

CITY COUNCIL RETREAT JANUARY 27, 2024

9:00 Introductions and Ground Setting

Council Member Why – Why do you serve? (2 minutes)

9:25 Retreat Purpose and Goals [5 minutes]

9:30 What is working?

Council Accomplishments

9:45 Shared Momentum

9:50 Consensus with Others on City Issues

What do you care about – Top 3 Council Member Priorities

10:20 Communication Process – Committees, Calendar

10:30 Break

10:45 Committee Work to Move Initiatives Forward

12:00 LUNCH BREAK

12:45 Principled Negotiation Practice – Tax Revenue Options

2:30 Closure and Next Steps



EVERETT CITY COUNCIL

2024 January Retreat



AGENDA FOR SHARED TIME

Introductions – Your Why

Retreat Purpose and Goals

What is working?

Council Accomplishments

Shared Momentum

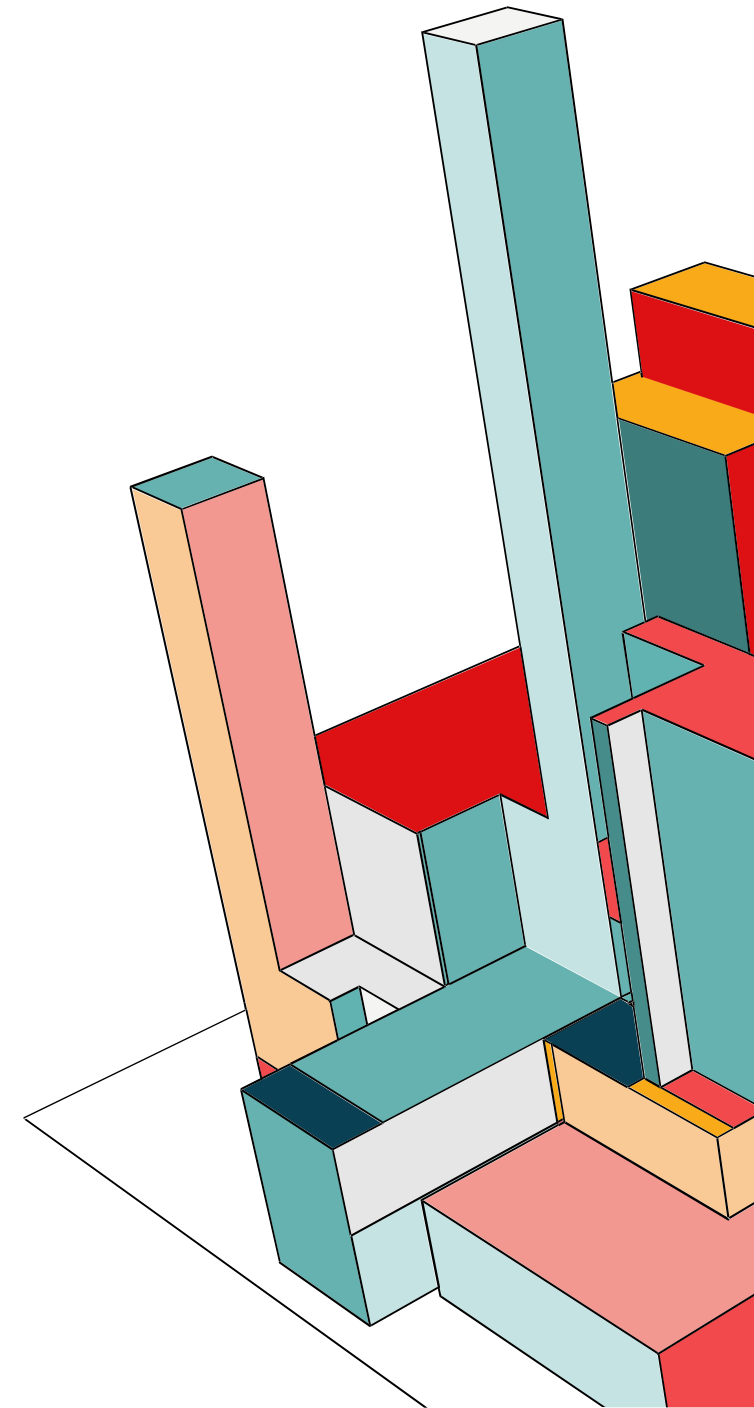
Consensus and Top 3 Council Member Priorities

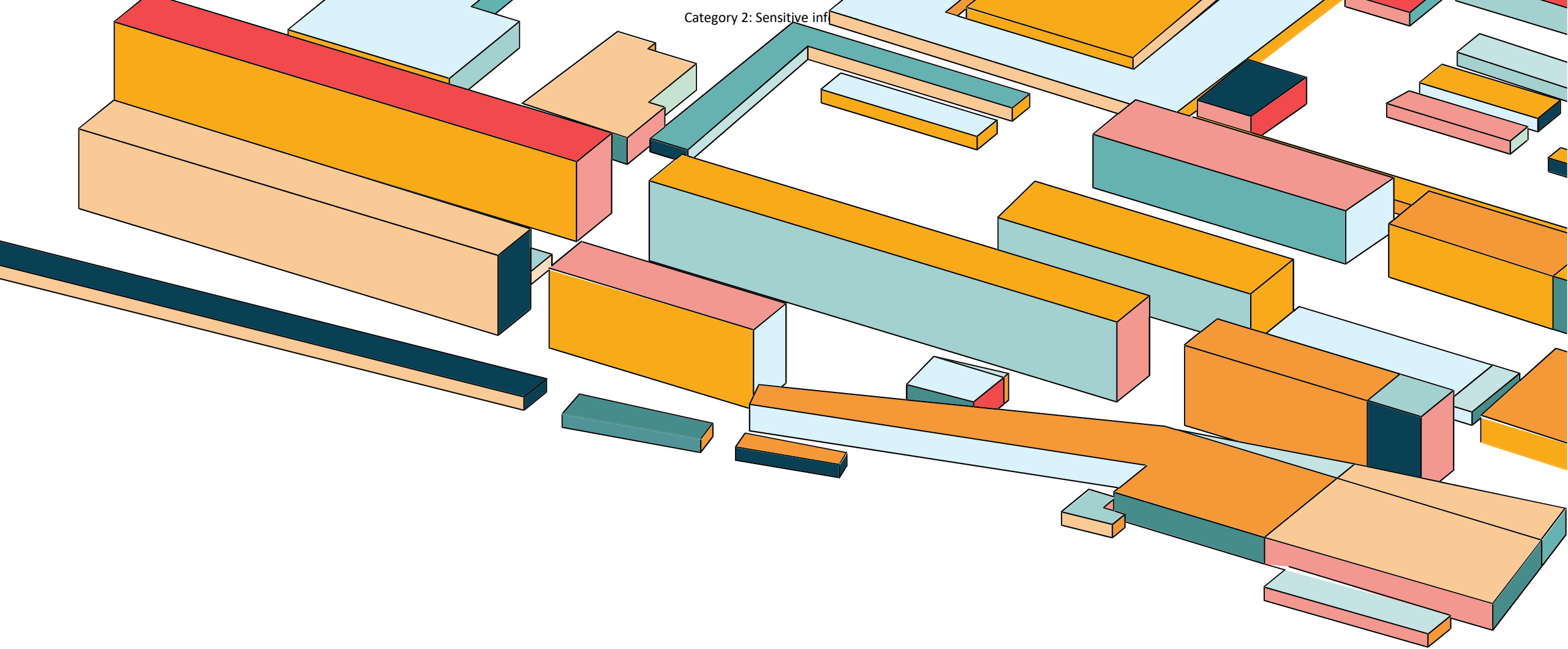
Communication Process – Committees and Calendar

LUNCH BREAK

Principled Negotiation Practice 90 Minutes –to 2 HOURS

Revenue Options



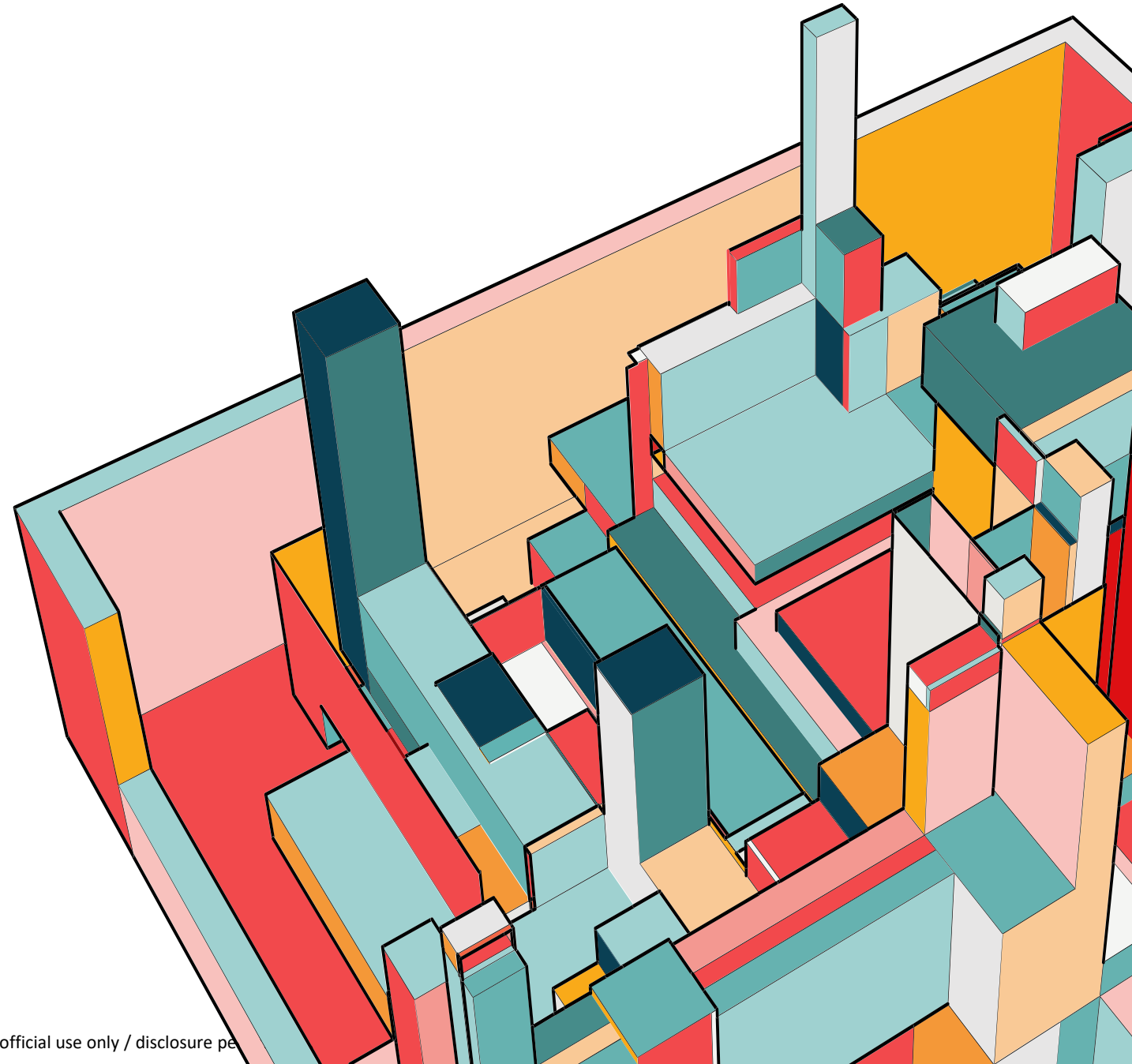


INTRODUCTIONS/GROUND SETTING

WHO I AM

KATHY SOLBERG

- CommonUnity
- Leadership Snohomish County
- Community Weaver
- Human Systems Design Certified
- Nonpartisan roots
- Collaborative Governance Fan
- City of Everett Resident
- Regenerative and Adaptive Leadership
- Grateful Fan of Public Service

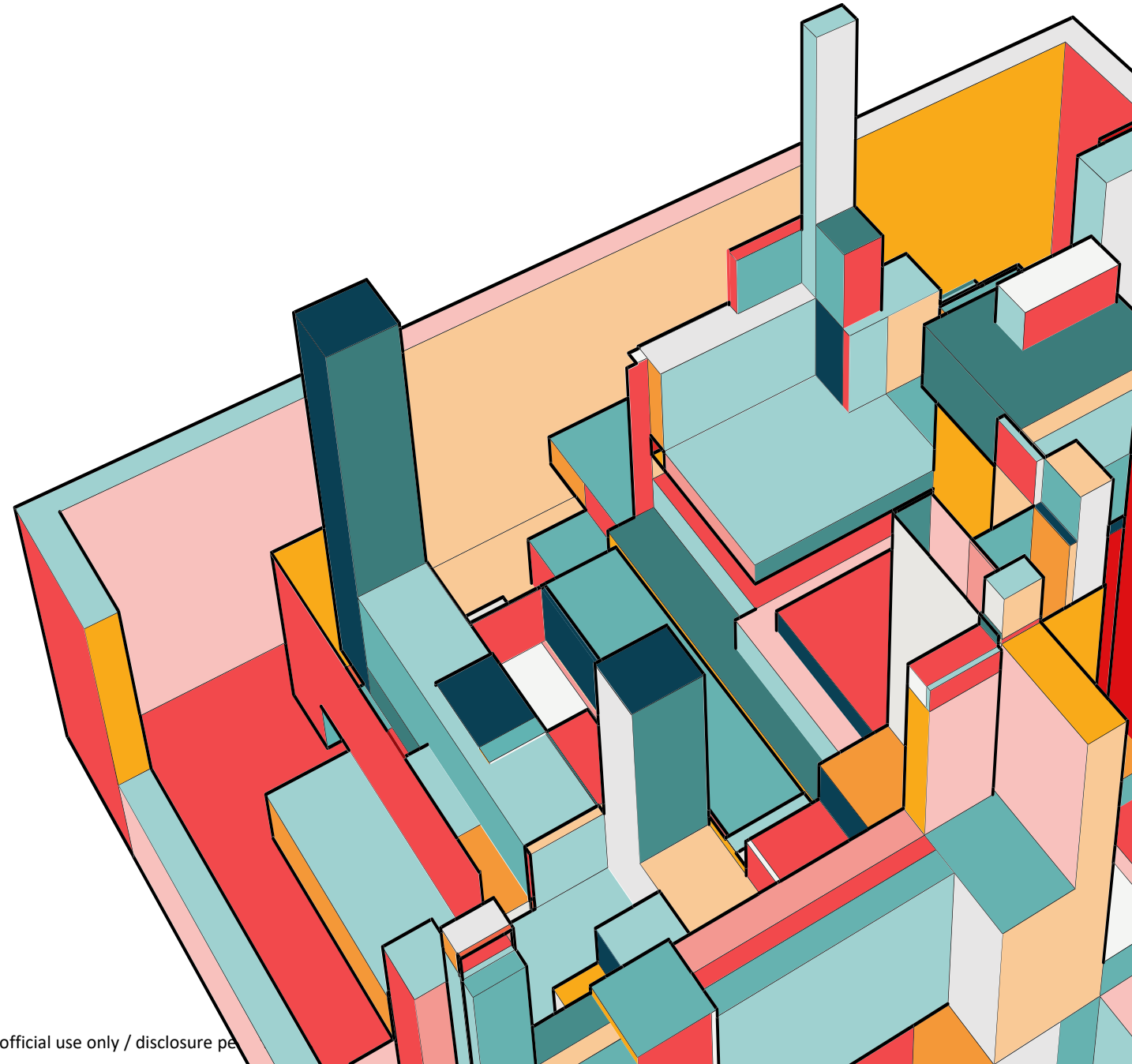


MY GUIDELINES FOR GATHERING

1. Give and receive welcome
2. Extend invitation and not demand
3. Speak your truth in a way that respects other people's truth
4. No fixing, saving, advising or correcting each other
5. When the going gets rough, turn to wonder
6. Know that it is possible for the seeds planted here to keep
7. ESOBAST – Everyone Speaks Once Before Anyone Speaks Twice

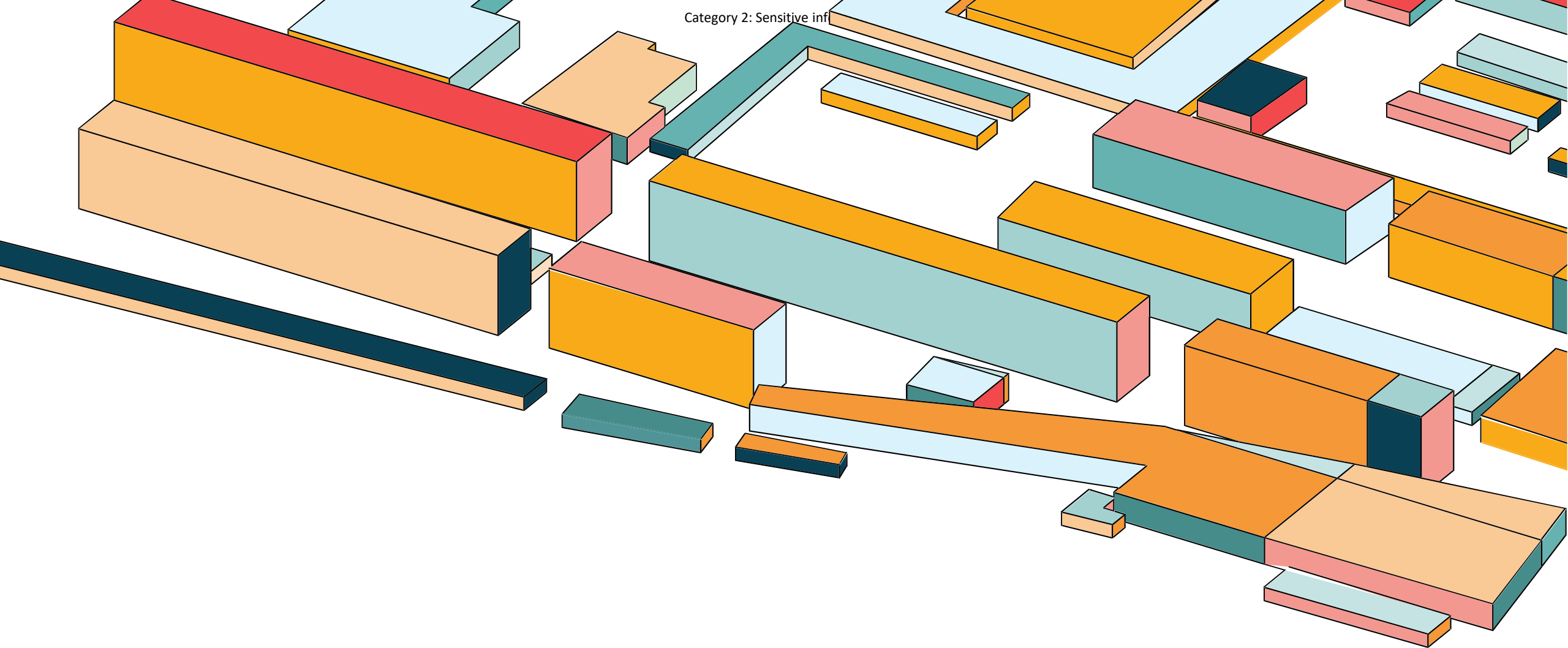
WHO YOU ARE

- 7 Committed leaders and conveners
- Individuals that believe in the power of Community that want to make a difference
- 4 Women and 3 Men
- Individuals that agree often on the What and have varied ideas on the How
- City of Everett Residents
- Individuals that serve Everett and what you care about in many ways



YOUR WHY

WHY DO YOU SERVE AS A CITY
COUNCIL MEMBER FOR THE
CITY OF EVERETT?



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RETREAT PURPOSE AND GOALS

YOUR DESIRED OUTCOMES FOR TODAY

1. **Equitable distribution of work and shared priorities**
2. **Know what matters to other council members**
3. **Acknowledge accomplishments**
4. **Collaborative Agendas**
5. **Neighborhood group meeting representation**
6. **Creating agreement around revenue options and taxation.**
7. **Committing to dedicated staff member for council and use of council budget.**
8. **Know the tradeoffs for all of our goals so we can best move forward with what we hold high.**
9. **Succession planning that is transparent and understood by all.**
10. **Optimizing committees to bring council initiatives forward**
11. **General understanding or how to treat one another and trust building**
12. **Feeling good about who we are as a council for our community**
13. **Assuring citizens feel heard – honing acknowledgement and communication process**
14. **A more cohesive and collaborative council.**
15. **Making access to committee meeting information streamlined and accessible.**



MY GOAL FOR OUR SHARED TIME

Gaining Momentum

Aligning what we agree on so that some shared priorities can move forward in 2024 for our constituents and that feeling of accomplishment.

Finding Consensus

How to move forward with the issues that are defined as having support and aligning with the Council and City priorities

Revenue and Budget Clarity

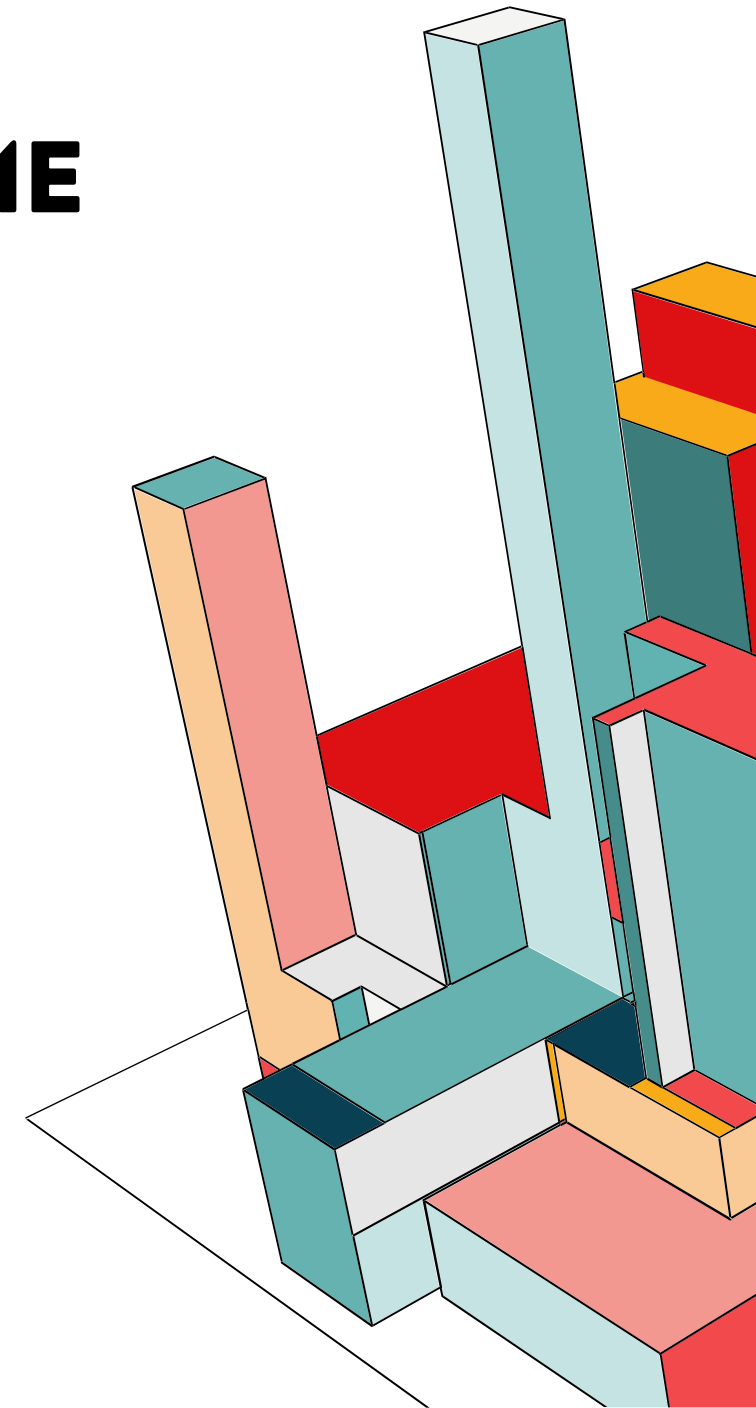
Reviewing the tax revenue options and assuring that all have a voice as a decision is made to move a recommendation forward.

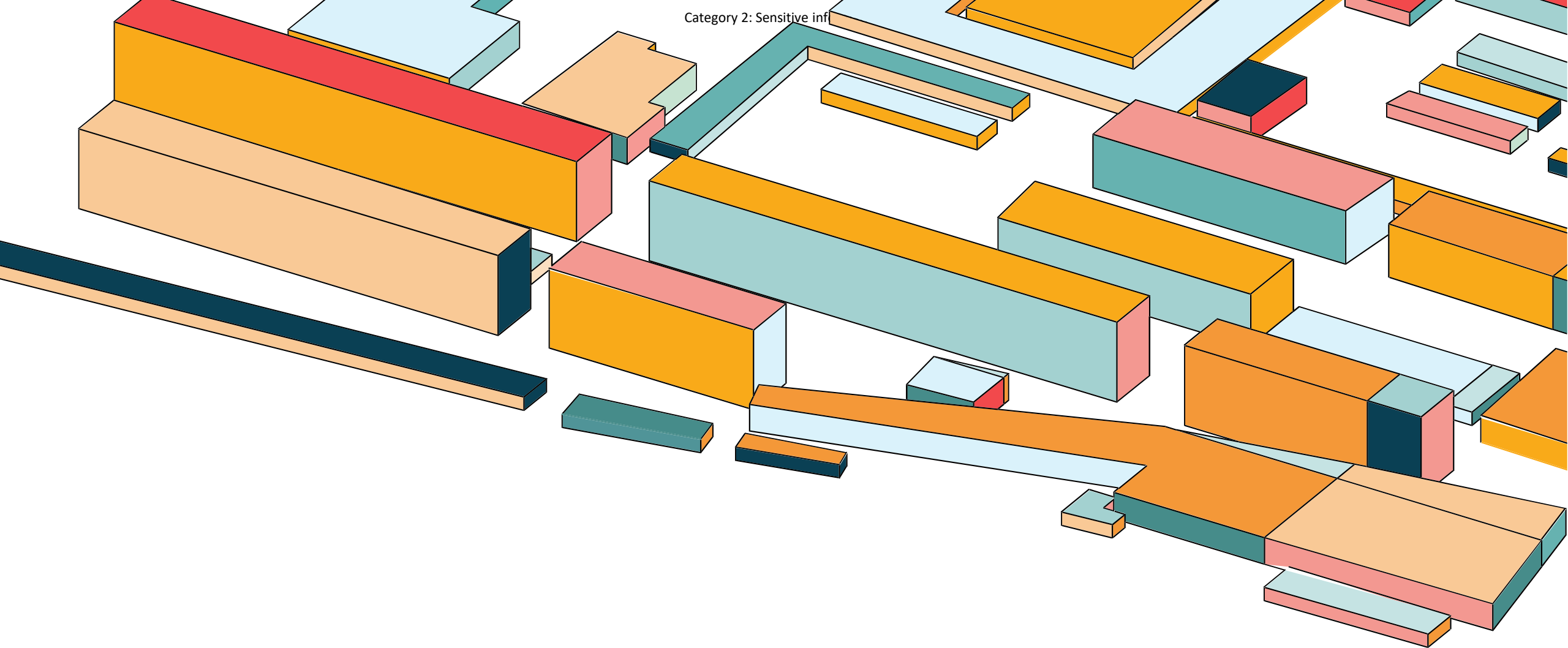
Communication Wins

Finding ways to help council members to be more effective by sharing and streamlining the communications for all the committee work. Looking to create efficiencies around communications.

Creating shared understanding

Knowing what other council members care about and hold as priorities is key to be able to collaborate and move initiatives forward.





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WHAT'S WORKING?

WHAT I HEARD FROM COUNCIL MEMBERS

Thorough Exploration of Complex Issues

Looking at tradeoffs to have thoughtful consideration of votes.

Willingness to explore varied perspectives.

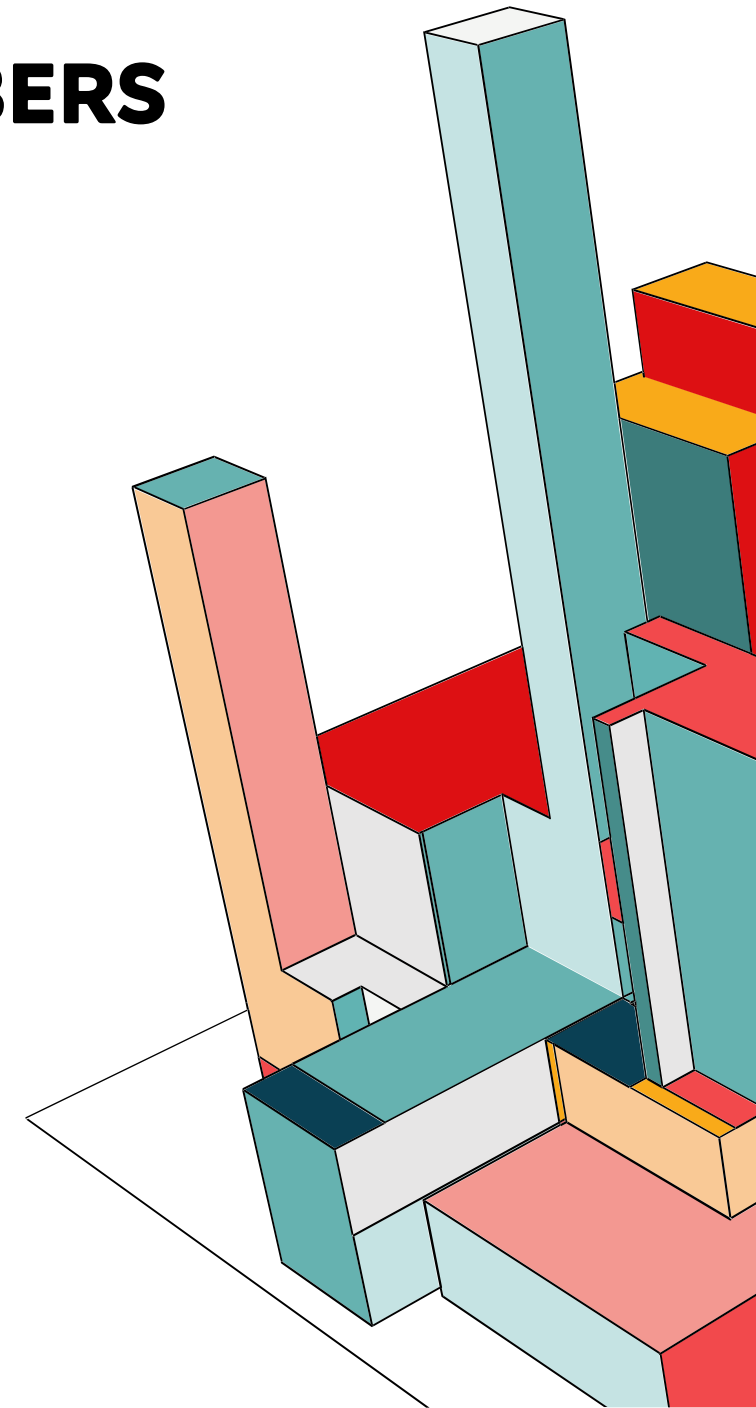
Other's perspectives have been illuminating to see things in different ways. Historical perspectives, human needs, equity/fairness, public concerns and budget issues have all been brought to different lights.

Staff Liaison Role

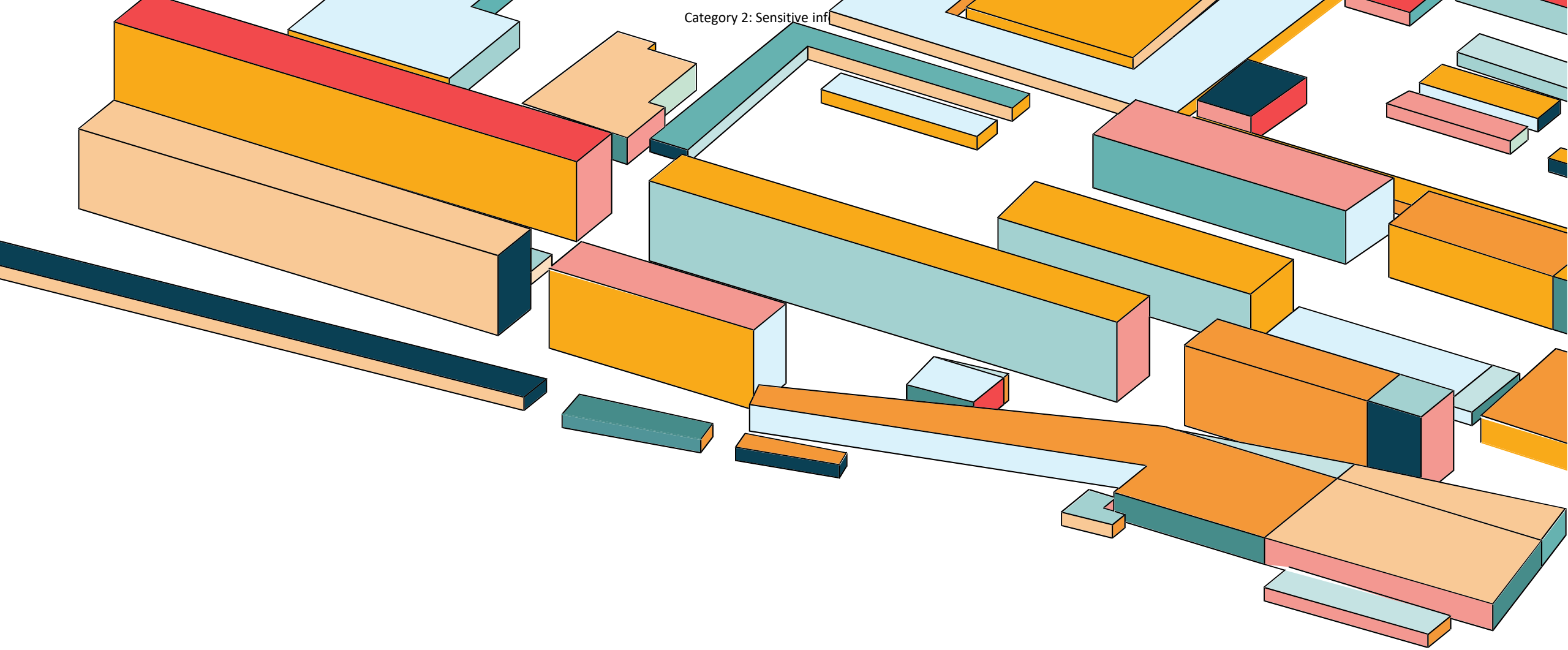
Jennifer is giving legislative updates with a consistent presence. A consistent point of contact has been helpful

The committee structure is working well.

Learning a lot! Bringing organization to our approach and to policy. Deeper discussions and not yet creating a lot of new legislation. A place to be more specific. Some committees are taking a lead of successes



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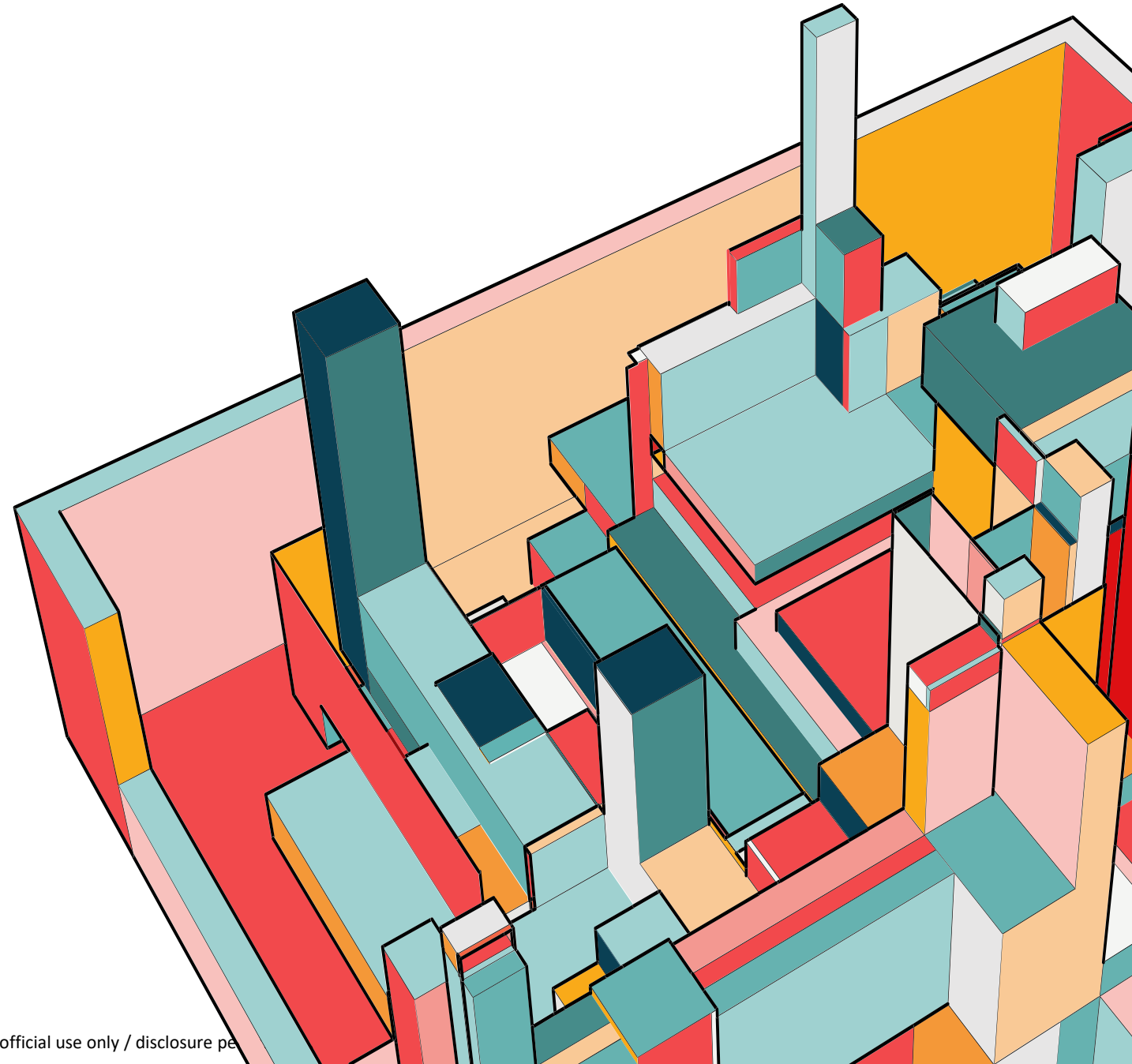
COUNCIL ACCOMPLISHMENTS

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ACCOMPLISHMENTS FOR 2023

1. Transition from at-large to districts
2. Updated Council Procedures which included revision of hybrid meeting regulations
3. Restructured Council Committee meetings
4. Implemented paperless Council agenda packets

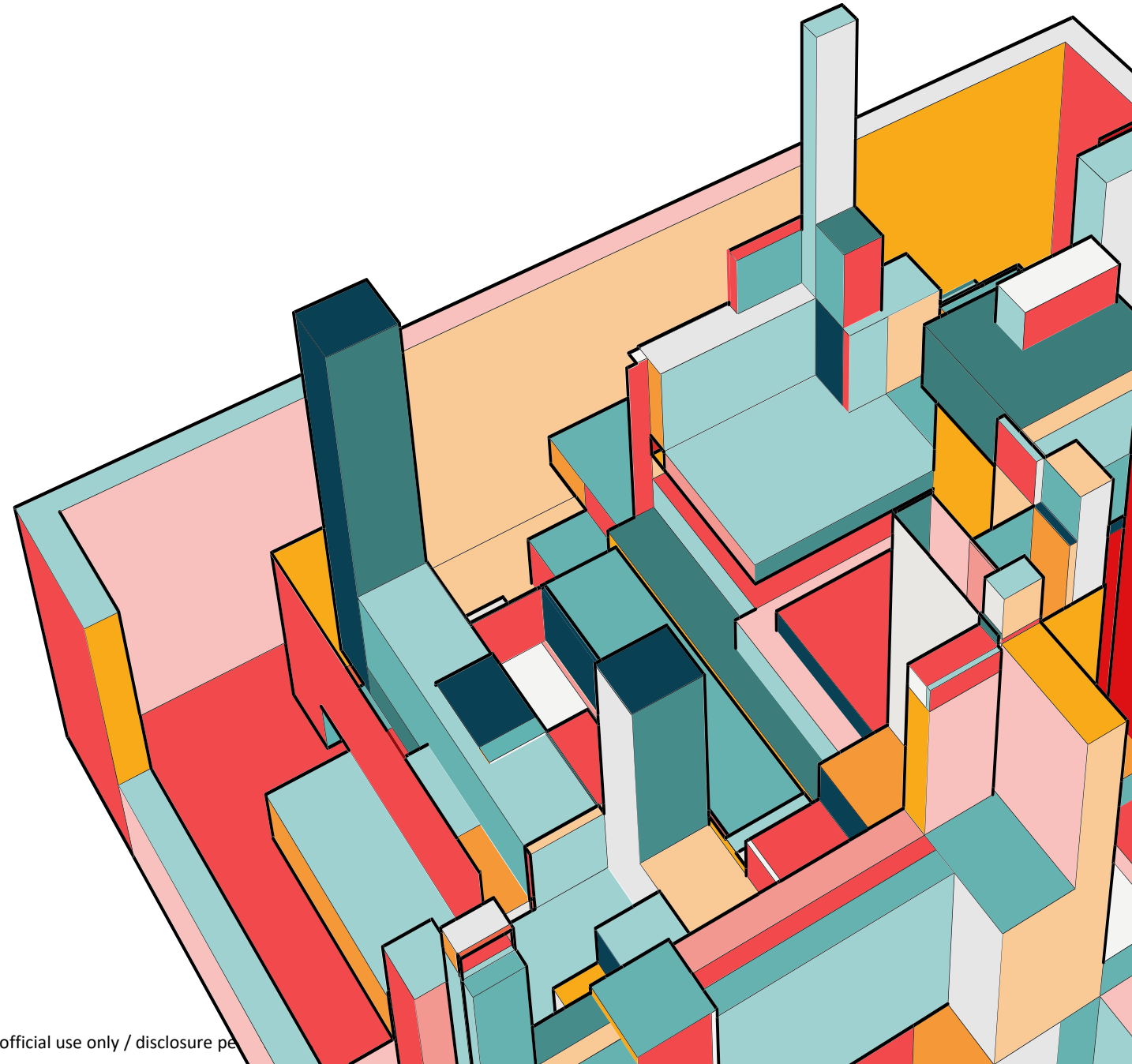
QUESTIONS OR THOUGHTS?



MISSION

As defined in Section 1 of Resolution 7752 establishing City Council Rules Procedure

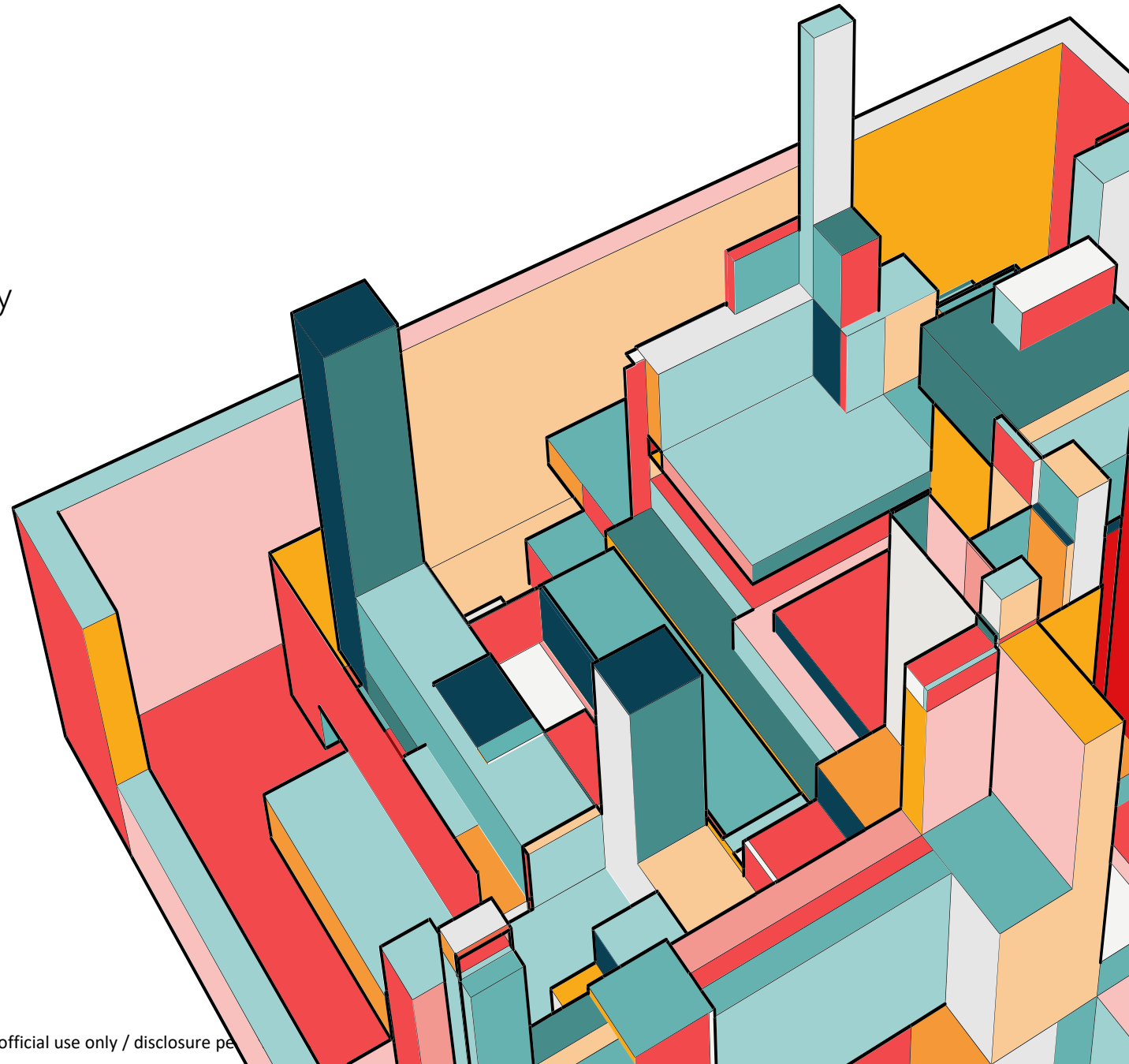
As a matter of open government and transparency, The Everett City Council strives to engage the public in a civil and democratic process. As the policy - setting and oversight body for the City, the design of the City's democracy as outlined in the Charter is that the legislative branch sets the policy, the administrative branch carries it out.



MISSION

From Mayor Franklin's 2023 State of the City

Our city is and will remain a great place for all to live, recreate, raise a family and start a business. Our residents will have affordable, quality housing options in neighborhoods that connect them to jobs, parks, vibrant retail spaces, entertainment and each other. Our city will be innovative, resilient and sustainable. Our city will be known across the region and country as a small city with big opportunities.



DUTIES AND RESPONSIBILITIES

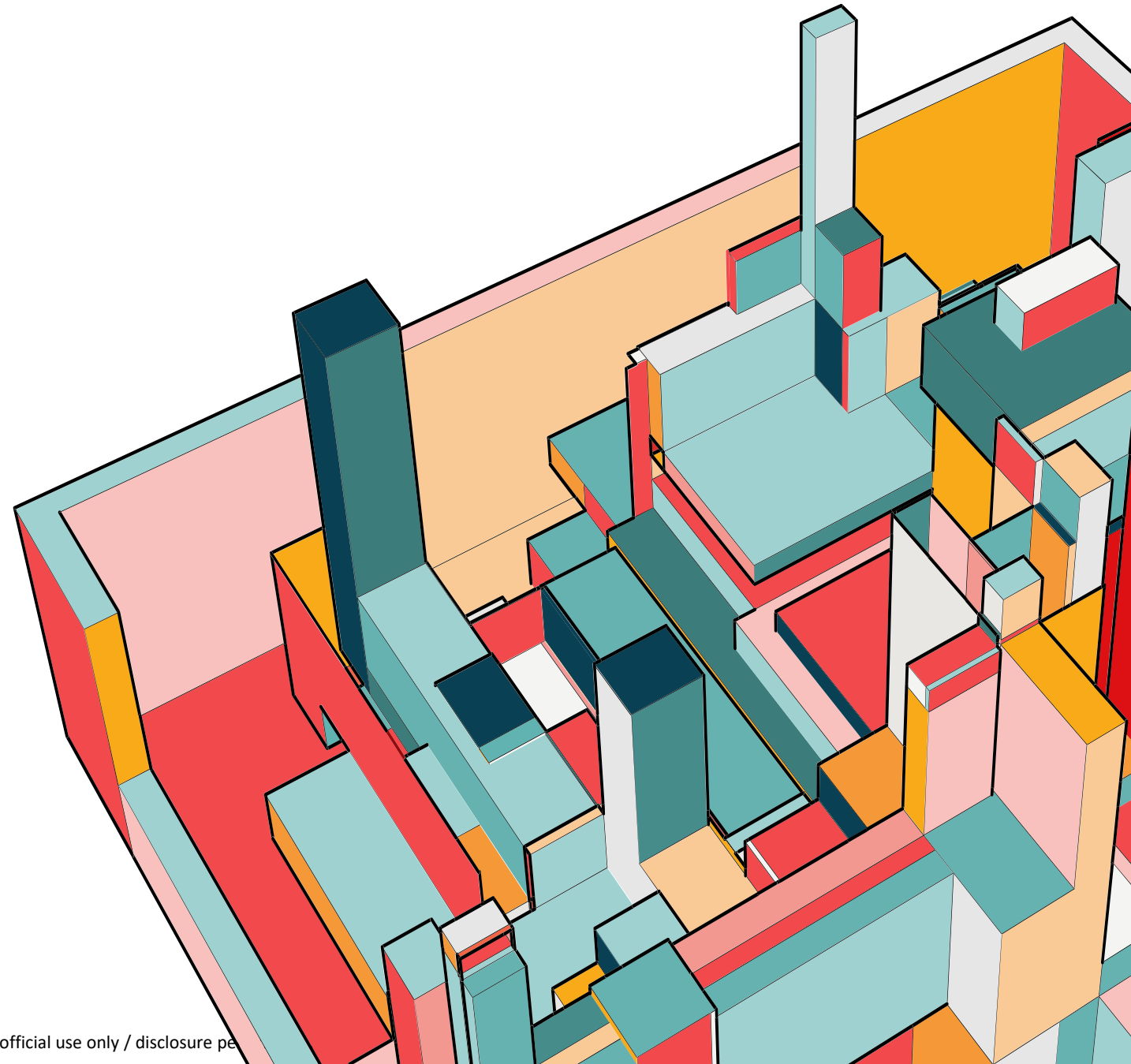
As defined on the City of Everett Website

Provides citizen representation for the City of Everett

Gives direction to the City in identifying and addressing priority needs for the City through legislative authority

Establishes policy direction to the Administrative branch of City government

Promotes the economic growth and vitality of the City through local, state and national involvement on boards, commissions, and committees



DO YOU FEEL A SHARED MOMENTUM TO ACHIEVE THE CITY'S MISSION AND PLAN FOR THE FUTURE AMONG COUNCIL MEMBERS?

No one said NO

- Operate meeting to meeting
- Many individual agendas
- All want best for the city and residents.

Issue Dependent

- Shared for employment, business, parks and the budget.
- Varied on behavioral health, drug use, public health

Moving past elections

- Two seats were elected
- Need to move past to make decisions about budget
- Many points causing divisiveness

Many Shared Whats

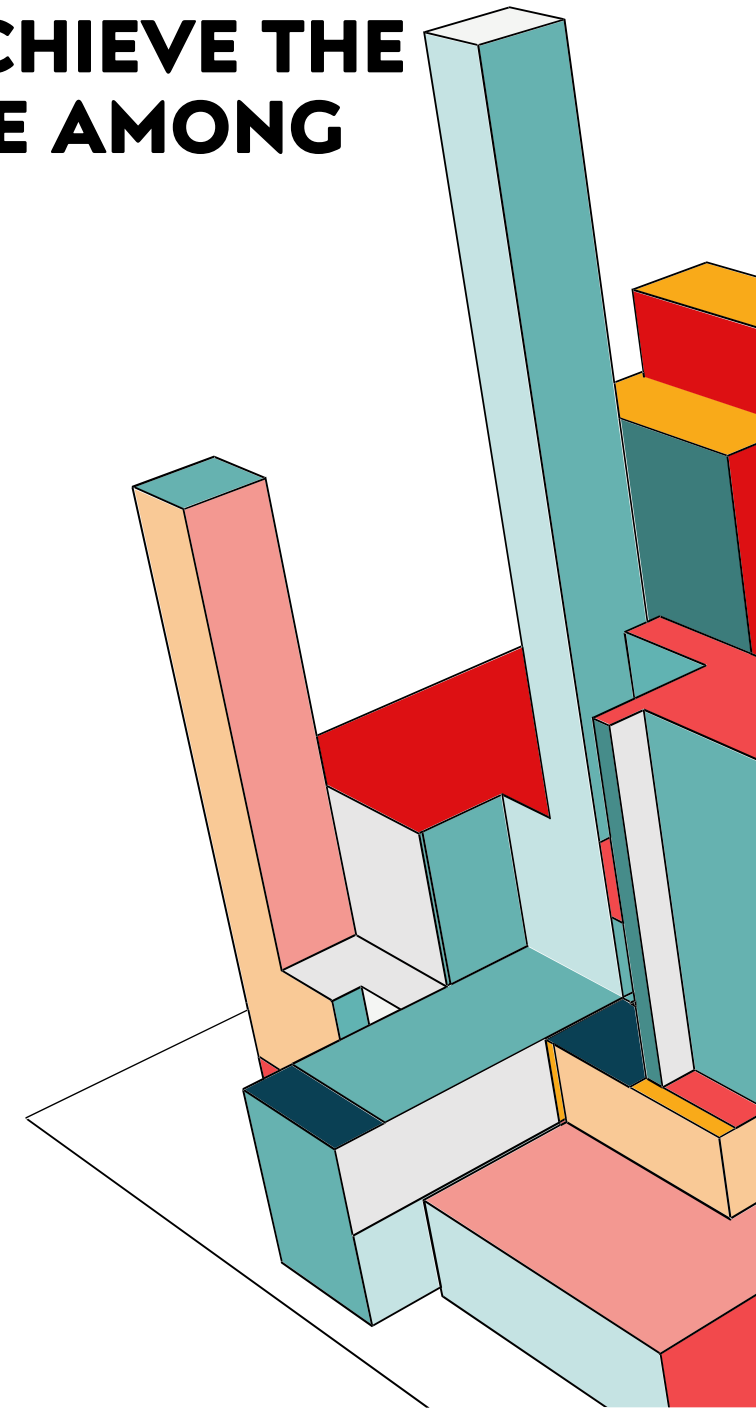
- All want vibrant engaged community
- All want what is best
- Many share priorities

Differences on the Hows

- Doing a lot of work without accomplishing a lot
- If we start with big issues we agree on, then we can navigate the varied Hows
- Forward movement on What can work with communication and facilitation on the How

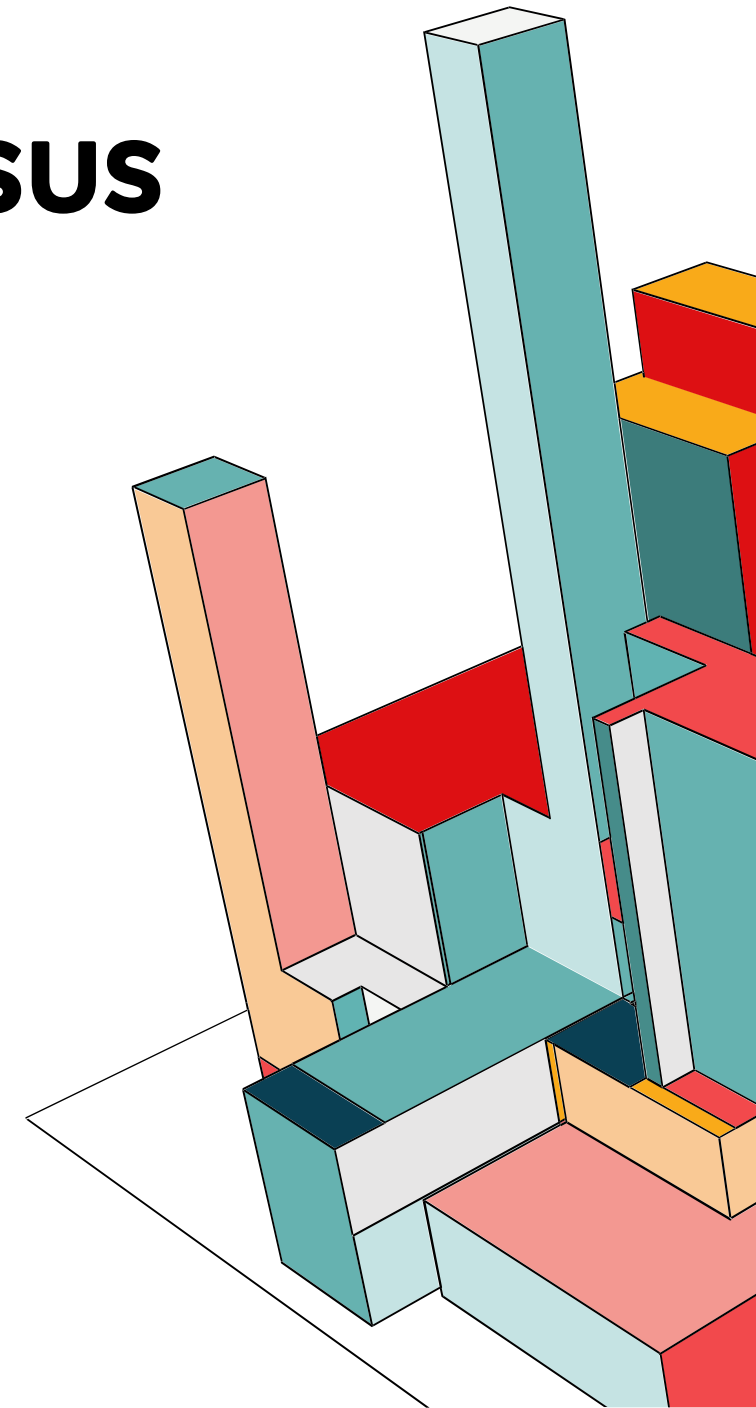
Unclear of Mission/Map/Direction

- Council rarely initiatives any priorities
- Want to more than move forward all that Mayor brings as priority
- How to be proactive rather than reactive

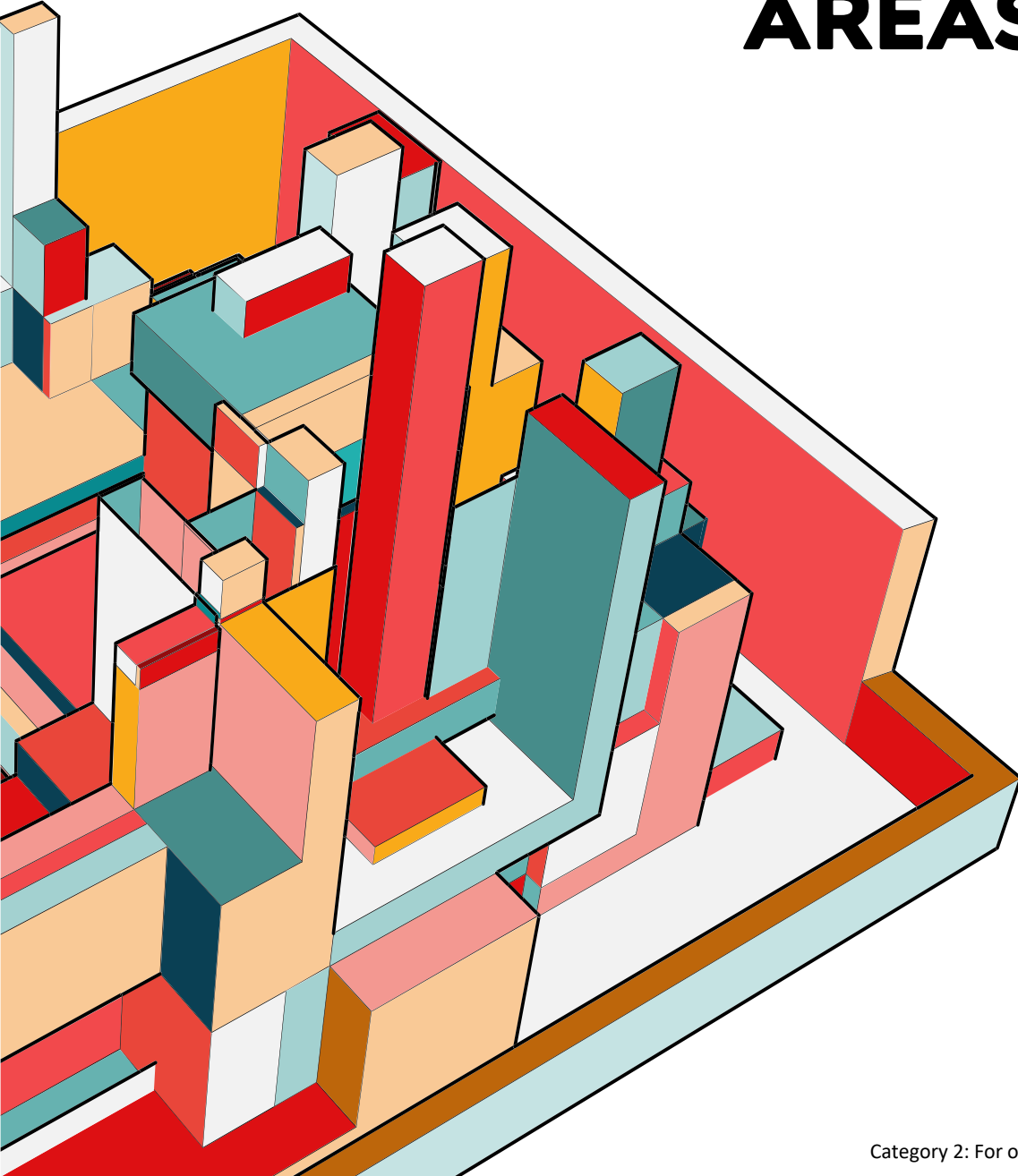


AREAS OF PERCEIVED CONSENSUS

1. Parks, Libraries and Arts IIII
2. Budget – IIII
3. Public Safety –IIII
4. Worker Issues/Labor – IIII
5. Stadium – III
6. Affordable Housing – II
7. Annexation- II
8. Homelessness -I
9. Mental Health Issues - I
10. Transportation/Traffic –I
11. Addiction – I
12. Planning & Land Use -I
13. Renter and Tenant Rights -I
14. Green Space - I



AREAS TO GROW CONSENSUS



- 1. Comprehensive Plan**
- 2. Levy Lid Lift/Library and Fire**
- 3. Annexation**
- 4. Funding for CPTED**
- 5. Pedestrian and Bike Safety**
- 6. Finding money to address social problems**

YOUR TOP THREE

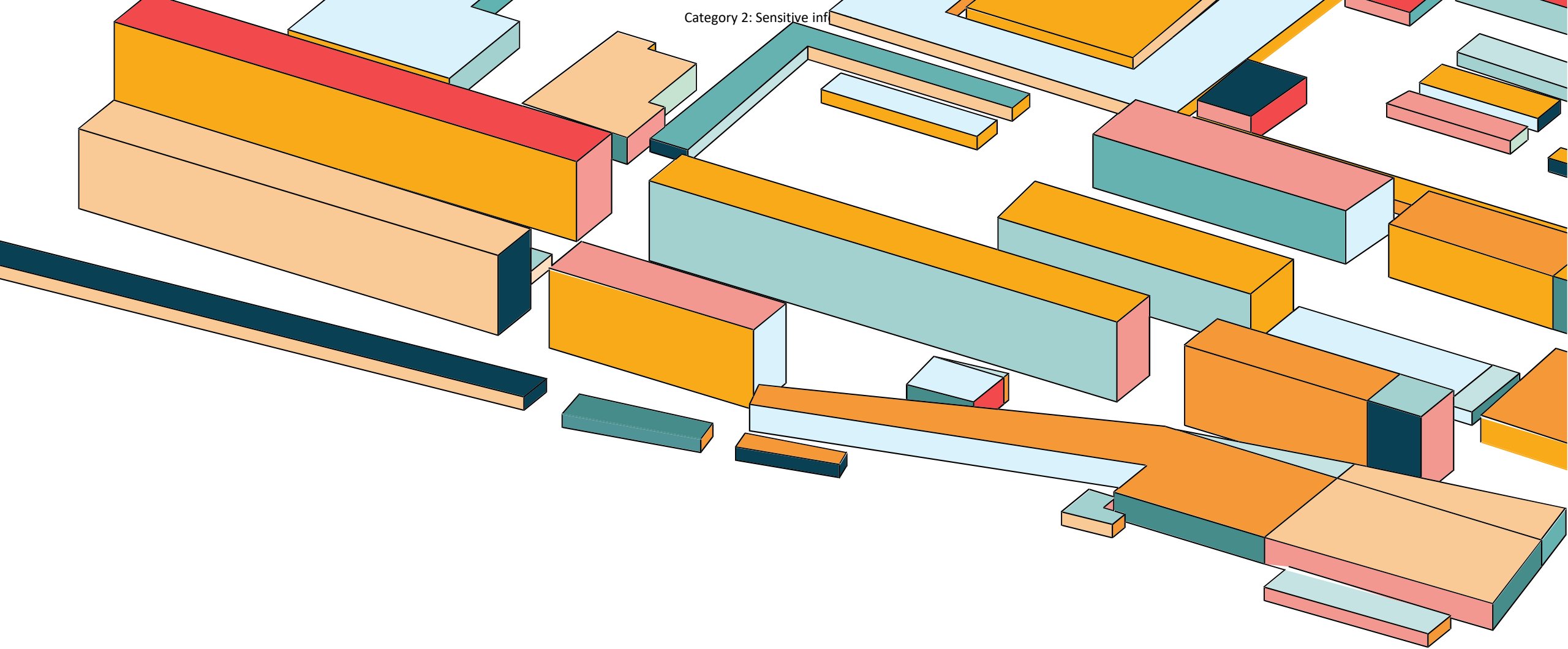
WHAT DO YOU CARE
ABOUT MOST AS A CITY
COUNCIL MEMBER FOR THE
CITY OF EVERETT?

WHAT ARE YOUR TOP 3
PRIORITIES?

OTHER THOUGHTS TO CARRY OVER

1. Dedicated staff for Council Research/Analysis
2. How to work in the Strong Mayor System and be involved as Council Members
3. Develop work sessions or retreat days to work on the processes and infrastructure that support us working to a common practice
4. Transparency around succession of officers and understood process.
5. Assure information communicated to inform is new and relevant. Avoid duplicate presentations.
6. Is structure where Mayor and all district seats run at the same time a sound structure?

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PRIORITIES

MAYOR 2023 PRIORITIES

Public Safety

Behavioral Health

Parks and Recreation

Housing For All

Major Infrastructure Projects

Sustainability and Climate Action

Revenue Generation

MAYOR 2024 PRIORITIES

Addressing Gun Violence

Addressing the Drug Crisis

Revenue Sustainability and Solutions

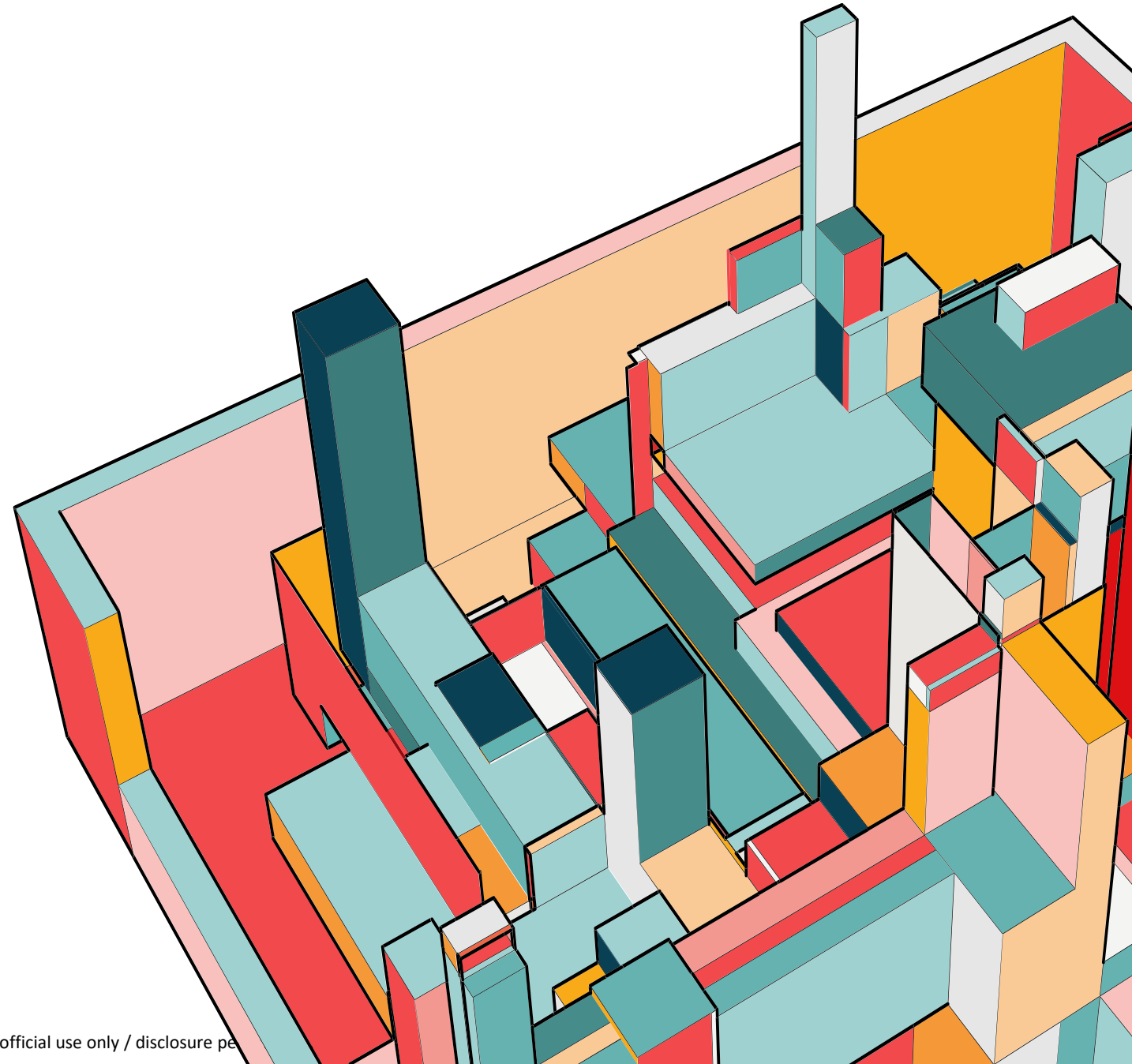
Economic Development

Park Safety

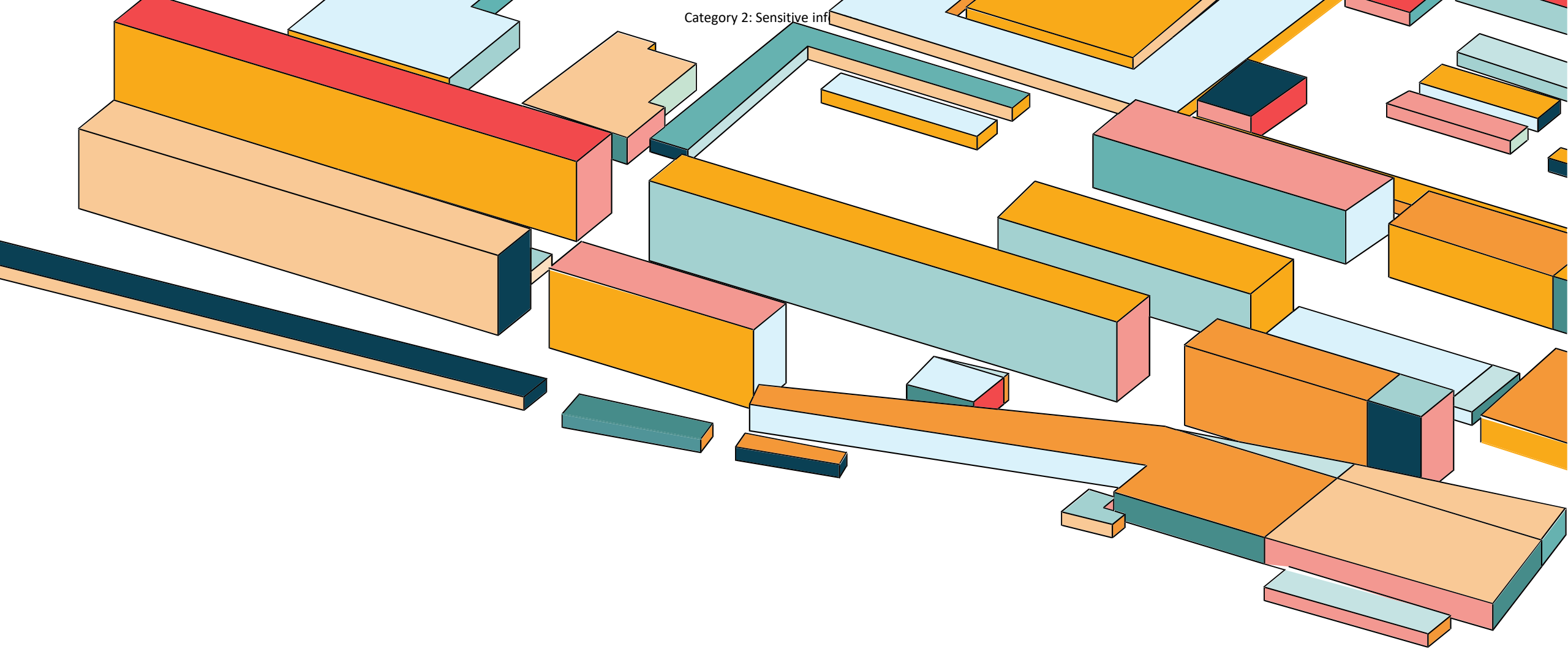
WHERE CAN YOU ALIGN TO HAVE COMMON PRIORITIES?



THOUGHTS AND DISCUSSION



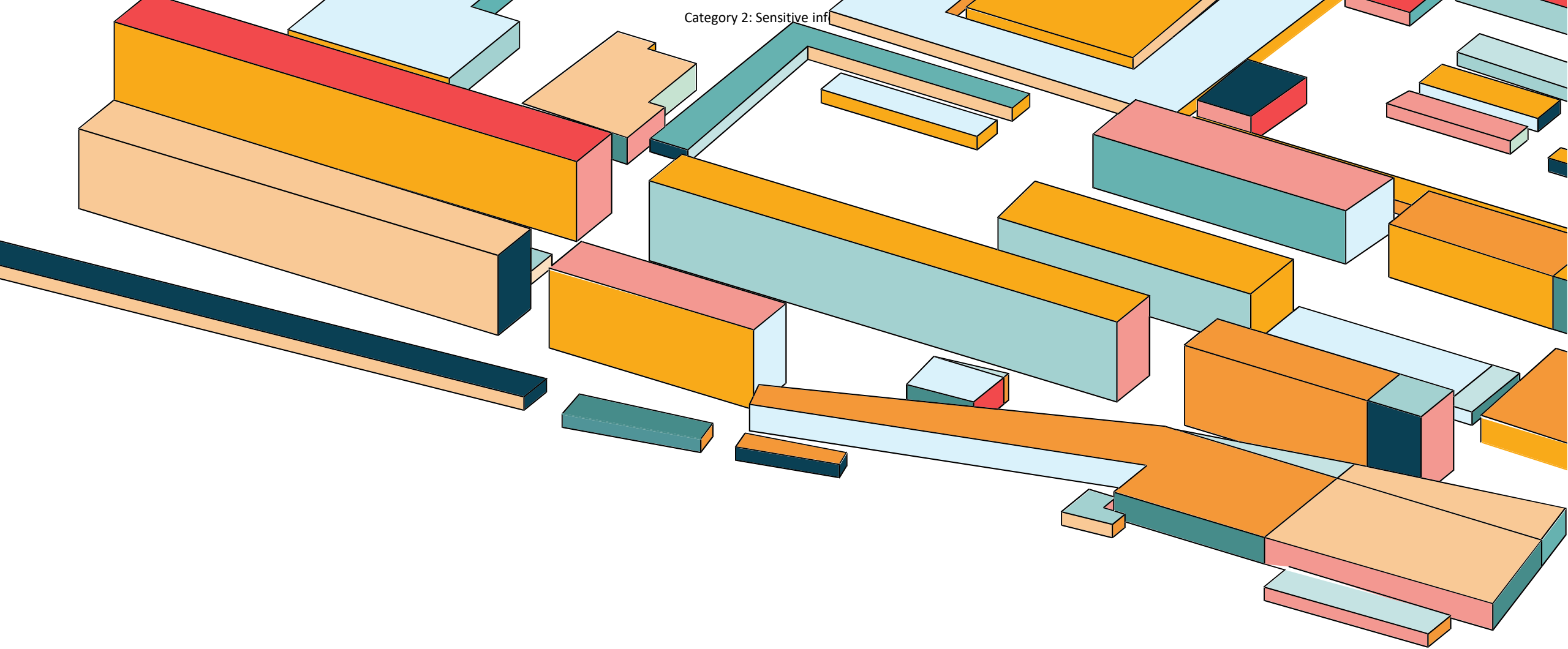
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BREAK

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COMMUNICATION PROCESS COMMITTEES AND CALENDARS

COMMITTEE COMMUNICATION

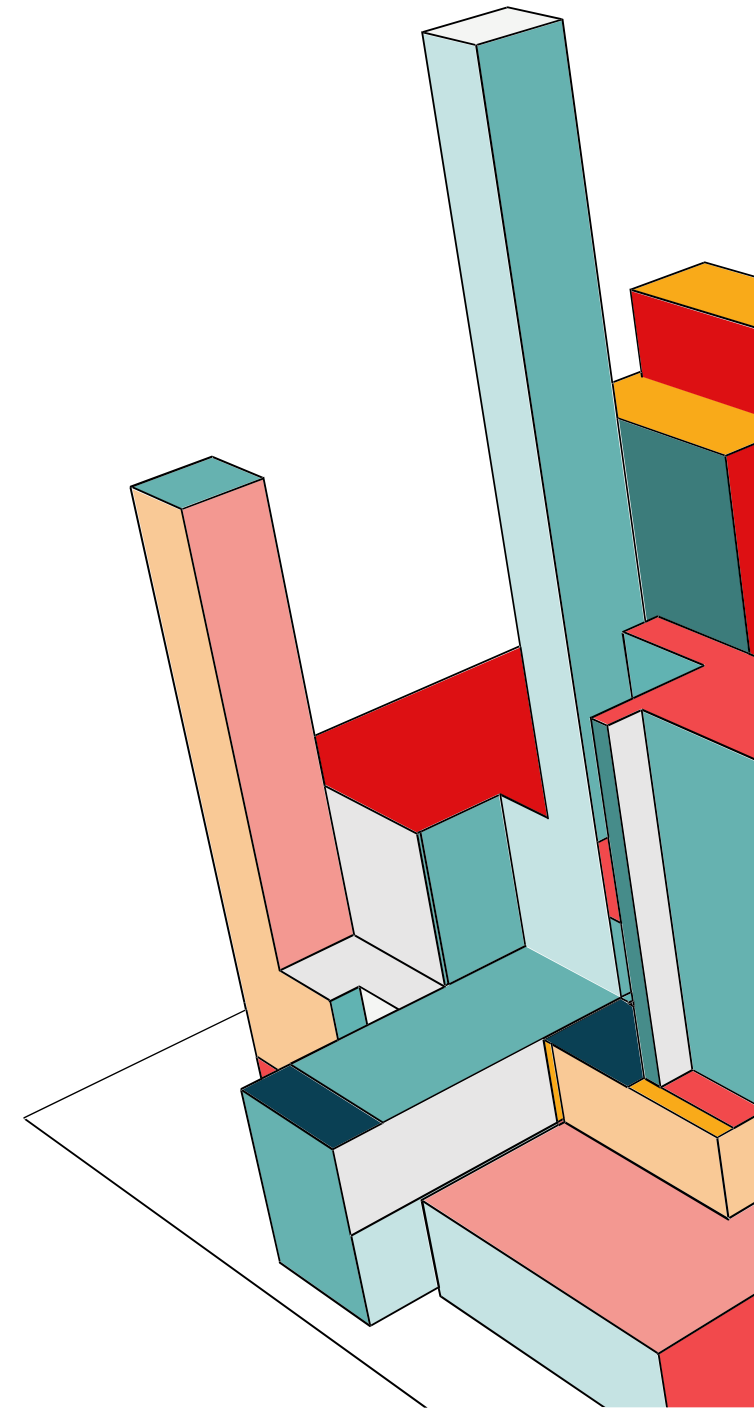
Sharing Committee Information

Assuring all are on Budget Committee

Committee Efficiency

Communication Channels

Calendar for all Meetings





LUNCH BREAK

PRINCIPLED NEGOTIATION PROCESS

1

Separate People from the Problem

Focus on the issues themselves rather than positions or personalities

Focus on Interests Not Positions

Identify the underlying Motivations, needs and priorities of each party

Generate Multiple Options

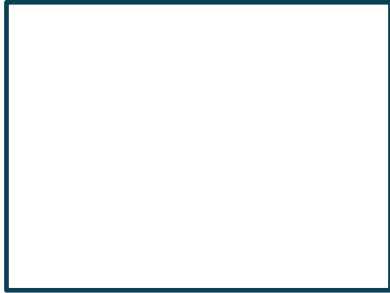
Brainstorm creative alternatives and solutions aimed at satisfying all sides' interests

4

Use Objective Criteria

Make decisions based on facts, data, ethical standards and shared principles rather than pressure, power or opinion

PROCESS TO DISCUSS OPTIONS



What is assessment criteria?

Define objective decision
criteria



Evaluate all three options

Pros
Cons
Tradeoffs



Compare Assessments

What did you hear?
What makes sense?

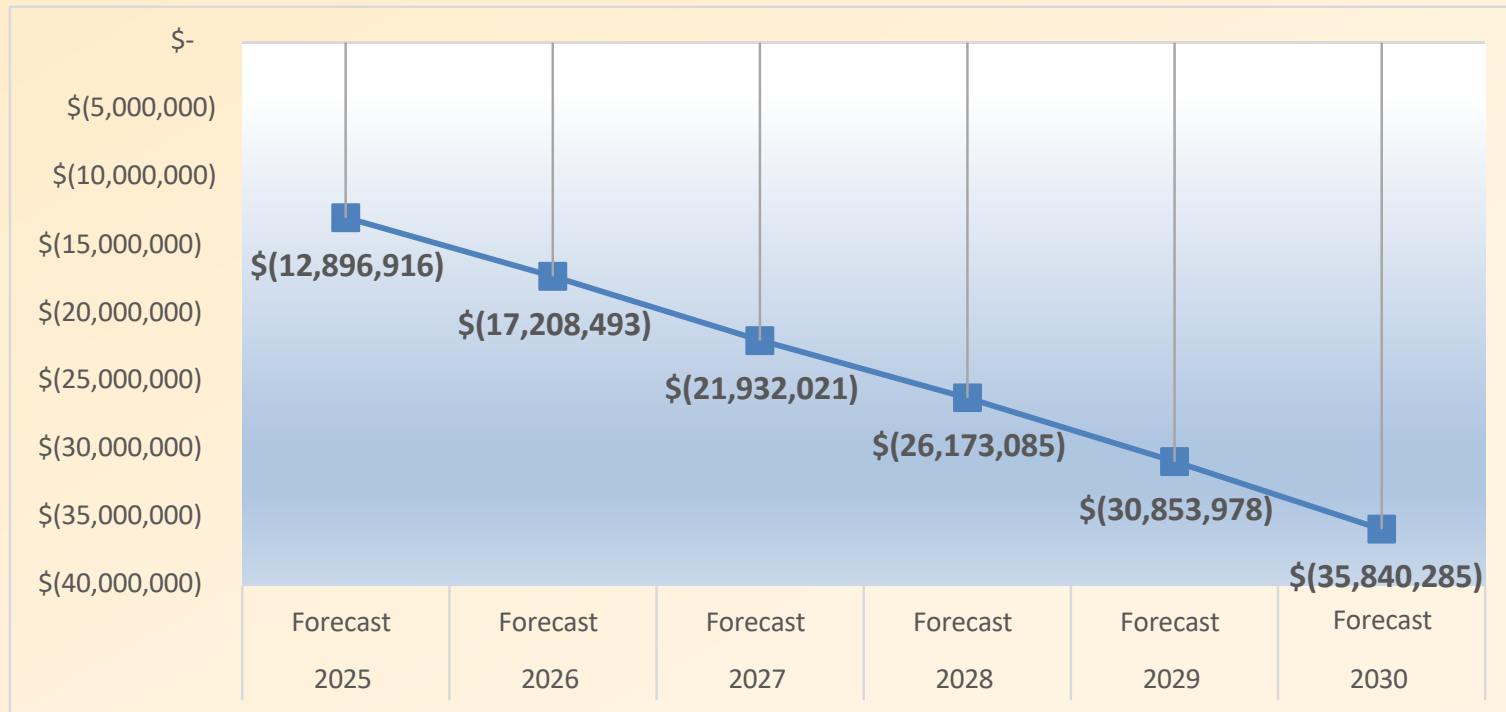
What are recommendations and
next steps?

ASSESSMENT CRITERIA POSSIBILITIES

1. Implementation feasibility
2. Timing - how quickly revenue would be generated
3. Public support
4. Sustainability
5. Equity
6. Unintended consequences/tradeoffs
7. Political feasibility
8. Limitations
9. Impact

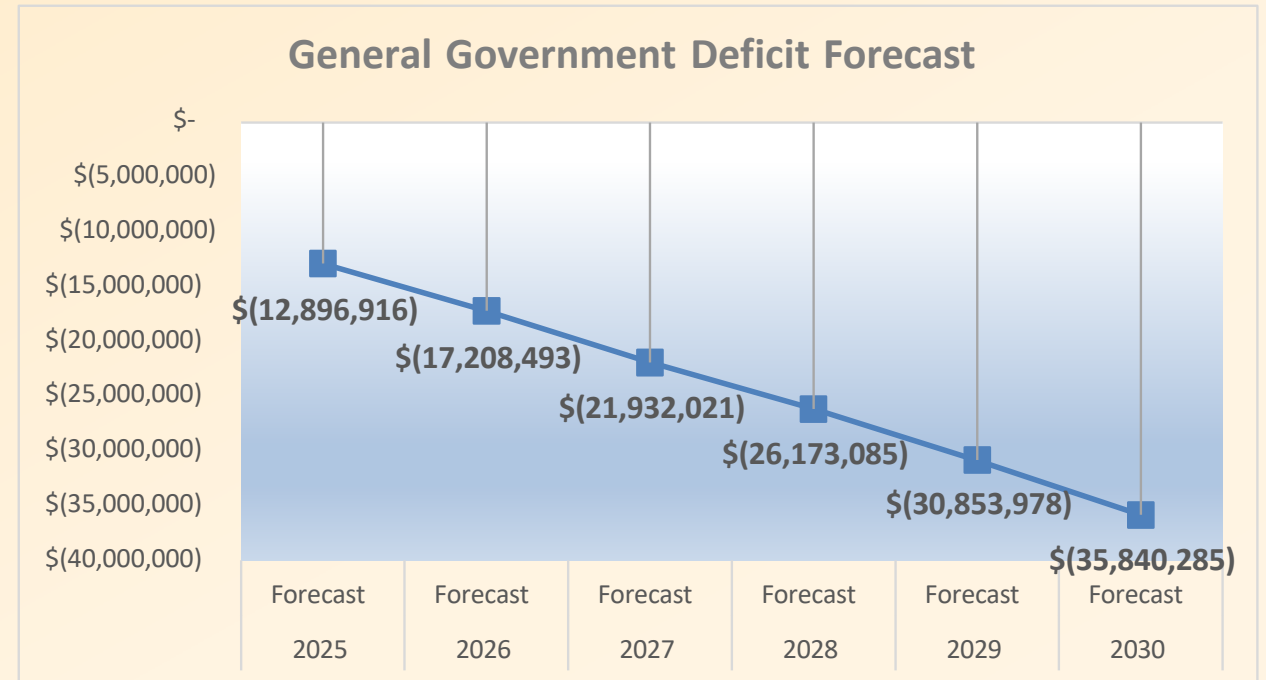
General Government Six-Year Forecast

		2025	2026	2027	2028	2029	2030
		Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	Annual Deficit	\$ (19,896,916)	\$ (24,208,493)	\$ (28,932,021)	\$ (33,173,085)	\$ (37,853,978)	\$ (42,840,285)
	Prior Year Budget Variance	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
	Revised Deficit	\$ (12,896,916)	\$ (17,208,493)	\$ (21,932,021)	\$ (26,173,085)	\$ (30,853,978)	\$ (35,840,285)



Key Deficit Reduction Measures 2014-2023

- New High Deductible health plan (VERA Clinic)
- Health benefit premium share for City staff
- Public private partnerships
- Service reductions
- Voluntary separation programs
- Staffing reductions through attrition
- Recreation programs elimination
- Swim Center closure
- Two fundraising positions
- \$20 car tab fees
- Solicitation of ideas from staff and community
- General M&O increase elimination



OPTION EVALUATION

1

Option overview

Slide review from January 10th
Council Presentation

2

Each Council members
expresses viewpoint on their
preferences for consideration.

4 minutes without interruption

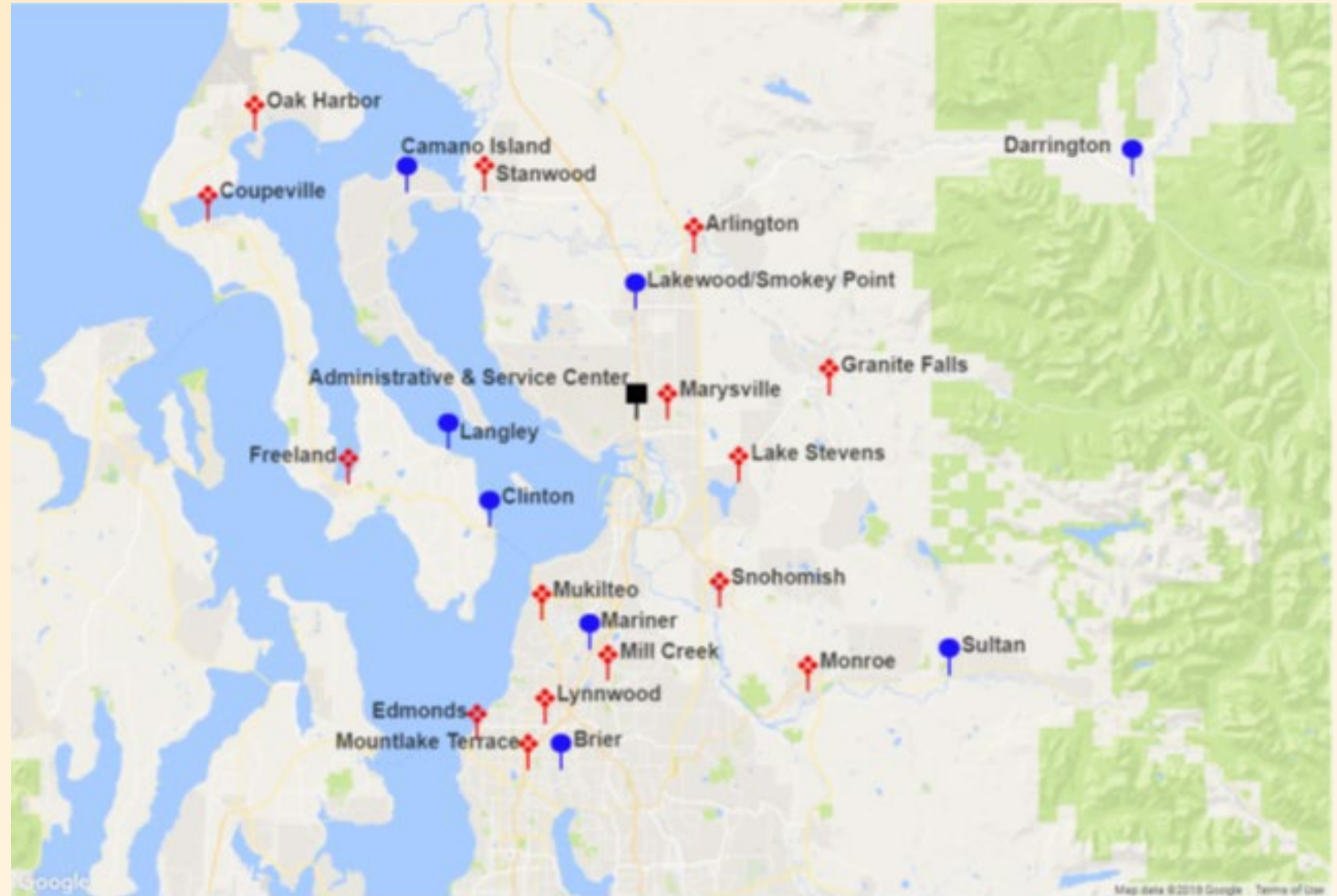
3

Option Generation/Brainstorming

Based on what you have just heard
from your peers, what ideas would
you like to put forward for
consideration?

Library Services – Sno-Isle

Sno-Isle Libraries serves more than 800,000 residents in Snohomish and Island county through 23 community libraries, online services, and Library on Wheels



Sno-Isle Annexation



The numbers:

Based on 2023 levy and 2025 City budget estimate

Sno-Isle Property Tax Revenue Estimate	\$8.3 million
2025 Everett Library Funding Estimate	6.4 million
Difference	\$1.9 million

Sno-Isle 2023 Levy Rate: \$0.31/\$1,000 of Assessed Value

Everett 2023 Assessed Value: \$26.8 billion

Sno-Isle Annexation

Impact to average value residence:

[2023 Sno-Isle levy rate; average Everett home value; 2025 Library budget estimate]



Avg Value
Everett
Residence 2023:
\$551,000*

Sno-Isle
2023 Levy Rate:
\$0.31/\$1,000*
of Assessed Value

Property Owner Impact:

\$171/Year

City Deficit Reduction:

\$6,400,000

*Source: Snohomish County Assessor Annual Report 2023

Merger with a County Regional Fire Authority (RFA)

Funding
example:
South
County RFA

Fire Service
Property Tax
Levy:

Max Rate
\$1.00

Fire Benefit Charge:
Up to 60% of Operating
Costs



Merger with a Regional Fire Authority (RFA)

Fire Benefit Charge (FBC):

Definition

An FBC is a fee imposed on properties based on the type and size of structures on the property.

Exemptions or Reduced Fees

Low-income & nonprofit emergency housing, religious entities, low-income seniors and people with disabilities

Maximum Rate

Up to 60% of the cost of fire services



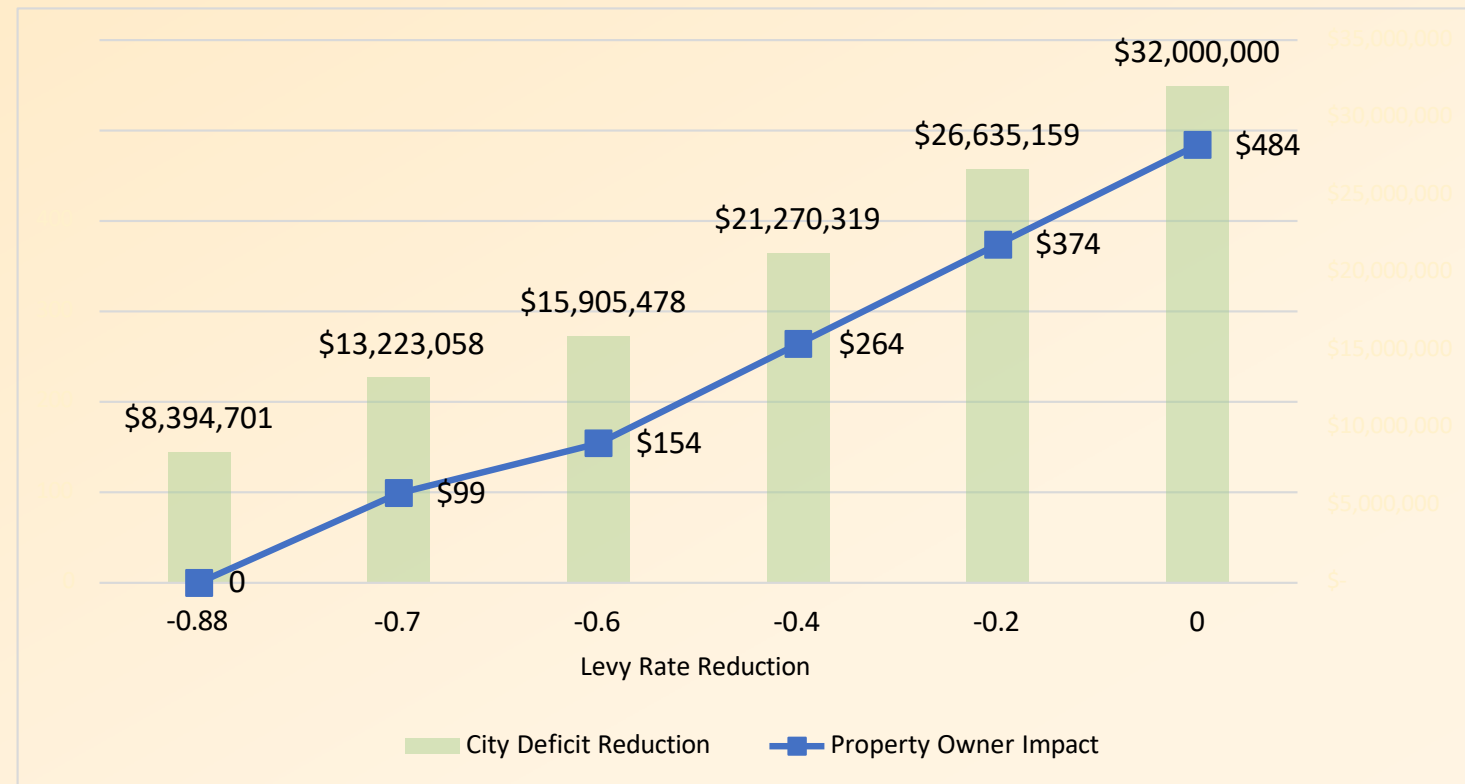
South County RFA Merger Example



Avg Value
Residence
2023:
\$551,000*

South County RFA
2023 Levy Rate:
\$0.75/\$1,000
of Assessed Value
+
Fire Benefit Charge**

Impact on average value residence & potential deficit reduction:



*Source: Snohomish County Assessor Annual Report 2023

**Sources: Snohomish County Assessor Annual Report 2023 and South County RFA

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General Levy Lid Lift Options

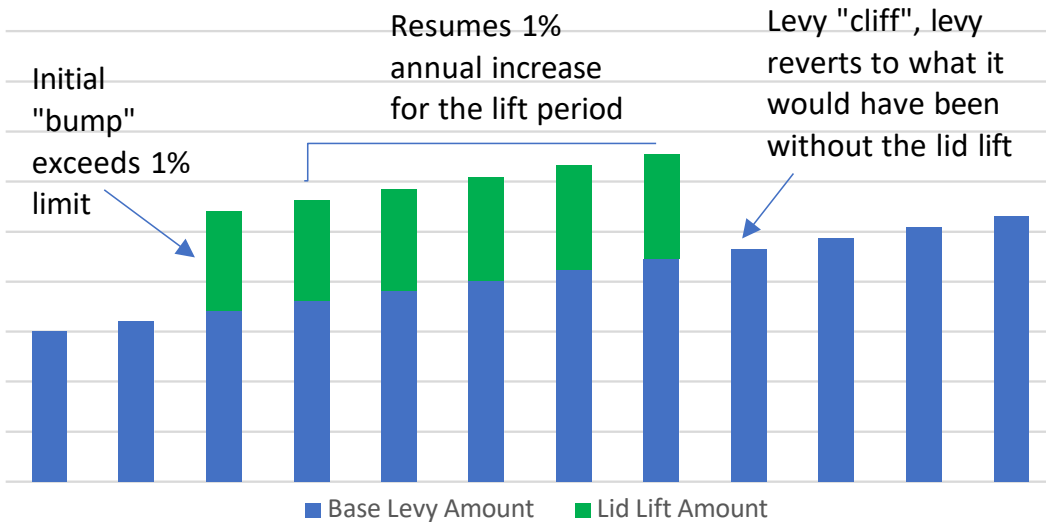
Simple Majority Voter Approval Required

Temporary 1x Levy Lid Lift	Permanent 1x Levy Lid Lift
Temporary Multiple- Year Levy Lid Lift	Permanent Multiple- Year Levy Lid Lift



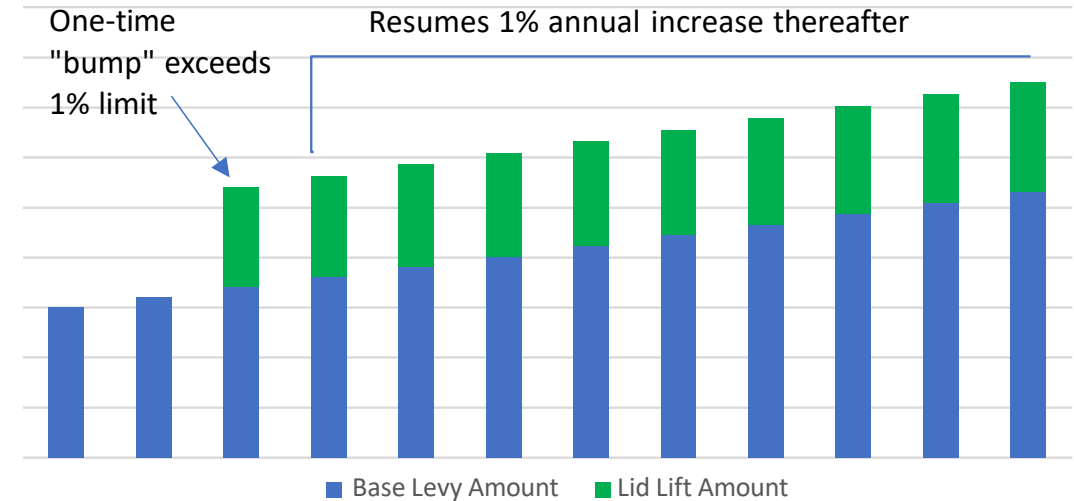
Levy Lid Lift: One-time Temporary vs 1x Permanent

One-time Temporary



Scale exaggerated for illustration purposes

One-time Permanent



Scale exaggerated for illustration purposes



General Levy Lid Lift Options

Simple Majority Voter Approval Required

Permanent 1x Levy
Lid Lift

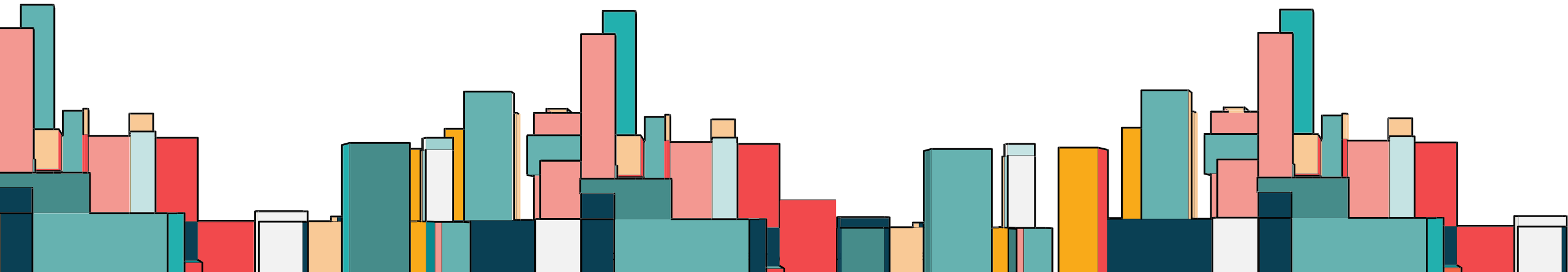
Permanent Multiple-
Year Levy Lid Lift



COUNCIL MEMBER SHARING

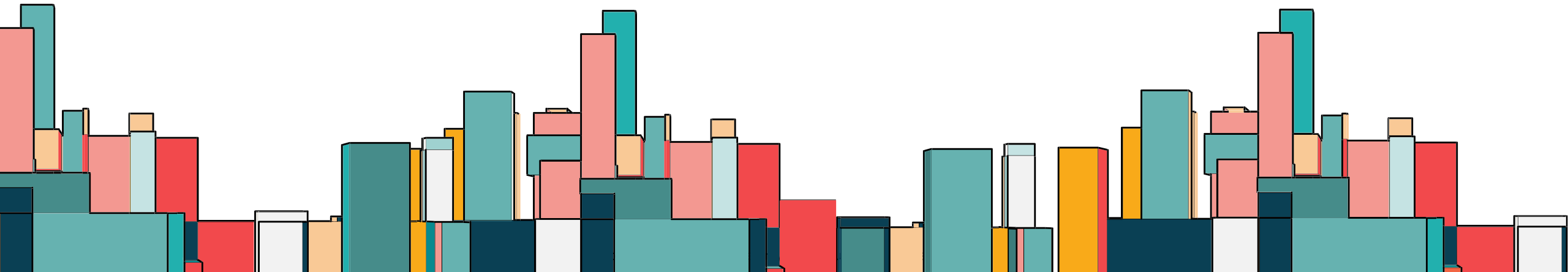
Each Council member expresses their viewpoint, perspectives and preferences for consideration.

4 minutes per council member without interruption



OPTION GENERATION/BRAINSTORMING

Based on what you have just heard
from your peers, what ideas would
you like to put forward for
consideration?



PROCESS TO DISCUSS OPTIONS



Analysis of Tax Revenue
Potential Recommendations
Pros
Cons
Areas of agreement



Recommendations
Summary of potential
recommendations



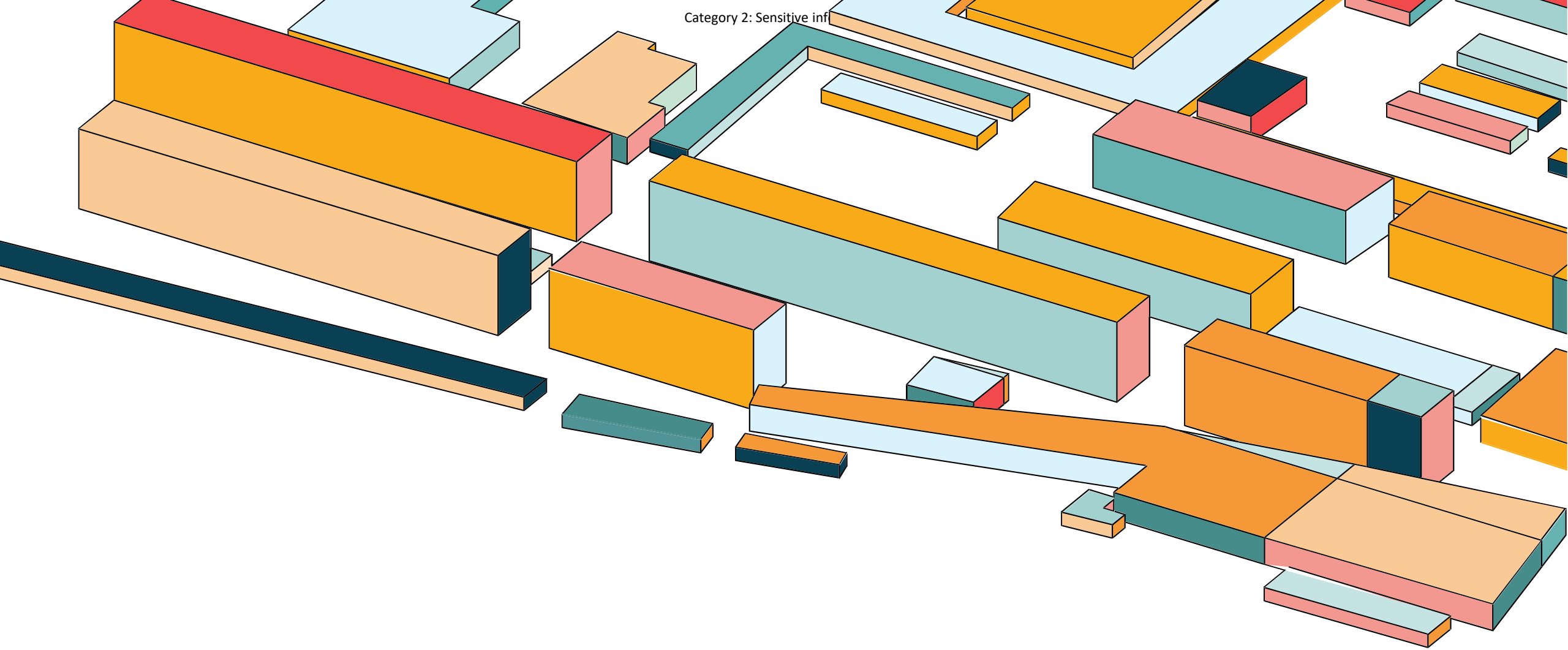
Next Steps
What to put forward
How parameters and
infrastructure are put in place
What Next?

Next Steps - Council Decisions

1. Determine which revenue option(s) the City will pursue
2. Determine structure and timeline



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WHAT'S NEXT AND ADJOURN

CLOSURE

Follow up

My what's next

THANK YOU!



Kathy Solberg

CEO AND COMMUNITY BUILDER

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HUMAN SYSTEMS
DYNAMICS INSTITUTE

PROFESSIONAL

Nothing is intractable.

