visioning questions. One alternative would be to engage high school students to do the door-to-door work.

<u>Web-based tools.</u> There are a variety of web-based tools that can be used to drive public engagement. These should be researched. Examples are "Mind-mixer", "Community Remarks", "My Sidewalk", "Engagement HQ", "OpenGov", "Harvest"

Deliverable

A summary report for each of the four questions that also includes any prioritization information. A summary report on the baseline questions.

Phase 2: Environmental Scan and Trend Analysis

Purpose

The intent of this phase is to describe various possible futures for Worthington in the context of demographic trends, economic trends, and regional developments. There are features which shape or influence the future of any community.   The intent of this phase is to understand those trends that are particularly relevant to Worthington, how they may influence the future of the City and how the City can impact them for desired impacts or results.

Process

Expert Perspectives. The Vision Committee will hear from speakers with expertise or knowledge on those trends which could influence Worthington and how Worthington can influence those trends. The speakers may be drawn from community members with such knowledge or persons external to the City. All meetings will be public and live-streamed or video recorded where feasible.

Trend Analysis and possible Scenario Development. Based on the perspectives they have heard, the Committee will identify what they view as the key trends that could impact Worthington, the degree of influence the City could have on those trends, and how those trends could be impacted. The commission may summarize this analysis as a set of scenarios that are reasonably possible. Once this work is drafted in whatever format the Committee finds most useful, it will be made publically available for comment. Based on public comment, further modifications may occur.

Deliverable:

Trend analysis and potentially (at the choice of the Committee) reasonably possible scenarios describing the future of Worthington. This analysis is based on phase 1 and phase 2 data. They should address a ten to fifteen- year time frame, although events occurring earlier than that should be included.

Phase 3: Community Survey

Purpose

The purpose of this phase is to refine and validate what the community views as their preferred future for Worthington in terms of features that would add value, their desires for the character and culture of the community, which trends/scenario would be preferred and the willingness to pay for any added features.

The survey will be designed based on responses to the four questions generated in phase 1 and the trends/scenarios generated in Phase 2. The purpose of the survey is to first determine the degree of concurrence on the various responses, second which responses are the highest priority and third which responses are of sufficient value for a financial investment (i.e. do we want it enough to pay for it?).

The survey will be developed by the Visioning Committee and approved by Council prior to distribution.

Survey Administration

Three surveys are proposed. One would be a scientific random sample survey designed to produce a statistically valid perspective of community preferences. The second would be an "interested party" survey which would be distributed to all persons who provided responses in phase 1. The third would be an open to all interested parties survey to which any resident or business owner could respond.

Deliverable

The responses to each survey will be published and a comparison of results from the three surveys will be published.

Phase 4: Preferred Future Statement Development

Purpose

This phase will prepare a statement describing the preferred future for Worthington based on the data from phases 1, 2 and 3 that show the highest levels of concurrence and the highest levels of priority. This statement, once adopted by the City Council, will form the basis for the City's strategic plan for the next five years. During the period, the intent of the statement will be translated into programs and projects which operationalize the intents of the statement.

Step 1: Draft 1. Draft 1 will be developed by the Visioning Committee and then posted for comment by the public.

Step 2: Public comment. During a two week period the public can make suggested edits to the Draft 1 statement. Respondents will be asked to provide their reasoning for the proposed change, citing where they can phase 1 or phase 2 data.

Step 3: Draft 2. The Vision Committee will revise draft 1 based on step 2 comments.

Step 4: (option for second round of public comment). Should the Vision Committee determine a second round of public input would be of value, they can conduct a second round resulting in Draft 3.

Step 5: Town Hall Forum. This will be open to all interested parties.   Its intent is to discuss draft 2 (or 3) from the perspective of understanding why the draft 2 (3) version was written as it was and how it is viewed by participants.

Step 6: Final Vision Committee Statement. The Committee will develop its final statement using feedback from all above steps. In the event the Committee does not reach concurrence on all the document, members holding a minority view may develop an alternative statement. The document, along with any alternatives, will be forwarded to Council as the final work product of the Committee.

Deliverable: Draft Statement of the Preferred Future

Phase 5: Preferred Future Statement

Purpose

Final public comment and Council Discussion/Adoption

Process

Step 1: Public review. The Final Vision Committee Preferred Future Statement (along with any alternative statements) will be publically posted prior to Council discussion. Interested parties may submit alternative language.

Step 2: Council discussion and adoption. The Council will discuss, edit and adopt the statement.

Process Management

The process will be managed by a Vision Committee. This section describes purpose of the Committee, the appointment process and the various role members will be expected to fulfill. The specific tasks of the Committee are described in Chapter 3: Vision Committee Charter.

Purpose of the Committee

The committee has a dual purpose. Its administrative purpose is to manage the process and communicate status to the Council and community. Its product purpose is to discern and articulate the needs, values, and aspirations of the community with respect to the future of Worthington.

Appointment Process Options

The Committee itself will be appointed by City Council. Four options for the composition of the Committee are presented below. The Council should discuss and select from either one of four listed options or combine them in some way for a fifth option.

Option 1: Eight Member Vision Committee (with identified alternates)

> In this option, each Council member would appoint a member and an alternate. The Council would appoint the Chair. The role of the alternate is to attend whenever the regular member is unable to attend. They would also assume the regular appointment seat in the event a regular member must resign. Alternates of course may attend all meetings and would be encouraged to do so.

Option 2: Fifteen (15) member Committee.

> In this option, Council members would each appoint one person. The Council as a body would appoint the Chair and seven other members to ensure the desired diversity of perspective including geography, age, gender, ethnicity or racial, "hard-to-reach" groups. There are no pre-appointed alternates. In the event a member resigns the relevant Council member or the Council as a whole would appoint a substitute.

Option 3: Utilize the regular committee appointment process that the City uses for other committees.

Option 4: Charge an existing committee with the project and/or augment an existing body to manage the project.

To the extent possible, the Council should include the following considerations in appointments:

- Geographic coverage of the city;
- Age, gender, ethnicity range representation;
- Residents who are active in various community groups;
- Inclusion of persons who work in the community;
- The various constituency groups of the community are represented;
- Inclusion of persons or perspectives that are infrequently heard;

Application for membership

Residents will be encouraged to apply for membership on the Committee. To apply the resident should provide his or her written response to the four questions as well as a resume or other background information.

Roles

The role of Vision Committee members will vary by project phase. These include:

Phase 1: Community listening. In this phase, Committee members are neutral listeners. Their role here is to listen to the community and understand what they are saying, not to debate it or put forth their own view.

Phase 2: Environmental Scan and Scenario Development. In this phase, Committee members are asked to be critical thinkers. They will be asked to examine various assumptions about the future to determine which could with reasonable probability occur.   It is not the role of the Committee at this stage to express the future they want, rather to determine as objectively as possible what could occur from a probabilistic perspective.

Phase 3: Survey. In this phase, Committee members are asked to be critical readers. The questions about the survey they should ask include:

- Is the survey itself clear and understandable?
- Can the respondent be fairly asked to respond? Is there some knowledge required in order to be able to answer the question?
- Are the questions neutral or is there some implicit bias?
- Does it cover all the relevant points?
- Do these survey help provide information about trade-off preferences?

Phase 4: <u>Statement of the Preferred Future</u>. In this phase, Committee members are asked to be both "Analyst" and "Advocate". Their role as analyst is to understand if there is broad concurrence among the community and what the nature of that concurrence is. Their role as advocate is to advocate for interests and positions they believe are in the best interest of the community.

The ideal committee members would bring the following attributes:

- Ability to listen and balance various perspectives;
- Ability to critically evaluate assumptions;
- Ability to read and absorb survey and other data points;
- A willingness to openly state their interests while respecting the interests of others whether similar or different
- A willingness to seek solutions that represent the long term best interests of the City.

                                                                                    Process Time Frame

The following are the approximate time frames for the project. There can be overlap among phases.

Phase 1: Community listening – 4 months
Phase 2: Environmental Scan and Scenario Development – 3 months
Phase 3: Survey – 2 months
Phase 4: Statement of Preferred Future – 3 months

The following chart shows the time frames and phase overlaps.

Phase	Months								
1	x	x	x	x					
2			x	x	x				
3					x	x			
4							x	x	x

Chapter 2: Charter Vision Committee

Charter

Purposes

1. Provide overall management of the vision process through its stages
2. Identify and coordinate with existing city bodies who can add value to the process
3. Provide guidance and advice for the community visioning process regarding community engagement, data gathering and data interpretation.
4. Through adopted processes hear from the community their needs, aspirations, and values that they would like to characterize the community in the future
5. Develop and conduct a community survey to validate a community-wide perspective on these needs, aspirations and values;
6. Develop a draft vision/positioning statement for community reaction and Commission adoption

Role of the chair

1. Chair the visioning meetings
2. Develop agendas with staff support
3. Manage those agendas to ensure full discussion of all viewpoints
4. Manage the meetings to ensure productive use of time, maintaining focus on the agenda topic and promoting civil conversation and discussion
5. Actively seek to develop committee consensus where possible
6. Review meeting minutes (taken by staff) to ensure accuracy
7. Manage public comment when scheduled
8. Periodically brief the Council on status and emerging trends or issues
9. Periodically brief the Scenario Working Group on any topics relevant to their work

Other membership and operational requirements

1. Commitment to role as an active listener in phase 1 of the vision process with an understanding that their role is not one of an advocate at that stage.
2. Commitment to actively participate during the life of the Committee
3. All meetings will be publically noticed and held in a facility that will enable public observation

Time Frame and Schedule

It is desired that the Visioning Committee complete its work within nine months to a year. Should this time frame be unreasonable, the Committee shall propose to Council a time frame it can commit to.

Work Tasks and Suggested Schedule

The Committee should refer to chapter 1: Process Architecture for a more detailed description.

Phase 1: Community Listening – Four Questions (4 months)

- Conduct random individual interviews (as described in Vision Process Architecture document)
- Conduct public hearings (as described in Vision Process Architecture document)
- Hold at least one open town forum (as described in Vision Process Architecture document)

Phase 2: Environmental Scan and Trend Analysis (3 months)

- Obtain expert perspective on demographic, economic and regional trends that could impact the future of the City. Examples of sources could include The Ohio State University, The mid-Ohio Regional Planning Commission, other professional entities
- Analysis of trends

Phase 3: Survey (2 months)

- Develop for Council approval a survey to determine public interest and perspective on key topics that have arisen in Phases 1 or 2
- Arrange for administration of the survey
- Review and interpret the survey findings (with technical assistance as needed)

Phase 4: The Preferred Future Statement (4 months)

- Development of draft statement for public comment
- Iterative revisions of statement until basic concurrence has developed within the Committee
- Submittal of draft statement to Council

Role of Committee Members

Committee members will assume differing roles by project phase. Please refer to Chapter 1 for a discussion.

Products and Deliverables

Phase 1: Community listening – Four Questions

- A written summary of common themes and key points from the various methods used to obtain answers to the Four Questions listed in Chapter 1.

Phase 2: Environmental Scan and Trend Analysis

- A report on the key trends that could impact Worthington and how those trends could be impacted. This may be expressed as scenarios should the Committee so choose.

Phase 3: Survey

- Draft survey for Council approval
- Survey administration
- Survey results with draft interpretation

Phase 3: Statement of the Future

Draft statement describing:
- How the City wishes to position itself within the region, i.e. what will it be known for?
- Summary of needs to be address
- Summary of aspirations
- Summary of values
- Summary of common interests
- Preferred direction
- Trade-off discussion

Reporting Expectations

1. The chair is expected to report to the Council at a minimum of once monthly.
2. All work products are draft documents until accepted and adopted by Council
3. Where there is unanimity on the Committee regarding a conclusion that carries with it a recommendation, such a recommendation may be made and will be understood as fully supported by the Committee. Where there is not unanimity, options or alternative

perspectives should be provided. The relative strength of these options may be indicated if the Committee so chooses.

Life-cycle

1. The committee will terminate upon making its final report (Statement of the Future) to City Council.

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Chapter 3: UMCH Acquisition Scenario Process Architecture

Intent and Purpose

The purpose of this process is to determine if and how the City could secure the United Methodist Children's Home (UMCH) property, in part or whole, for beneficial uses for the City. The mission of the Working Group doing this determination is to determine the viability of any options it develops.

Process Phases

There are seven phases to this process. Each is described below

Phase 0: Project Initiation

This phase seeks to determine if there is a willing seller for the UMCH property. If there is, then Council may decide to move forward with the project. If not, the Council will need to make a go/no-go decision.

Phase 1: Project Organization

This phase sets the project in motion. It consists of the following actions by the Council:

- Editing and adoption of the Scenario Working Group Charter (as found in Chapter 4)
- Appointment of the Scenario Working Group (as found in Chapter 4)
- Authorization of expenditures for technical support or delineation of procedures for obtaining technical support

Phase 2: Proposals by the public

In this phase, the public can submit their concepts for the use of the property. The Working Group will then review those, identify overlaps and narrow, if needed, to a reasonable number of distinctive concepts for the property that have potential viability.

Phase 3: Technical Analysis and Scenario Development

In this phase, the Working Group is charged with developing at least two scenarios regarding acquisition of the UMCH property. These scenarios are described in Chapter 4. Additional scenarios may be developed at the judgment of the Working Group. This task begins with a review of the selected concepts from the public and reviews them to determine viability or how they might be modified or integrated to increase the viability

of the concept. The end-product of this task would be one or more scenarios that the Working Group determines is viable

As described in Chapter 4, this phase will be public and there should be an opportunity for public input as the scenarios are developed.

Deliverable: A minimum of two scenarios for public comment if two have been found to be feasible. If there is only one feasible scenario, it will be so posted.

Phase 4: Comparative analysis of the scenarios

In this phase, the Working Group will develop a comparative analysis of the various scenarios using as an analytical guide factors listed in appendix A. In addition to comparing developed scenarios the comparison will include selected historical proposals for other uses so that the residents can compare the fullest range of options.

Phase 5: Public perspectives on any feasible scenarios and potential revisions

In this phase, the Working Group will publish for public comment the scenarios. After obtaining public comment through whatever means it deems most feasible, revised scenarios may be developed.

Deliverable: A minimum of two scenarios if two have been found to be feasible. If there is only one feasible scenario, it will be so presented.

Phase 6: Community Survey or public referendum

If the survey mechanism is selected, two surveys are proposed. One would be a scientific random sample survey designed to produce a statistically valid perspective of community preferences with respect to the various UMCH scenarios. The second would be an open to all interested parties survey to which any resident or business owner could respond.

The Working Group would develop the survey in draft for Council approval. Once approved it would be administered and the data summarized. It would be the responsibility of the Working Group to develop interpretations of the data and report such to Council along with the survey results.

The other option is to hold a public referendum contrasting two scenarios.

Deliverables:

- Draft survey for Council approval
- Survey results
- Survey interpretation

Phase 7: Policy Decision

Phase 5 is a policy decision by Council. This could take the following forms:

- Council decision to pursue a specific scenario
- Council decision to schedule an Advisory Vote regarding public preference among two of the scenarios
- Council decision to accept both scenarios (assuming there are two) and decide based on private marketplace response
- Council decision to initiate action on one scenario to test private marketplace response

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Purposes

1. Provide technical advice and quality control to ensure that at least two scenarios (as described below) involving public purchase or public-private purchase of the UMCH property are developed for public consideration and feedback and presentation to the Commission.
2. The scenarios may be developed concurrently or sequentially based on policy direction.
3. Develop additional scenarios (as described below) as needed in their judgement to provide the community with feasible options.
4. Ensure all scenarios are thorough, accurate and represent standard and acceptable business case analyses in which the residents can have confidence.
5. Monitor the analyses and presentation of all scenarios are of similar quality.

Note: If the UMCH process is effective and of value, then a similar process could be used to address other Signature Properties with the following tasks:

6. Identify other potential signature properties in the City. Signature properties of either of larger size to add substantive capacity or services or are located as to be particularly impactful to the City.
7. Identify future community needs for housing, commercial space, education, recreation or other public needs that the City should be proactive in addressing.

Example Membership

Membership would be residents unless a needed skill set could not be found within the community. In that case, the Working Group could engage a technical consultant to provide that perspective to the Working Group. The role of the consultant in such a case would be solely to provide technical perspective.

- Banking and finance
- Business recruitment
- Commercial and residential real estate
- Construction
- Traffic and transportation
- Urban planning
- General resident

Appointment Process

1. Nomination process
   a. Self-nomination, nomination by others, nomination by Council members
2. Council selection and appointment

Role of the chair

1. Chair the work group meetings
2. Develop agendas with staff support
3. Manage those agendas to ensure full discussion of all viewpoints
4. Manage the meetings to ensure productive use of time, maintaining focus on the agenda topic and promoting civil conversation and discussion
5. Actively seek to develop work group consensus if needed
6. Review meeting minutes (taken by staff) to ensure accuracy
7. Manage public comment when scheduled
8. Periodically brief the Commission on status and emerging trends or issues
9. Periodically brief the Visioning Committee on any topics relevant to their work

Other requirements

1. No member may have any direct or immediate financial stake in the purchase or development of the UMHC site.
2. Commitment to actively participate during the life of the Work Group.
3. Complete a conflict of interest form and modify if needed during the process.
4. All meetings will be publically noticed and held in a facility that will enable public observation.
5. Opportunities for public comment on work group products will be regularly available.

Scenarios to be developed

Factors for Consideration in all scenarios

All proposed scenarios should address the following factors:

- Financial impact and ROI on the City including financial benefits and costs;
  o The ROI should include all City costs including acquisition, development, operations and maintenance and any other factors related to financial sustainability.
  o Is a scenario possible where there is no additional financial cost to the City? In essence the complete transaction would cover all the City's costs.

- Impact on school attendance zones and traffic and transportation;
- Additional cost per resident if any.
- Density rates
- Green space percentage
- Single floor housing data (if appropriate)
- # of units
- square footage of units
- Cost estimate per square foot
- Job potential
- Traffic
- School impact
- Property tax impact
- Environmental impacts
- Land
- Stormwater
- Compatibility with neighborhood
- Walkable
- Overall quality

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Scenario 1: Public-lead Acquisition with Private Partnership

Intent: The intent of this scenario is to determine ways and means by which the City could acquire all of the UMCH property. The City would then partner with the private sector to develop portions of the property. The key to this scenario is that the City drives this option and maintains a high level of control.

Conditions. The Working Group should develop a scenario through which the entire UMCH property could be acquired under the following scenario-specific conditions:

1. Open space land is maximized to the extent feasible. This may include development of park amenities on some, or all of, the current S-1 zoned land;
2. City causes development of the commercially-zoned High Street frontage with the intent to attract high-wage jobs;
3. The City may consider leasing or selling any portion of the property to financially support this scenario;
4. Consideration should be given to the availability of any external funding sources that would assist the City in acquisition and development and what conditions might come with that funding;
5. If it is determined that acquisition cannot occur without additional City investment, the amount of that investment should be determined and the method of paying for that investment publicly stated; and

6. Based upon feedback from the Visioning Committee, the Working Group will develop one or more scenarios for the use of the land including public use facilities. As an example, this might include bathrooms, parking areas and walking trails. Costs for features should be determined as well as a method for paying for those features. If multiple scenarios are developed, they should be labeled 1A, 1B, etc.

Alternative: - Scenario 2: Private-lead Acquisition with Public Partnership

Intent: The intent of this scenario is to determine ways and means by which the City could partner with the private sector to acquire a portion of the UMCH property. The City would work with the property owner to lease or buy some, or all of, the current S-1 zoned land. The key to this scenario is that the private partner drives this option and will push for his/her vision for the property. While the private partner would maintain a high level of control, they would also do most of the work and take most of the risk. One scenario should determine ways and means by which the UMCH site could develop in a manner that is consistent with the 2014 Worthington Comprehensive Plan Update. This could include one or more scenarios should the Work Group so choose. The Work Group may also develop scenarios with other approaches than the Plan update should they deem such scenarios feasible.

Conditions. Property acquisition and development can be done by City, private developer, or any combination of the two working in a collaborative manner. The Working Group should develop a scenario through which a portion of the UMCH property could be acquired under the following scenario-specific conditions:

1. A significant portion of the non-commercially-zoned land is leased or purchased by the City from a private developer;
2. The City will develop park amenities on the acquired land;
3. One scenario should examine a development approach in which site development is consistent with the Comprehensive Plan Update, adopted September 2, 2014;
4. At the discretion of the Working Group a second scenario could be developed in which
    a. The private partner will develop the commercially-zoned High Street frontage;
    b. The private partner may consider residential development on the property;
5. Consideration should be given to the availability of any external funding sources that would assist the City in acquisition and development and what conditions might come with that funding;
6. The amount of the City's investment should be determined and the method of paying for that investment publicly stated; and
7. If multiple scenarios are developed, they should be labeled 2A, 2B, etc.

Alternative - Scenario 3: Private proposal

Intent: The intent of this scenario is that an actual proposal would be made by the current property interests based on their market analysis. This proposal would not include hypothetical

assumptions but rather an actual private sector investment proposal. The considerations of scenario 2 would not apply.

This scenario would be compared to scenario 1 to provide the residents with a choice as to their preferred use of the property. In addition to a comparative evaluation developed by all parties, the preferences of the community would then be determined via either a scientific survey or public vote.

Should Scenario 3 be developed, the need for the Working Group to develop Scenario 2 may be moot.

Timing of Scenario Development

The decision here is whether to develop all scenarios simultaneously or to develop them in a sequence. One sequence option is to develop those scenarios which can be developed by the community first so that the residents can think among themselves before entertaining external ideas. A second sequence option is to develop scenario 1 and have a community conversation before developing or presenting other scenarios.

Reporting Expectations

1. The chair is expected to report to the Council at a minimum of once monthly.
2. All work products are draft documents until accepted and adopted by Council.
3. It is not expected that the Work Group will make any recommendations as a body as to which Scenario is preferred. Rather the Work Group will report the pros and cons of each scenario. The work group may provide relative weightings of each pro or con.
4. Scenarios will be comparatively evaluated using the evaluation criteria provided in the Scenario Process Architecture document.

Technical support and External Sources

It is envisioned service on this Work Group will require technical oversight of various projects needed to develop the scenarios, assess their feasibility and determine their financing requirements. It is not expected that Work Group members will do the technical work itself. The technical work will be conducted by City staff and various entities under contract to the City. The Work Group is authorized to request other specialized assistance as needed in the event the needed skill set is not already available or in the judgment of the Work Group an existing firm under city contract is not the best fit for the given task. Approval for additional assistance may be approved by the City Manager or Council depending upon purchasing requirements.

The Work Group may choose to hear from any external sources who have expertise in any range of these scenarios. This choice, if exercised, is not an endorsement of any external entity, not a sign of approval by the City itself. It is simply a source of data that the Work Group may find useful.

Time Frame

The goal is to complete development of the two scenarios within six to nine months. If after beginning work on the scenarios this time expectation is deemed unreasonable, the Work Group may propose an achievable schedule that it is willing to commit to.

Production and Discussion Process

The Work Group is engaged in a technical analysis task. At the same time, there is public interest in these scenarios and there are multiple alternatives within each scenario. For this reason, this technical analysis will need to be conducted with multiple opportunities for public input. The Work Group is authorized to select whatever public input mechanisms it deems most appropriate with the following expectations:

- All Work Group meetings are public.
- The public will be requested to offer any ideas for either scenario 1 and/or 2 in writing so that the Work Group can consider them in development of draft 1 of each scenario.
- The Work Group will offer a draft 1 of each scenario for public comment. These comments will be considered in the development of draft 2.
- The Work Group is authorized to engage in further iterations of this process if in their judgement such iterations add value;
- Whatever draft number is submitted to Council will be made publically available at least two weeks prior to Council consideration. Any written comments received from the public on that draft will be made available to the Council;
- The Chair or other Work Group member will make the formal presentation to Council. All Work Group members are invited to attend that discussion. If feasible, a workshop format would be preferable.
- Post Council discussion the Work Group may meet to make any modifications needed based on Council discussion.

Deliverables

- Draft proposal for Scenario 1 as described earlier
- Scenarios 1A, 1B, etc. at the choice of the Work Group
- Draft proposal for Scenario 2 as described earlier

Life Cycle.

The Work Group will end upon Council acceptance of the scenarios.

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This chapter details the decision pathway for Council to initiate actions on one or both processes described in chapters 1 and 2.

Vision Process Architecture Decision Pathway

Decision 1:   Go/no decision on initiating process. If no-go, stop.

Decision 2:   If go, review and adopt Vision Committee Charter

Decision 3:   Appoint Vision Committee members

Decision 4:   Authorize City Manager to convene

Decision 5:   Determine how to provide needed support

Decision 6:   Accept, modify or send reports or work products back for additional review

UMCH Scenario Working Group Decision Pathway
UMCH Scenario/Signature Properties Working Group Decision Pathway

Decision 1:   Should the focus be on UMCH solely or all/any signature properties?

Decision 2:   if the sole focus is on UMCH, Is there a willing seller? If yes, proceed? If no, stop?

Decision 3:   Should scenarios 1 and 2 be developed concurrently or sequentially with 1 being substantively completed before 2 is considered?

Decision 3:   if proceeding, review and adopt Scenario Working Group Charter

Decision 4:   Appoint Working Group members

Decision 5:   Authorize City Manager to convene

Decision 6:   Determine how to provide needed support

Decision 7:   Accept, modify or send reports or work products back for additional review

Chapter 6: Process Architecture Interaction

Purpose

The intent of this chapter is to describe how the Vision process and the UMCH scenario process could interact.

Interaction Table

The following table describes various potential interaction points as well as coordination issues.

Vision Process	Interaction	UMCH Scenario Process
No equivalent phase	None	Phase 0: Willing Seller? Scope of working group
Phase 0: Organization	Avoid duplication of appointments	Phase 1: Organization
Phase 1: Community Listening	Inform Working Group of any relevant findings as to public desires that could impact scenario development	Phase 2: Analysis & Scenario
Phase 2: Environmental Scan & Scenarios	Inform Working Group of any relevant findings as to public desires that could impact scenario development	
	Inform Vision Committee of any perspectives that could influence scenarios	Phase 3: Public perspectives
Phase 3: Survey	Coordinate timing	Phase 4: Survey
Phases 4&5: Preferred Future Statement	Examine consistency of UMCH policy direction with Preferred Future Statement	Phase 5: Policy

Chapter 7: Council Decision Points

The following table summarizes those points in both processes where the Council will provide some form of guidance to either the Vision Committee or the UMCH Scenario Working Group. Final decision points are also noted.

Vision Project		
Phase	*Deliverable (if applicable)*	*Council Guidance*
0: Project Organization	Draft process architecture	Decision to proceed with Vision process or not. Approval of proposed process as draft or modified
	Draft Charter	Review and adoption of Vision Committee Charter
	Draft Committee Models	Appointment of Vision Committee
		Instruction to convene
1: Community Listening	Draft Visioning Question	Approval of 4 questions
	Committee Summary Report	Receive and comment
2: Environmental Scan & Scenario Development	Minimum of two scenarios	Receive and approve
3: Community Survey	Draft survey	Receive and approve
	Survey results	Receive and comment
4: Preferred Future Statement Development	Draft Statement(s)	Receive and comment
5: Preferred Future Statement Final	Final Statement	Receive, edit, and adopt

UMCH Scenario Project		
Phase	*Deliverable (if applicable)*	*Council Guidance*
0: Project Initiation	Mission of Working Group	Focus solely on UMCH property or broader focus on Signature Properties.
0: Project Initiation	Willing Seller Letter	Decision as to move forward with project or not
1: Project Organization	Draft process architecture	Approval of proposed process as is or modified
	Draft charter	Review and adoption of Scenario Working Group Charter
	Draft Working Group Model	Approval "as is" or modified

	Appointment of Working Group	Approval
	Expenditure authorization	Direction to Manager
2: Technical Analysis and Scenario Development	Draft UMCH acquisition scenarios	Review and comment
3: Public perspectives	Revised Draft scenarios	Review and comment
4: Community Survey	Draft survey	Edit and approve
	Survey results	Review and comment
	Survey interpretation by Working Group	Review and comment
5: Policy Decision	Option as identified in process architecture or later developed	Decision

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