HISTORIC
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To: Council

From: Ralph

Date: June 6, 2021

Subject: Borough Manager's Report for May

> - In May Governor Wolf lessened the COVID 19 restrictions. Consequently, the borough office staff was still rotating between in-office and remote work. It has been a challenge to work this way since last year. We are looking forward to a return to normal (as normal can be).
> - We are working to fill all openings and to help new employees learn their jobs.
> - As we look ahead and see optimism in regard to the pandemic being behind us, I have included a Retreat Report from the City of Dublin that may help us develop an agenda for our council retreat. It is only meant to be an example.

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TDD/TDY & Voice 711
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Activities
Meeting preparation and follow up, coordinate with staff – doodles, directives, policy questions
Unscheduled, informal, meetings, calls, emails to/from staff – Department day-to-day operations
Correspondence – elected, fellow staff, residents, business owners, other government staff, realtors, customers, etc. via emails, phone calls, letters
Reviewed Revised State COVID 19 Guidelines
Transitioning back to regular in-person staff meetings
Draft meeting minutes review
Vacancy Interviews
Rotating Staff for In office and Remote work – in compliance with mandates

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City of Dublin
2019 Council Retreat Report

Intro/Agenda

On February 21-22, 2019 Dublin City Council gathered for their annual retreat. The agenda for these two days encompassed the following key elements:

- To review and discuss progress made on the goals established in 2018
- To develop visionary goals to set the City on a course for continued success
- To discuss and assign identified policy topics for further examination, discussion and adoption

A copy of the full agenda is attached to this report.

Pre-Retreat Survey

To set the stage for Council's retreat, an on-line survey was sent to Council Members several weeks prior to the retreat. Responses to several of the questions were used as part of the agenda activities and discussions. The survey, with all responses, is attached. The questions that were asked are as follows:

- What do you see as the City's greatest opportunities in the next few years?
- What do you see as the City's greatest challenges in the next few years?
- What trends are affecting or will soon be affecting local government that Dublin should be prepared to address or take advantage of (consider regional, state, national and global)?
- What do you most need from City staff to be successful as a City Council and/or City Council Member?
- What does the City staff need most from you as an individual Council Member or from Council as a body to be successful?
- Part of our time during the retreat will be spent discussing policies. This could be existing policies that may need to be reviewed, or new policies that may need to be developed. Please list any policies or policy areas that you would like to have considered.
- Is there anything else you would like to make sure is discussed during the City Council retreat?

Celebrating Our Successes

The evening of February 21 began with an opportunity to reflect on and celebrate the many achievements from 2018. Each Council Member took a moment to share what accomplishment he/she was most proud of from 2018.

Review of 2018 Council Goals

Also on the evening of February 21, Council spent time reviewing their 2018 goals, progress made on each and consideration of next steps for those that have not been completed. Attached to this report is the 2018 goal document, with City staff updates, that was shared with Council as part of the retreat. Additional notes have been added to reflect requests of Council in further advancing several of the goals. The legend has been changed to more accurately reflect the intent of the color codes applied.

Visioning Process/Goal Development – Next BIG Thing

The answers to the pre-retreat survey questions about opportunities, challenges and trends that Council Members believe are impacting or will soon impact Dublin were used to help guide this visioning exercise. The survey responses from these three questions were grouped into the following "Themes":

- Economic Development Strategy
- Smart City/Intelligent Community
- Technology Deployment (internal)
- Engaged, Open and Transparent Government
- Land Use/Development
- Finance/Budget
- Internal Operations/Culture
- Resident Service Needs

Council Members were asked to review these themes, along with the corresponding survey comments and then individually rank their top three themes, considering degree of urgency and current level of importance to the City. Attached is a document entitled "Strategic Themes" that was provided to Council as part of this exercise and that summarizes survey comments related to each theme

Next, each Council Members stated what his/her top three themes were and offered comments as to the reasoning for why he/she considered these as highest priority. Responses were noted and tabulated with the following three receiving the highest collective ranking.

- Economic Development Strategy
- Finance/Budget
- Smart City/Intelligent Community combined with Technology Deployment (internal)
  there was consensus that significant overlap existed among these two topics that grouping them together was appropriate.

Finally, Council considered these three themes and as a team discussed and answered the following questions:

- "What is the Next BIG Thing that needs to happen within each theme?"
- What one thing could we do within each theme that would set us apart and on a trajectory for overwhelming and unstoppable success?"

Council's discussion of these questions resulted in the following three Visionary Goals:

1. ***Ensure Fiscal Strength and Sustainability.*** *Update our Economic Development Strategy to spur growth and raise income tax revenue by 3% or more annually.*

   While the economic development strategies of the past served the City well, the changing economy, future of work and workforce, and rapid changes in technology make it imperative that we chart a new course for the City's economic development strategy. Our new strategy will rely on sound objective and subjective data to understand where we are now, how we compare regionally & nationally and opportunities and objectives to be pursued as we move forward.

2. ***Become the Most Connected Community in the U.S.*** *Pursue pilots to find viable solutions to deliver broadband access and smart city capabilities to all our businesses and residents.*

   Accessible, reliable and high speed/high capacity broadband capabilities are vital to the City's economic future and smart city initiatives, along with current and future resident needs. Efforts must be undertaken to evaluate and pursue options to provide for connection throughout the City in both residential and commercial areas.

3. ***Innovate and Enhance City Services Using Big Data and Better Analytics.*** *Capture the economic and operational improvement opportunities now possible through data and data analytics. Ensure privacy, security, and transparency.*

   Big data will soon drive the future of sound decision making, predictive analytics and smart city initiatives, all of which can result in providing better services and safety to our community. The advantages of big data must also take into account the challenges associated with security and privacy. Policies and tactics related to these various aspects will need to be developed and implemented.

Goal Execution

Executing on these goals will involve a high level of input from City Council and a series of Council Work Sessions for Council discussion of each to set a strategy, provide ongoing opportunities for input and discussion, and to monitor progress. A proposed schedule of Work Sessions related to each of these visionary goals is attached to this report. This schedule is intended to be updated as needed to respond to progress and challenges of each goal and availability of Council.

Policy Discussion

Based on feedback gathered from the Council survey as well as input from City staff, a list of policy topics of interest was compiled and provided to Council. A complete list of those topics and a brief description of each is attached to this report.

Council reviewed the topics, considered if any were missing from the original list or if any could be removed. They then determined where each policy would be assigned, considering Council Meetings, Council Work Sessions, Council Committees and Boards/Commissions/Task Forces as options. The following provides a summary of the policy topics that Council wishes to have reviewed during 2019 and where each was assigned for initial discussion and consideration.

Council Meetings (bring forward for discussion by full Council)
- Annexation/Growth Policy (townships)

Council Work Sessions
- Debt Policy
- Balanced Budget
- Bridge Street District – Street Policy
- Tree Replacement on Private Property

Public Services Committee of Council
- Property Maintenance Code and Enforcement
- Citywide ROW Landscape
- Shared Use Paths – Snow Clearing Priorities

Administrative Committee of Council
- Seasonal Employee Pay/Benefits
- Council Rules of Order

Community Development Committee
- Parkland Fee in Lieu
- Timing/Triggers for Review of Community Plan
  (& Reaffirm the 2010 Vision Plan)

Finance Committee of Council
- Bed Tax Policy
- Budget Process/Revised Calendar

Community Services Advisory Commission
- Maintenance of Stormwater Ponds
- External Events Management/Scheduling Policy

Planning and Zoning Commission
- Housing – type, cost, impacts on schools
- Upgrade of Building Materials

Architectural Review Board
- Sandwich Boards

Task Force (Convened by Main Street)
- Future Role/Vision of Historic District

Policy Execution
Similar to what was noted regarding Council's goals, discussion, analysis and consideration of each of these policy topics will require a set schedule for Council Work Sessions, Council Committee meetings, and Board/Commission/Task Force meetings.

Tracking and Updates on Progress
Relative to 2018 & 2019 Council Goals and 2019 policy topics, Staff will develop a tool to track progress and provide quarterly updates to Council. Staff may recommend and Council will determine whether any goal or policy item is accomplished/completed or whether further effort is needed. Once determined to be completed by Council, the goal or policy item will be removed from the list.