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*Our Mission is to Provide Quality Public
Services in a Fiscally Responsible Manner
While Preserving the City's Open Space
Character*



NOTICE OF MEETING

**City Council Special Meeting
3800 Laverne Avenue North
Tuesday, January 31, 2017
3:00 p.m.**

- I. Call to Order
- II. Goal Setting Session
- III. Adjourn



STAFF REPORT

DATE: January 31, 2017

DISCUSSION

TO: Mayor and City Council

FROM: Kristina Handt, City Administrator

AGENDA ITEM: 2017 Work Planning Session

BACKGROUND:

At the January 3rd Council meeting, there was discussion about holding a goal setting work session and background was given on previous efforts by the city. After the meeting, January 31st was found to be the date that worked for the Council members. Phil Kern will be at the meeting as a facilitator.

To help prepare for the meeting staff is providing a copy of the 2015 draft work plan. It includes the governing values and core principles, along with specific mission statements and goals. The format of the 2017 work plan will likely change but this can be used as a reference for some on values and principles that may guide the city.

Additionally, included in your packet are the recommended work plans from the planning commission and parks commission. You may want to refer to them and possibly incorporate some of the items into the city's 2017 goals. These plans will then be placed on the agendas for the February 7th meeting for formal adoption by the council.

ATTACHMENTS:

- 2015 Draft Work Plan
- 2017 Planning Dept. Recommended Work Plan
- 2017 Parks Commission Recommended Work Plan



2015 City of Lake

Elmo Plan of Work

The 2015 City of Lake Elmo Plan of Work has been developed to reflect the governing principles established by the 2014 Lake Elmo City Council, which are (*Note: This Governing Principles May Change After the New Council is Seated*):

1. **Efficient, low cost taxpayer serviced-based government;**
2. **Disciplined and balanced market driven growth;**
3. **Well-ordered, low regulatory burdened quality of life**

From an operational standpoint five core ideas of local government have been applied to reflect public trust and accountability. **First**, our work must be proactive and taxpayer-centered. **Second**, the program must add value to the community in all aspects. **Third**, our operations must be efficient, stable and consistently fair. **Fourth**, program must be cross-functional and team based. And **Fifth**, staff members must be allowed to demonstrate expertise in their individual fields **thus building trust with the elected officials**.

Taxpayer Service

Mission Statement: To provide the citizens of Lake Elmo with the most informed, efficient and transparent customer service experience possible.

2015 Goals & Objectives

1. Continue to develop a multi-platform information strategy that includes a relevant website, daily, weekly and quarterly news updates, and pertinent mailings on key community issues;
More consistent posting of Council, Commission and Committee Minutes of the Website
2. Create standard operating guidelines and taxpayer interaction reports to insure a 24 hour turnaround response on all taxpayer issues including an established FAQ section of the website;
Continue a consistent and transparent method for taxpayer input that includes website polling, citizen surveys, focus groups and neighborhood meetings
3. Improve utilization of cable access capabilities & web streaming to maximize technology and inform the community via production of public affairs programming (ie Meet the Mayor, Policy Issue Focuses etc).
4. Continue implementation of the Speak Your Peace civil dialogue project in cooperation with Lake Elmo Elementary, Jaycees and Rotary and other community groups.
5. Continue development of Next Gen Leaders group for community building and leadership development.
6. Hold Jan- August Monthly Update Resident Meetings on downtown street / redevelopment plan

Land Use Planning

Mission Statement: To thoughtfully review the relationship between the City of Lake Elmo Comprehensive Plan and development to insure that the open space character of the City is maintained while provide essential public services to our taxpayers

2015 Goals & Objectives

1. Adoption of the City Zoning Code
2. Complete functional master plan for the downtown based on economic metrics, infrastructure needs and practical, taxpayer-driven input
3. Streamline & Improve Policies /Procedures for the handling of routine land matters including but not limited to variances, site plan review, setbacks et al;
4. Reduce the population expectations to 18,000 by 2040 by careful negotiations with the Met Council prior to the adoption of the 2015 System Statements including the possibility of reducing density expectations in sewer served areas and re-designating high density areas in the SE to commercial
5. Efficiently process / approve final plats, Gonyea (3), Chase, Pratt, Inwood and Engstrom for future housing developments as prescribed by the Comprehensive Plan if directed by the City Council
6. Resolve zoning conflicts with the Metropolitan Airports Commission / MNDOT. Finalize Crossing Strategy with Railroad.
7. Develop a transit oriented development plan for Hudson Boulevard to accommodate the Gateway Corridor Bus Rapid Transit system.
8. Successfully manage development infrastructure construction to City specifications

Municipal Code / Recordkeeping

Mission Statement: To create a City Code that is based on the development of an orderly community, reflects state-of-the-art municipal governance, and can be fairly understood and applied to the matter regulated. To create a record retention system that provides orderly access and transparency.

2015 Goals & Objectives

1. Convert paper files from years 2000-2012 to Laserfiche record retention.
2. Prioritize 12 Municipal Code Updates (1 / Month) to bring Lake Elmo Code into 21st Century
3. Establish public document destruction plan consistent with MN State Statutes.
4. Conduct, in the Spring of 2015 an Open Meeting, Data Practices & Ethics Seminar for all elected and appointed officials.

Finance

Mission Statement: To efficiently steward the tax dollars and other resources of the City of Lake Elmo in a manner that eliminates waste, maximizes the investment of our residents and maintains an affordable tax rate that is in the bottom quartile of MN Cities.

2015 Goals & Objectives

1. Execute against Performance Based Budgeting for the 2015 Budget. Provide Quarterly Snapshot to City Council in April, July, October and Year End
2. Complete City's Comprehensive Annual Financial Review prior to 2015 Borrowing;
3. Complete Audit by May 15th / Maintain Moodys Aa2 Bond Rating & Standards & Poors AA+ Rating
4. Implement ACH – Credit Card electronic payment system for fees, utility bills, etc.
5. 100% recovery of assessments and review fees for developer created operational expense in 2015.
6. Create Sewer Billing Systems, including review of the 201 billing rate, for consistency and equity.
7. In concert with the Community Development Department, maintain the master development summaries for WAC & SAC connections
8. Complete and maintain water and sanitary sewer cash flow models

9. Create and maintain a global cash flow model that incorporates our future revenues and costs.

Public Safety / Quality of Life / Building Safety

Mission Statement: To provide the resources and manpower to sufficiently protect taxpayers and their property values from harm.

2015 Goals & Objectives

1. To effectively deploy the new 78' aerial/ engine and liquidate the old aerial for a fair price
2. Identify land, staffing and equipment needs for a single centralized fire station
3. To develop a 10 year staffing & budget strategy with the Washington County Sheriffs to manage growth
4. To reduce the number of chronic nuisance properties to more than 10 by the end of 2015
5. Improve permit review time to 5 working days or less.
6. Implement hearing appeal process for Code Enforcement and Animal Control Issues
7. To develop and implement a strict "completeness" acceptance policy on accepted development and building plans
8. Based on available budget implement remote inspection/correction entry into initial phase

Streets & Utilities

Mission Statement: To construct and maintain efficient infrastructure (streets and utilities) for the purpose of providing safe thoroughfares, potable drinking water, and the elimination of waste.

2015 Goals & Objectives:

1. Construct water main line on Inwood to I-94 corridor including the planning for a Water Tower #4
2. Complete Phase One of Downtown /Lake Elmo Ave. Reconstruction Partnership w/ Washington County
3. Prepare Phase Two of the Downtown / Lake Elmo Avenue Reconstruction Partnership w/ Washington County
4. Acquire land for Old Village Stormwater Management Plan
5. Supervise to City Specification the developer constructed 5th Street from Inwood to Keats
6. Complete 201 System Analysis and make recommendations for future use
7. Reconstruct Eagle Point Blvd (on request) and assess 100% to business community
8. Complete PASR Rating of All Streets / Update Beehive Street Inventory and Mapping
9. Update Street CIP and Adopt 2016-2020 Street CIP & 2016 Feasibility Reports
10. Prepare Phase 2 Olson Lake Trail Sewer Extension for 2016 Construction

Sustainable Growth

Mission Statement: To allow Lake Elmo to develop as a community in an environmentally sustainable manner at a pace that reflects "open space" character and marketplace realities.

2015 Goals & Objectives:

1. Adopt Redevelopment and Economic District for the Old Village (overlayed on the VMX area) via EDA

2. Develop policies on the use of economic development incentives including TIF, tax abatement, business improvement district
3. To develop (EDA & Planning Commission) a business park in the SE quadrant at the corner of Manning & Hudson Blvd. to optimize use and broaden the tax base

Transportation

Mission Statement: To develop efficient and safe local transportation policy that allows for orderly, lawful traffic flow.

2015 Goals & Objectives:

1. Complete and approve a Highway 36 corridor plan;
2. Actively participate in the design process for Phase II of reconstruction of Lake Elmo Avenue in 2015 including the development of a downtown streetscape improvement plan;
3. Train DPW Staff in the use of PASER road rating system, rate the roads, and develop the 2016-2020 CIP program for street maintenance, reconstruction and reclamation
4. Develop a "hybrid" urban-rural street design that handles drainage, but maintains open space feel
5. Develop formal shouldering program for rural road cross sections
6. Construct 5th

Elections

Mission Statement: To provide for an orderly process that allows for all Lake Elmo residents to exercise their right to vote.

2015 Goals & Objectives:

Park & Recreation

Mission Statement: To develop a comprehensive and fully accessible park, recreation and trail plan that provides use opportunities for all citizens.

2015 Goals & Objectives:

1. Conduct feasibility study, be included in the Washington County Parks Commission Master Plan and obtain grant funding for the construction of the Lake Elmo Regional Trail.
2. Complete 2015 Park Commission Strategic Plan of Work (see attached)
3. Complete Sun Fish Lake Park Utilization Plan

Groundwater / Storm water / Environmental

Mission Statement: To balance the monetary realities with the protection of natural resources of the City of Lake Elmo through carefully policy development, deliberate advocacy for clean groundwater, drinking water and surface water, and proper management of storm water.

2015 Goals & Objectives:

1. Work with Continue to Pursue Economic Remedies of 3M Contamination;
2. Actively participate in the Washington County Groundwater Coalition to protect our water resources and monitor policy being developed by the Met Council on groundwater allocation

3. Develop and implement a stormwater pond and facilities maintenance plan consistent with the MS4 permit
4. Participate in the (5) lake coalition with the Valley Branch Watershed District to control Eurasian Milfoil

Process / Procedure

Mission Statement: To create a lean and efficient government that properly stewards taxpayer dollars and resources.

2015 Goals & Objectives:

1. Complete 37 standard operating procedure protocols in the DPW to standardize operations and qualify expectations;
2. Design a functional decision making tree that allows Council & Staff to prioritize day to day functions of departments to improve workflow & efficiency

Council/ Commission /Board Procedures

Mission Statement: To establish the public trust in policy-making by creating a productive, trust-base meeting process that is relevant to the issues at hand and civil in dialogue.

2015 Goals & Objectives:

1. Complete 24 policy-focused meetings & 10 technically-based workshops;
2. Complete a full departmental orientation for Council Members Elect Fliflet and Lundgren to seamless transition to new Council
3. Continue the creation of a citizen based Committee structure utilizing the expertise of the community;
4. Complete an error free, sound record-keeping and technically sound broadcast of all affected Planning Commission and City Council meetings.

Human Resources

Mission Statement: To establish best practices in the recruitment, performance management, and overall welfare of the employees of the City of Lake Elmo

2015 Goals & Objectives

1. Streamline and contemporize the City of Lake Elmo Employee Handbook;
2. Develop new annual review process for technical & management staff;
3. Conduct 6 (1 / 2 month) team building and morale enhancing functions with all staff
4. Continue to work on wellness and proper utilization of health / dental insurances to keep the premiums affordable for taxpayers

Library

Mission Statement: The mission of the Lake Elmo Public Library volunteer program is to give community members fulfilling opportunities to use their skills to enhance the lifelong learning of residents; to assist the library staff in providing services and service enhancements that otherwise could not be achieved; and to further the relationship between the public library and the community it serves.

2015 Goals & Objectives

1. Finalize Joint Powers Agreement between Library and Washington County so Lake Elmo residents are spared the inconvenience of out of pocket expenses for Washington County Library access.
2. Work towards normalizing relations between the Lake Elmo Public Library and other libraries throughout Minnesota, particularly Washington County, with the intention of inter-library loan (including convenient e book access)
3. Establish more consistent and expanded evening and weekend hours.
4. Have paid staff person at the library during virtually all of the Library's open hours.

2017 Planning Department Work Plan

Prepared by the Lake Elmo Planning Commission: 11/28/16

Accepted by the City Council: _____



Key

Status	C – Complete IP – In Progress
PL	Priority Level (1-5 with 1 being the highest priority)

Project and Description	PL	Status
Zoning Map Amendments		
<ul style="list-style-type: none"> Update Zoning Map to change Village parcels to VMX consistent with the Comprehensive Plan 	2	IP
Zoning Text Amendments		
<ul style="list-style-type: none"> Codify Zoning Ordinance 	1	
<ul style="list-style-type: none"> Public Facilities ordinance amendments 	5	
<ul style="list-style-type: none"> Home Occupation Ordinance 	3	
<ul style="list-style-type: none"> Update PUD Ordinance to match OP PUD Process 	2	
<ul style="list-style-type: none"> Outdoor Lighting Ordinance Revisions 	5	
<ul style="list-style-type: none"> Wireless Communications Ordinance for Microcell technology 	4	
<ul style="list-style-type: none"> Create new zoning district for Washington County Landfill consistent with the MPCA 	3	IP
<ul style="list-style-type: none"> Create V-LDR V-MDR District and Regulations 	1	IP
<ul style="list-style-type: none"> Repeal Article XIV – OP Alt District 	3	IP
<ul style="list-style-type: none"> Draft a form-based code to supplement the Village Mixed-Use zoning district based on the scope of work (Incorporate design standards from the Design Standards Manual as part of a form-based code) 	5	
<ul style="list-style-type: none"> Obtain DNR approval of revised Shoreland Ordinance 	1	C
<ul style="list-style-type: none"> Adopt final version of Shoreland Ordinance based on DNR approval 	1	IP
<ul style="list-style-type: none"> Resolve zoning conflicts with the Metropolitan Airports Commission, Met Council, MnDOT, and Washington County 	4	IP
<ul style="list-style-type: none"> Implement City airport zoning regulations for the airport safety zones within the Village Planning Area 	4	
<ul style="list-style-type: none"> Solar garden/solar power ordinance 	3	
<ul style="list-style-type: none"> Wind power ordinance 	3	
Subdivision Ordinance Amendments		
<ul style="list-style-type: none"> Platting for Minor Subdivisions 	5	IP
<ul style="list-style-type: none"> Update subdivision submission requirements 	1	IP
<ul style="list-style-type: none"> Prepare update to incorporate updated engineering standards 	4	

Comprehensive Plan Amendments		
• 2040 Comprehensive Plan Update	1	IP
• Plan for possible density reductions and reguiding land use in the Village and I-94 area to address changes in the 2015 system statement	1	IP
• Amend Rural Single Family land use description to allow for sewer service within the MUSA & Amend Village MUSA	1	C
• Assist with the creation of a master plan for selected City parks, provide assistance to Parks Commission as needed	3	IP
• Prepare CPA to guide RR and A parcels less than 20 acres in size to RE	1	
Other Planning Initiatives		
• Submit application for new Village Parkway railroad crossing	2	
• Update Village AUAR	1	C
• Develop a policy or ordinance for stormwater reuse.	3	
• Update City's Master Developer Agreement	1	IP
• Add/Review Planning Module from Permit Works to track planning and zoning applications	3	
• Investigate conservation easement holder options/city policy	1	
• Research /develop drone policy or ordinance	5	
Ongoing Planning Activities		
• Update Parks 10-year CIP	2	IP
• Planning Commission review of 10-year Capital Improvement Plan for consistency with the Comprehensive Plan	2	C
• Provide support to code enforcement program with the Building Inspector as the City's code enforcement officer	3	IP
• Archive older zoning files	4	IP
• Streamline & Improve Policies/Procedures for the handling of routine land matters including but not limited to variances, site plan review, setbacks et al;	1	IP



2017 Parks Commission Strategic Plan of Work

The City of Lake Elmo Park Commission has affirmed their overall goals to be:

- 1) Ensure that our parks and trail system are constructed / maintained.
- 2) Provide recreational amenities that will attract more taxpayer use of public lands.
- 3) Create a safe environment in all our parks.
- 4) Serve as a review body to make sure the “open space” character development is preserved in new developments.

With the broader priorities defined, the 2017 Park Commission Strategic Plan of Work has been broken down into six segments: Planning & Audit; Park Development & Equipping; Maintenance & Refurbishing; Nature & Conservation; Park Awareness; and Finance.

Status and Timeline (projected months in which project will be brought to Parks Commission meeting) are also indicated in order to better manage goals and objectives.

Planning and Audit			
Assess future park needs.			
Project	Specific Tasks	Status	Timeline
Work with the County on updating the Central Greenway Trail Master Plan.	<ul style="list-style-type: none"> • Recommend alternative routes for regional trail, as CSAH 17 in downtown Lake Elmo may no longer be best route, and County now has jurisdiction over Co. Hwy. 5. 	Recognition from the County that it will work with City on this Plan.	Based on County's schedule
Update City Trail Plan	<ul style="list-style-type: none"> • Work with staff on outlining missing trail connections in order to create a plan that can effectively communicate to developers planned trails within the City. • Part of Comp Plan 2040 update. 	In Progress	Dependent on consultant timeline
Work on the Parks and Open Space component of the 2040 Comprehensive Plan update.	<ul style="list-style-type: none"> • Work with staff and consultant to gain public input on Parks and Open Space component of Comprehensive Plan. • Consider recommendations from Staff and consultant based on community input sessions. • Make recommendation to Council on specific changes needed to Comprehensive Plan. 	Not started	Dependent on consultant timeline
Sunfish Lake Park Plan approved by Council.	<ul style="list-style-type: none"> • Staff to obtain MN Land Trust approval. • Council to approve in early 2017 	In Progress	March

Development Review	<ul style="list-style-type: none"> Continue to make recommendations on development applications with a focus on proper equipping of parks and available park funding. 	Ongoing	Ongoing
50 th St Trail	<ul style="list-style-type: none"> Assess feasibility of expansion of 50th St Trail 		April
Ridge Park	<ul style="list-style-type: none"> Evaluate need for gravel parking lot 		August
Development & Equipping			
Begin work on approved projects (those in the Capital Improvement Plan or have received a form of funding approval).			
Project	Specific Tasks	Status	Timeline
Lions Park Renovation	<ul style="list-style-type: none"> Make recommendations on specific designs. 	Ideas presented and recommended at January Meeting – Architect to begin drafting plans based on recommendation	March
Savona Park	<ul style="list-style-type: none"> Receive recommendation from Savona residents on design. Include grading/tree removal in park budget. Review proposals to ensure \$150,000 recommended budget is maintained. 	Obtained recommendations from Savona residents	February
Pebble Park Improvements	<ul style="list-style-type: none"> Obtain quotes for approved improvements in 2017 (restrooms, lighting, and security features). Make recommendation on quotes. 	Staff to obtain quotes from vendors	May
Hammes Park	<ul style="list-style-type: none"> Review planned equipment/amenities planned for Hammes Park before installation 	Amenities themselves approved per Development Agreement. Review design before installation	Dependent on developer's submittals
50 th Street Trail	<ul style="list-style-type: none"> Obtain quotes 		September
Maintenance & Refurbishing			
Maintain and upgrading park facilities in a manner that increases park use for a relevant experience.			
New soccer and tennis nets, replace swing seats, add benches and garbage cans.	<ul style="list-style-type: none"> Funding approval (estimated \$1100)? Public works to carry out maintenance. 	Recommended by Public Works	July
Move play equipment at Ridge Park to higher	<ul style="list-style-type: none"> Funding approval? Public works to carry out maintenance. 	Recommended by Public Works	July

area that does not have standing water.			
Replace plastic edging at existing parks with concrete.	<ul style="list-style-type: none"> • Funding approval? • Public works to carry out maintenance. 	Recommended by Public Works	July
Look at options to replace wood chips & remove thistle	<ul style="list-style-type: none"> • Staff to create plan for thistle removal. • Gain input on alternative options for woodchips. • Staff to carry out thistle removal and wood chip replacement. 		July
Develop a 5-Year Maintenance Plan of parks	<ul style="list-style-type: none"> • Create plan based on necessity 		July
Make recommendations on maintenance priorities.		Ongoing	Ongoing

Nature & Conservation

Mission Statement: To promote the open space character and commitment to the environment via nature observation amenities and targeted conservation programs.

Project	Specific Tasks	Status	Timeline
Sunfish Lake Forest Management Plan	<ul style="list-style-type: none"> • Obtain approval from MN Land Trust. • Break down plan in to measurable goals • Implement plan. 	Obtained approval from MN Land Trust	June
Sally Manzara Nature Center	<ul style="list-style-type: none"> • Review and make recommendation on Nature Center lease agreement and plans. • Explore opportunities to work with Friends of Lake Elmo on new programs and/or events in Sunfish Lake Park. 	In Progress	February

Park Awareness

Mission Statement: To promote the utilization of City Parks.

Project	Specific Tasks	Status	Timeline
Create a park awareness plan.	<ul style="list-style-type: none"> • Special events, publications, website update, e-blasts • Public input sessions for Comprehensive Plan update 	As needed	As needed

Finance

Mission Statement: To effectively spend parkland dedication funds to meet the objectives of each year's Strategic Plan of Work while maintaining a minimum fund balance of \$100,000.

Project	Specific Tasks	Status	Timeline
Update Capital Improvement Plan if needed to accomplish goals outlined herein.	<ul style="list-style-type: none"> • Reassess funding priorities as needed. 	As needed	May

Formal Policy on How Parkland Dedication Should Be Used	<ul style="list-style-type: none"> • Draft and make recommendation on a formal policy on: • How parkland dedication funds should be allocated for new developments. • Sizing of parks within developments. • \$500 per home for a neighborhood park has been used in the past. 		March
Tablyn Park CIP Amendment	<ul style="list-style-type: none"> • Add rest of Tablyn Park improvements to CIP 	Not included on 2017-2021 draft to Council	May
Demontreville Park Improvements	<ul style="list-style-type: none"> • Add Demontreville Park Improvements to CIP 	Removed from 2017-2021 draft by Council	May
Sunfish Lake Park Improvements	<ul style="list-style-type: none"> • Add Sunfish Lake Park Improvements to CIP 	Removed from 2017-2021 draft by Council	May

DRAFT

City of Lake Elmo

2017 Work Planning Session

January 31, 2017

3:00-6:00pm, Lake Elmo City Hall

3:00-3:10 pm Welcome and Introductions Mayor Pearson, Phil Kern

3:10-3:25 pm What Makes Us Distinctive?

3:25-3:50 pm What Is Most Important Within Our Work?

How Do We Want To Conduct Business?

- Review of Governing Principles
- Review of Core Ideas/Values

3:50-4:50 pm Issues Identification

- What Is Going Well?
- What Opportunities Are Available?
- What Challenges Do We Face In The Coming Years?

4:50-5:30 pm Developing a Plan of Work

- Identifying Potential 1-3 Year Goals

5:30-5:45 pm Summary and Conclusion

6:00pm Adjourn

City of Lake Elmo

2017 Work Planning Session

January 31, 2017

Part I: Organizational Purpose and Culture

What is most important within our work?

How do we want to conduct business?

In 2014, the City conducted a session to identify its core governing principles, which provide organizational direction in terms of the primary overall performance objectives.

- 1. Efficient, low cost taxpayer serviced-based government**
- 2. Disciplined and balanced market driven growth**
- 3. Well-ordered, low regulatory burdened quality of life**

Additionally, the City established its core ideas. These ideas presumably establish a statement of organizational values - “how” the City intends to perform in all aspects. Values serve as the guide for the process of local government – the decision-making process, staff execution of tasks and delivery of services, and stakeholders participating in the public process. Identifying and openly communicating what values are important within the organization can provide clarity and a basis for high performance in all settings.

City of Lake Elmo Core Ideas

First, our work must be proactive and taxpayer-centered.

Second, the program must add value to the community in all aspects.

Third, our operations must be efficient, stable and consistently fair.

Fourth, program must be cross-functional and team based.

Fifth, staff members must be allowed to demonstrate expertise in their individual fields thus building trust with the elected officials.

Activity #1

A new employee is about to begin working for the City. Within the initial orientation, you start by telling the employee about the governing principles and core ideas of the City.

or

You meet a new resident at a community function and that resident is curious about the value

Part II: Issues Identification

An analysis of current conditions and future assessment.

What are the issues facing the City currently and in the coming years?

This portion of the session is going to focus on the present status of the organization. This will provide a basis for reflection, consensus building, and development of a goals platform in the second half of the session.

The following activities will work through an analysis of the present strengths and weaknesses of the organization. This is an opportunity for participants and the group to conduct an assessment of the City today and think about what it is facing in the future.

Activity #2
