CITY COUNCIL
MEETING MINUTES
JANUARY 6, 2024

I.   CALL TO ORDER / ROLL CALL

Mayor Tom Counts called the Special Meeting of City Council to order at 8:30 a.m. Councilmembers present included Councilmember Christina Drummond, Councilmember Ferzan Ahmed, Councilmember Tyler Herrmann, Councilmember Leif Carlson, Vice-Mayor Heather Karr and Mayor Tom Counts. Absent from the meeting was Councilmember David Lester. Staff present included Mallory Sribanditmongkol, Strategic Communications Officer; Jason Nahvi, Human Resources Manager; Sean Hughes, Economic Development Administrator (exited at 2:30 pm); Grant Crawford, Public Service Director; Ron Sallows, Police Chief; Rosa Ocheltree, Finance Director; Jeffrey Tyler, Assistant City Manager/Community Development Director (exited at 4:05 pm); and Andrew White, City Manager. Also, in attendance from the public included Larry Coolidge.

II.   PLEDGE OF ALLEGIANCE

III.   TODAY'S BUSINESS

a.   Introduction of Tracy Owens, 3 Point Consulting LTD

Mayor Tom Counts discussed the purpose of the meeting for goal setting. He introduced Tracy Owens to the Council and Staff. Tracy Owens discussed the agenda for the meeting. He started with an introductory exercise for all present to participate in. He discussed working with the City previously in the Spring of 2021 as a Process Improvement Consultant. Mayor Tom Counts discussed different phases of the development of Powell through the years. Phase One was approximately 1982 to 2001, The City was then a Village and there was hardly any planning or funding. The second phase was 2002 to 2021, when the City was able to plan it, but could not fund it. He described the third phase as starting in 2022 where the City can now plan it, fund it, and make the City a better place. He discussed that the City is in a good position with the staffing resources, including the experience that staff brings to Powell, and the financial resources, with a AAA Rating and income tax revenue. The Community Attitude Survey completed in 2023 shows the residents are generally happy. There will also be a focus on teambuilding during the meeting and the current Council has the ability to come together as a team and continue to move the City forward. For goal setting he would like to see it remain at a high level with any decision made to answer the question of how we make the lives of our residents and the operations of our businesses easier or better.

Larry Coolidge introduced himself as a member and business owner in the community and spoke on his history with the City of Powell. Tracy Owens discussed his background, experience and the mission of LeanOhio, which was started by Governor Kasich to save money for government organizations. Five principles of Lean Thinking include:
*   Specify and Focus on Value (the thing that was asked).

- Identify the Value Stream (collection of need).
- Allow Value to Flow Uninterrupted (once understand the value and understand what is needed, organize information of request to fulfillment and minimize resources).
- Let the Customer Pull Value (only work when have to).
- Continuously Pursue Perfection (always look for ways to make it better).

There was a discussion relating to the obstacles to the Flow of Value and Lean is producing the Value in the shortest possible time, at the highest possible quality, at the lowest possible cost and respecting those who do the work. This is a balance act of getting the work done as fast as possible, but also trying to get it right on the first time.

Tracy Owens discussed finding a problem statement to provide direction to the problem and understanding the problem before trying to solve it and recommends following a 5W2H strategy when a problem arises. A 5W2H includes:
- What is the problem or gap?
- Who is having the problem?
- When does the problem happen?
- Where does it take place?
- Why is this important?
- How do we know this a problem today?
- How often does this problem happen?

Determining a customer is more than just residents and business owners. Anyone who depends on you doing your job is considered a customer. These are who bring awareness to a problem. Anytime a customer's need was not met, there was a gap and can be considered a failure. There was information provided on ways to categorize the opposition of value on waste. The different values of waste are:
- Motion – movement of operator to do the job, time spent searching for an answer.
- Transportation – moving something to another space is considered a waste, movement of material without changing their status.
- Overproduction – producing more than requested.
- Inventory – work on process not being addressed.
- Excess Processing – doing more work than needs.
- Defects – any error or mistakes that need to be corrected.
- Waiting – any time spent by operators waiting for work to do.
- Underutilization of human talents – using people for less than their potential value.

There are some solutions that do not solve the problem, such as retraining or hiring more staff, unless there is data to show more staff is needed or training changed. Some solutions to waste include:
- Lean is about making incremental improvements.
- Plan what you are going to do before making the change and then test.
- Study the results of the test.

Tracy Owens discussed the upcoming staff and Council catapult exercise regarding higher level performance and teambuilding.

Prior to the exercise the meeting went to break at 9:51 am and was reconvened at 10:00 am. Staff and council broke into two different teams in the back of the room and broke into individual roles for each team. Council and Staff returned from the exercise at 10:20 am and discussed their results and determined some inaccuracies that occurred during the exercise. Tracy Owen discussed using a fishbone diagram as a useful tool for problem solving. General themes for the fishbone diagram that can used for any work process can be:

- Methods
- Measures
- Machines
- Teams
- Materials
- Work Environment

Staff and Council returned to the exercise for another round at the catapult exercise at approximately 10:43 am. and returned discussion at 11:08 am for debrief on the exercise. Each team discussed the successes they had during the exercise and what changes they made to find improvement. They returned to the exercise for a third round to assess what improvements they are able to achieve. Following the exercise Tracy Owens discussed during the upcoming lunch break for participants to put sticky notes under the nine general themes around the room. The sticky note should be one idea per note that are items that participants want to be looked at in the upcoming year. The nine themes determined by previous council priorities included:

- Community Safety
- Economic Development
- Finances
- Traffic/Road/Pedestrian Infrastructure
- Quality of Life/Parks and Recreation
- Customer Service
- Governance
- Communication and Branding
- What Else

Finance Director Rosa Ocheltree questioned if this exercise is related to the current Vision and Mission Statement of the City or will there be a reevaluation of the statements. The council discussed not having participated previously in the Vision and Mission Statement. Mayor Tom Counts clarified that the Council has not developed the Vision and Mission Statement and it has been developed by staff over time and he expects that a vision and mission statement may come out of the exercise. Tracy Owens was in agreement with the Mayor on this approach.

The meeting was paused for a lunch break at 11:49 am and reconvened at 12:38 p.m.

b.   Council Strategic Planning Workshop

Tracy Owens discussed that this exercise will help to create an Action Register for items that you:
- Do Now
- Do Next
- Do Later

City Council and staff separated into groups and participated in an exercise to group action items that were placed on each board that were similar and categorized them by a name. These categories were then determined by the groups of their priority of action. Attachment A shows the results of the exercise boards reflected the following categories and action items by the determined priorities:

City Council continued the exercise to look at the number one immediate priorities determined by the groups from each theme/topic board which included:

- Finance Back Office
- Charter Update
- Staffing and Wellness
- Trails
- Greater Communication and Resident Outreach
- Quality of Police Services
- PDC
- Traffic Safety
- Customer Responsiveness

They discussed the priority of each of these items and actions that can be taken right away. There was a discussion regarding staffing and wellness. City Manager White discussed that staff should look at the employee structure and organization to determine what positions do not currently exist but may need to be created and referred to the previous comparison of staffing compared to other municipalities. Councilmember Christina Drummond clarified that the priority of wellness is related to being understaffed compared to peers. Councilmember Ferzan Ahmed discussed that all the priorities listed are things the City has to do but cannot be done without proper staffing. Mayor Tom Counts clarified the budget has included additional staff and it may be determined a need for additional staff. City Manager White discussed the importance for succession planning and all departments should be able to continue when a staff member leaves. He further addressed the problem has been identified and the next steps will be to look at what options are out there and come back to the City Council. Councilmember Ferzan Ahmed discussed that the City will always have to look at staffing and wellness, traffic safety and quality of police services as these items will never not be a priority. Councilmember Christina Drummond also included Charter Update as an item that needs to occur. Councilmember Ferzan Ahmed grouped the priorities into additional categories of Culture, Project and On-going and used the example of employee wellness and quality of police services under Culture. Projects could include PDC, City Charter, Trails and Finance Back Office. On-Going would include Traffic Safety, Resident Outreach and Customer Responsiveness.
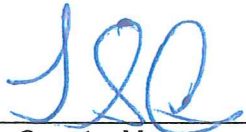
Following the discussion and due to time limits City Council acknowledged that further goal setting discussions would have to occur. Councilmember Christina Drummond felt that the activities were very helpful but she has trepidation on how to move forward with prioritizing and creating an action plan. It was recommended staff bring forth an action plan for the Council to review and assist in moving forward. City Manager White clarified that the City can continue to use Tracy Owens as a resource. Mayor Tom Counts discussed that the hard work will now begin and there is a need to get the energy to focus on action items and inform the residents of what the planned achievements are and what needs to happen.

Councilmember Leif Carlson discussed seeing the different perspectives of Council of priorities compared to his own. He also discussed the need to see the data on roads and infrastructure that need to be addressed. Mayor Tom Counts agreed that roads will always be a priority. He also discussed that trails were also a high priority and there may be a need to look at the CIP as there may be more to do than originally planned for. He discussed having this foundation and reiterated the question for each to ask on how we make the lives of our residents and businesses better and easier. Public Service Director Grant Crawford discussed upcoming plans to present on the street program at the February 6 City Council meeting. Tracy Owens ended the discussion with a reminder on the Lean Values.

IV. ADJOURNMENT

MOTION: Councilmember Heather Karr motioned to adjourn the meeting. Councilmember Christina Drummond seconded. The meeting adjourned at 4:26 p.m. with a vote of 6-0.

VOTE: Y-6   N-0   AB-0

_____   2/6/24   _____ 2/6/24
Tom Counts, Mayor   Date   Elaine McCloskey, Clerk   Date

Attachment A

Community Safety #1

1. Quality of Services (7)
   - Law enforcement re-accreditation
   - Maintain low-level of crime
   - Improve/lower Officer response times

2. Risk Mitigation (6)
   - Pedestrian safety by eliminating unlit areas
   - Repair all trip hazards in multiuse paths
3. Citizen Engagement (5)
   - Community involvement
   - Privacy advisory Council

4. Police Staffing (4)
   - Police organization structure
   - As we grow economically make sure the Police Department provide businesses with the best services
   - Police staffing
   - Police alternative schedules
   - Reinforce/analyze police staffing structures
   - Implement staffing assessment

5. Technology Resources (3)
   - Cameras as intersections
   - Support Police Department with technology
   - Police technology to reduce crime

6. Wayfinding Standards (2)
   - Standardize signage/DOT guidelines
   - Follow published professional standards for signage

7. Economic Support (1)
   - Continue to support the Police Department as a frontline economic development partner for the attraction and attention of businesses and annexation

8. Communications (0)
   - Communication of how we have supports Powell Police Department

Economic Development #2

1. Powell Development Corporation (9)
   - Community Improvement Corporation
   - Re-activate the Powell PDC – Chamber, professional membership, Township?
   - Reformate CIC in a shared approach going from a more effective ED tool to possibly being a stand-alone ED agency for the City

2. Business Retention Expansion (8)
   - Work with businesses
   - Build business CRM
   - Build effective business retention expansion program

3. Downtown Master Plan (7)
   - Village Green
   - Village Green re-development
   - Downtown economic development plan
   - Downtown area plan
   - Master plan for downtown development
   - Initiate Village Hall re-development
   - More variety of downtown restaurants
   - Sawmill Road corridor
   - Tourism efforts should also consider high quality amenities for the new type of office work
   - Select Village Green partner to work with us to determine how acreage best serves downtown and the needs of the community

4. Economic Development Infrastructure (6)
   - Downtown strategy
   - Fiber ring for strategic economic development
   - Signage/Wayfinding
   - Parking

5. Marketing (4)
   - Understand our regional economic development niche being between Delaware/Marysville/Dublin and 23
   - Build economic development marketing and communication branding, marketing, and communication strategy

6. Tourism i.e. Trails (4)
   - Walkable downtown to Village Academy and library
   - Double to triple available public parking downtown

- Interconnect trails from downtown to Dublin's network (by Target) and the Olentangy Trail (via library)
- Become a (market Powell as) Trail Town destination
- Build tourism corridor master plan including Zoo to downtown and further east
- Gateway to Powell
- Change Zoning to make downtown walkable (reduce parking)

7. Establish Back Office Operations (3)
   - Align resources and services to economic development

8. Business Attraction (2)
   - Commercial property database (for sale/lease)
   - Need more daytime office/businesses to support restaurants

9. Land Use Zoning (1)
   - Behind the YMCA parcel, development plan per Andy
   - Greater diversity in house stock (most of population being excluded from Powell housing market)
   - Keep sheep farm nonresidential
   - Ensure new developments are as mixed use as possible

10. Annex/Township Relations (1)
    - Active annexation strategy
    - Finalize Township and City relationship negotiations

Finances #3

1. Finance Back Office (5)
   - Work on strong internal controls now that staff is available
   - Centralize and streamline financial services
   - Transition from paper manual prints to electronic (fraud prevention)
   - Define PDC financial oversight (as component until special revenue funding)
   - Position Finance as a support and service Department to ensure the success of staff and departments

2. Grants (3)
   - Hire a grant writer
   - Develop regional active transportation plan so we can be eligible for grants
   - Get safe routes to schools funding
     Increase grant funding % of budget to 10%

3. Debt (3)

- Update debt policy
- Leverage debt for capital projects

4. Projects (2)
   - Infrastructure projections for past shortfalls and new projects
   - Reduce carry forward by doing more projects

5. Recognition (1)
   - Continue transparency
   - Receive Triple Crown Award for financial reporting transparency
   - Recognized for fiscal health and responsibility

6. Policy Changes (1)
   - Review event cost recovery policy
   - Increase discretionary funding for economic development

Traffic/Road/Pedestrian Infrastructure #4

1. Traffic Safety (8)
   - Traffic Safety

2. Parking (7)
   - Parking agreements with private lots to add capacity
   - Parking garage
   - More downtown parking
   - Organize parking

3. Paving (6)
   - Update paving maps and explain the 7 year fix
   - Paving plan implementation and communication to public
   - Ensure balance of maintenance and new projects
   - Improve road conditions
   - Repair all road pavement so streets are all at or above "satisfactory" standard rating
   - Wayfinding Plan as part of Downtown Master Plan

4. Thoroughfare Plan (5)
   - Complete/update Comprehensive Thoroughfare Plan – All Modes
   - Complete Downtown Road Plan

5. Railroad Crossing (4)
   - All railroad crossing need PED improvement
   - PED signals at all PED crossing
   - Railroad crossing at library

6. Trails (3)
   - Bring trails up to "excellent" – goal pavement rating standard
   - Walkability and streetscape
   - Fill trail gaps and connect to Olentangy Trail
   - Plan to upgrade poor sidewalks/trails
   - Trail/path inventory
   - Evaluate if we make private paths public to increase quality/consistency and reduce cost
   - Sidewalk repairs/extension

7. Bike (2)
   - Engage with Bike +
   - Bike Parking

8. Scioto Street (1)
   - Depot/Scioto/Case Improvement-Streetscape
   - extension

Quality of Life / Parks and Recreation #5

1. Trails (9)
   - Bike paths
   - Master trail plan
   - Bike path running path connections
   - Parks and trails should be part of the tourism economic development strategy
   - Create framework to be seen as pedestrian/bike friendly

2. Wellness and Recreation Center (8)
   - Wellness facility
   - Recreation/Wellness center
   - Recreation Center (mentioned at least 20 times)
   - Recreation Center (with winter swimming)
   - Pickle Ball courts
   - Recreational Facility action plan
   - Facility to support programming
   - Community center with recreational facilities
   - Community and/or recreational center

3. Powell Pool (7)
   - Powell Pool
   - Excited to see study for Powell Pool results
   - Community pool

4. Youth (5)
   - Double-Triple teen-oriented programming
   - Reinstate/Restructure Powell Youth Council

5. Park Improvements (5)
   - Amphitheatre improvements
   - Park maintenance updates
   - Winter play space
   - Add to our existing parkland
   - Shade/benches and playgrounds
   - Repair/replace playgrounds
   - Add middle school playground (zipline, etc.)
   - Explore public and private partnerships for improved park and recreation amenities
   - Restrooms in all parks with security cameras (outside!)

6. Events (5)
   - Events strategic plan
   - Tailor events to Ohio weather
   - Diversify events locations throughout City and parks
   - Showcase local talent at all events
   - Engage school aged Powell performers at Powell events

7. Dog Park (3)
   - Dog park
   - Dog park
   - Dog park

8. City Services (1)
   - Name brand eateries
   - Bike paths/trails
   - Crime prevention
   - Collaborate with City departments for messaging
   - Support active recreation for all ages and abilities (not just toddlers and retirees)
   - Preserve downtown charm

9. Pickle Ball (1)
   - Pickle ball courts

10. Art (1)
   - Artwork in downtown area
   - Public art strategy
   - Support in public arts in Powell

Attachment A

Outliers

- Protect tree canopy
- Develop and age in place plan
- Tech assessable services
- Learn more and explore pursuing sustainable 2040
- Keep Powell moving
- Pride in a Powell centric offering

Customer Service #6

1. Responsiveness (4)
   - Response to residents within 24 hours (not answer)
   - Quick responses to inquiries
   - Discuss/mention residents concerns at City Council meetings
   - 1st Response excellent, long-term clarity improvement
   - Create easier access for customers to communicate with City

2. Citizen Engagement (3)
   - Bi-annual community survey
   - Bring focus and action to citizen level – expectation setting/delivery
   - Office hours for staff/elected officials
   - More community engagement (what are regional best practices)
   - More direct interaction with residents and businesses

3. Technology Improvements (2)
   - Enhanced GIS
   - E-services
   - Using technology to create greater efficiency in City interaction

4. Website (1)
   - Effective website
   - Ease of access to resources on website, example – budget

5. Employee Wellness (0)
   - Public works staffing levels
   - Employee wellness

Governance #7

1. Charter Update (5)
   - Update Charter and codes
   - Update City Charter
   - Charter revisions
   - Charter evaluation – time limit if Council appointment goes to Mayor

2. Dynamic Reporting (4)
   - Regular management reports on City projects
   - Shift reporting from static data points to annual/multiyear trends

3. Council Rules Update (3)
   - Update Council rules
   - By-laws for Ad Hoc committees
   - Update Council rules for committees
   - Clarify charters for committees, commissions, advisory boards, etc.
   - Define Council committee objectives

4. Community Engagement (2)
   - Host town halls on priority issues with regional partners
   - Presence in regional planning conversations
   - Community feedback and buy-in before final goals

5. Land Use Planning Updates (1)
   - Zoning code updates
   - Update Zoning code
   - Zoning code rewrite
   - Comprehensive plan rewrite

6. Liberty Township (0)
   - Be a good strategic neighbor to Township
   - Better relationship with Township

   Outliers

   - Council agenda clarity
   - PDC board and by-law rewrite
   - Public records access
   - Make it possible for Council to access public records without City Manager gatekeeping
   - Assess organization structure resources sufficient to carry out mission – today, tomorrow, future

Communication and Branding #8

1. Greater Communication/Resident Outreach (3)
    - Communication strategic plan
    - Communicating with residents
    - Portal for community feedback show at City Council meetings
    - Allow public to pull/access public records
    - Increase proactive communication
    - Progress reports to public
    - Communicate progress, wins
    - Greater methods opportunities for Powell residents to know what the City is doing (not events)
    - Celebrate wins
    - Get out in front of story
    - Enhance information and improve narrative "sales of public goods and services"
    - No local media anymore. Cities are forced to fill the void
    - Lokk for every possible way for us to tell our story and celebrate our wins to position Powell in the regio, state, and nation. Everyone wants to be part of a winning team.

2. Website (2)
    - Website improvement
    - Update website
    - Better website
    - Redesigned website – Granicus integration

3. City Official Engagement (1)
    - Position administrative staff and Council as experts in the community
    - Leverage Council voices as ambassadors (not just Mayor)

4. Village Green (0)
    - Preserve the Village Green
    - Preserve the Village Green

    Outliers

    - Keep the architectural standards
    - Wayfinding
    - Intentionally and transparency

Attachment A

What Else #9

- Operations
  - o Implement fleet recommendations
  - o Police property room improvements
  - o Clear chains of communication
  - o Standard operating procedures

- HR/Staffing & Wellness
  - o Staffing levels
  - o Staffing to help operational needs
  - o Recruit and retain staff
  - o Update business continuity plan
  - o Develop a training and retention plan for staff (engagement)
  - o Create a realistic staffing plan – define resources needed to accomplish results

- Facility Master Plan
  - o Facility master plan
  - o Create and implement City facility plan
- Community Engagement
  - o Community engagement and policy discussions
  - o Develop resident engagement pipeline strategy by demographic
  - o Engage residents to get feedback and share updates regularly in-person at events

- Update technological capabilities

- Creating memories for the City children

- Better support working parents and families (event scheduling/efficient service delivery team communication)

- Records management /categorization

- Develop process to cultivate individual donors and sponsors, i.e. relationship management strategy

- Food and hazardous waste dropoff