



City Council Agenda

Monday, February 8, 2021 at 7:30 pm

6550 N. High Street, Worthington, Ohio 43085

Virtual Meeting Information

Link through: worthington.org

Our Government - Live Stream

1. Call to Order
2. Roll Call
3. Pledge of Allegiance

Special Presentation(s)

4. McCord Park Phase I Overview - POD Design

Reports of City Officials

5. Policy Item(s)

a. General Fund Balance Discussion

Executive Summary: In accordance with the provisions of the 2018 amended General Fund Carryover Balance Policy, this agenda item provides for a discussion of the General Fund carryover balance.

b. Financial Report - January

Executive Summary: The Financial Report for the month of January is attached.

Recommendation: Motion to accept the report as presented

c. Request to Bid - Rush Run Bank Stabilization Project

Executive Summary: Staff is seeking permission to advertise the Rush Run Bank Stabilization Project for bids.

Recommendation: Approval of a motion authorizing staff to solicit bids for this project

6. Discussion Item(s)

a. Retreat Follow-Up

Executive Summary: This item is scheduled to provide an opportunity for the City Council to have follow-up dialogue about the City Council retreat with the goal of focusing organizational priorities.

b. Visioning Action Planning

Executive Summary: Time is provided for City Council to discuss the process for moving forward with evaluation and determination of action steps in support of the vision statements and supporting principles.

Reports of Council Members

Other

Executive Session

Adjournment

7. Motion to Adjourn

Contact: D. Kay Thress, Clerk of Council (Kay.Thress@worthington.org (614) 436-3100) | Agenda published on 02/04/2021 at 1:11 PM



STAFF MEMORANDUM
City Council Meeting – February 8, 2021

Date: February 3, 2021

To: Matthew H. Greeson, City Manager

From: Darren Hurley, Parks & Recreation Director

Subject: **McCord Park Renovations – Phase I Preparing to Bid Update**

EXECUTIVE SUMMARY

POD Design will present an update on the McCord Park Renovations Project with a focus on the final design for phase one. Staff are working with the POD team to finalize bidding documents and approach City Council for permission to bid at the February 16 meeting.

RECOMMENDATION

No Formal Action Recommended

BACKGROUND/DESCRIPTION

City Council approved the Conceptual Master Plan for McCord Park in 2018. Subsequently, staff secured the services of POD Design to lead a design development process to provide more detailed design of the playground, train observation area, and other key aspects of the park. In early 2020, POD Design provided an update to City Council on the process after the Parks and Recreation Commission made a motion supporting the design development of the updated Conceptual Master Plan for the park and recommended moving ahead with preparing construction documents for the bidding of phase one.

Soon after, the project was put on hold because of COVID and work was suspended until the last quarter of 2020. We have now resumed work and are coming to City Council with an update in anticipation of seeking permission to bid at the February 16 Council Meeting.

POD Design will share the up to date plans for the park and share updated budget estimates for phase one improvements. Council Members will also have an opportunity to ask questions and provide input to the design team.

For a reminder of the overall process, what is included in each phase of the project, and details of some of the features being proposed including the playground and train observation area, please go to our website and view the project page linked to our Parks page: <https://www.worthington.org/252/Parks>.

FINANCIAL IMPLICATIONS/FUNDING SOURCES

The 2021 Capital Improvements Program (CIP) has \$1.8 million for McCord Park Phase I Renovations. The city has also been notified of a State Capital Budget Funding Award of \$400,000 towards the renovations of McCord Park.



STAFF MEMORANDUM
City Council Meeting – February 8, 2021

Date: February 4, 2021

To: Matthew H. Greeson, City Manager

From: Scott F. Bartter, Finance Director

Subject: General Fund – Fund Balance Discussion

EXECUTIVE SUMMARY

In accordance with the provisions of the 2018 amended General Fund Carryover Balance Policy, the City Manager shall schedule a discussion with City Council when the General Fund unencumbered balance exceeds 50% of prior year expenditures. The City closed fiscal year 2020 with a General Fund unencumbered balance of 57.5% of prior year expenditures.

RECOMMENDATION

Transfer \$285,000 from the General Fund to the Capital Improvement Fund and cash fund the Huntley Bowl project.

BACKGROUND/DESCRIPTION

With Resolution 70-2018, City Council adopted an updated General Fund Carryover Balance Policy. This revised policy increased the minimum General Fund balance to 35% of prior year expenditures, incorporated a financial action plan in the event the City falls below the policy floor and directs the City Manager to hold a public discussion with City Council in the event the balance exceeds 50% of prior year expenditures.

The 2021-2025 adopted Capital Improvements Program proposes utilizing debt to fund \$435,000 in Rush Run Stream – Huntley Bowl Improvements. After receiving favorable bids on this project, the projected cost has been reduced to \$283,500, including design and contingency. Staff is recommending that this project now be funded utilizing General Fund dollars through a cash transfer into the Capital Improvement Fund.

Department of Finance

January 2021 Financial Report



Quick Facts

All Funds

<u>01/31/2021</u> <u>Cash Balances</u>	<u>01/31/2021</u> <u>Unencumbered</u> <u>Balance</u>
\$31,436,678 (January 1, 2021 balance: \$32,725,350)	\$16,961,509

General Fund

<u>01/31/2021</u> <u>Cash Balance</u>	<u>01/31/2021</u> <u>Unencumbered</u> <u>Balance</u>
\$16,764,424 (January 1, 2021 balance: \$18,424,316)	\$10,997,309 (39% of prior year expenditures)

Highlights & Trends for January 2021

Income Tax Collections

- Year to Date (YTD) income tax collections are below 2020 YTD income tax collections (\$97,852) or (4.50%).
- YTD Income tax collections are below estimates by (\$43,535) or (2.06%)
- Refunds issued in January totaled \$37,835 with year to date refunds totaling \$37,835.

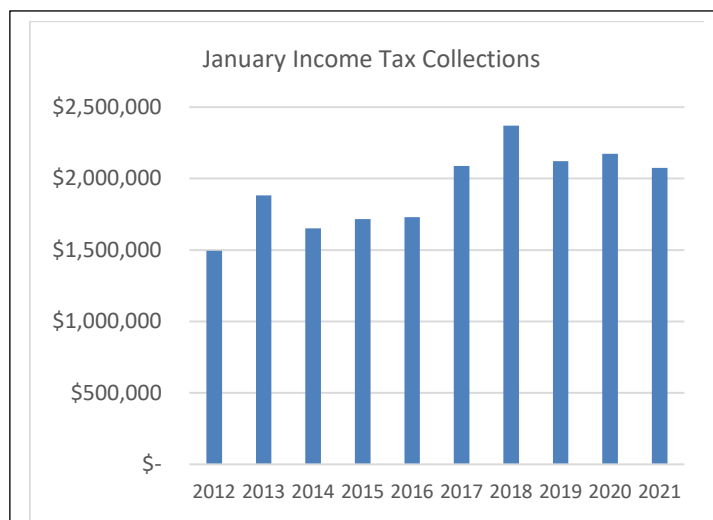
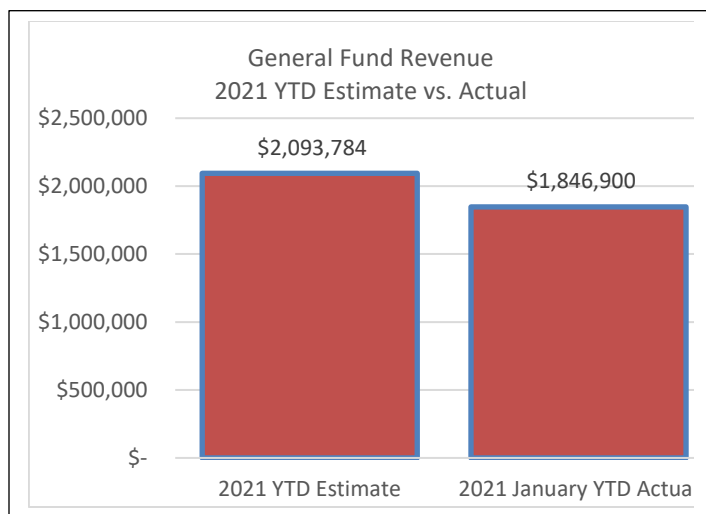
Income Tax Revenue by Account Type

For January of 2021:

Withholding Accounts – 78.42% of collections
Individual Accounts – 7.85% of collections
Net Profit Accounts – 13.73% of collections

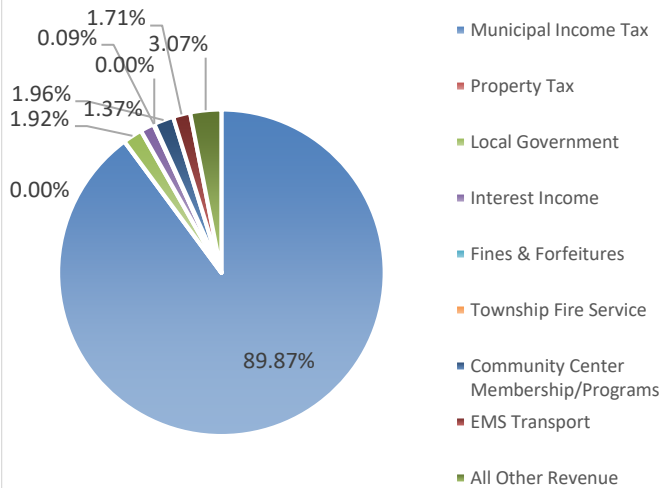
For January of 2020:

Withholding Accounts – 73.60% of collections
Individual Accounts – 8.61% of collections
Net Profit Accounts – 17.79% of collections

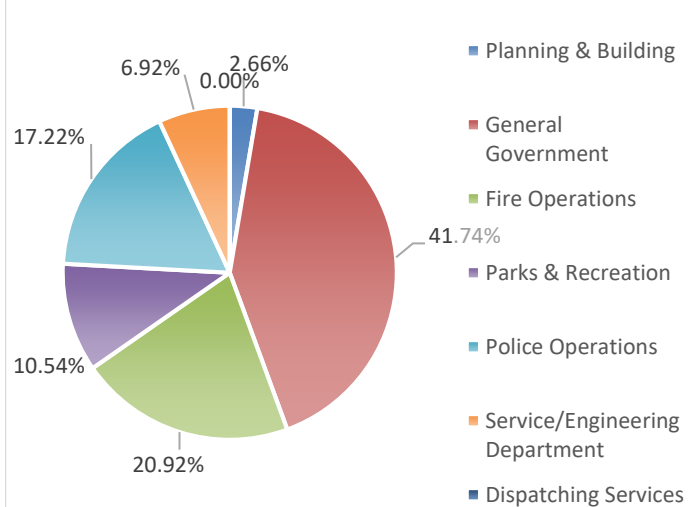


Highlights & Trends for January 2021 (continued)

**January 2021 Year to Date
General Fund Revenue**



**January 2021 Year to Date
General Fund Expenses**



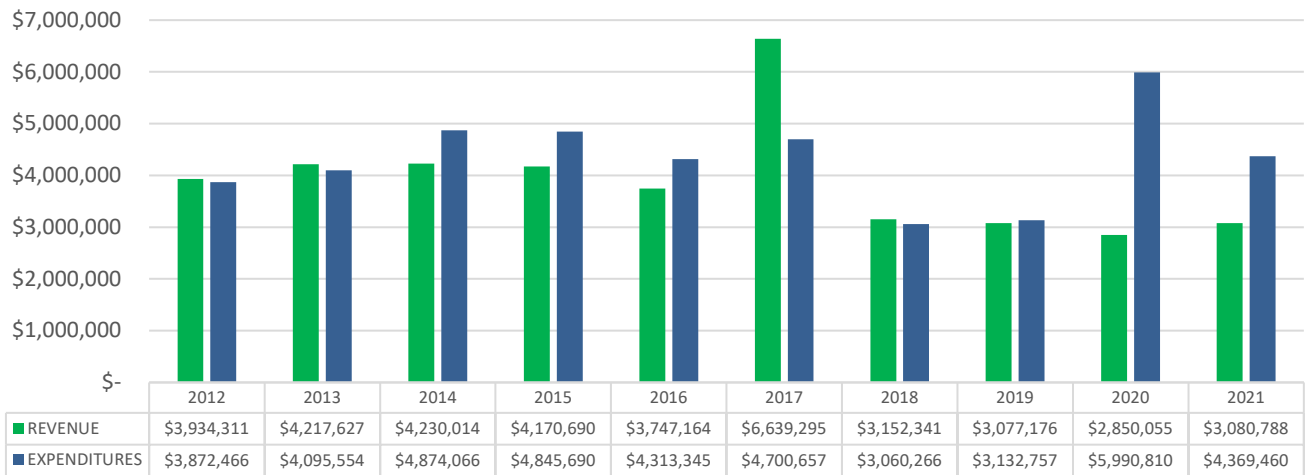
Notable Initiatives & Activities

- January 2021 included three pay periods.
- The budgeted transfer from the General Fund to the Economic Development Fund (\$600,000) was executed.

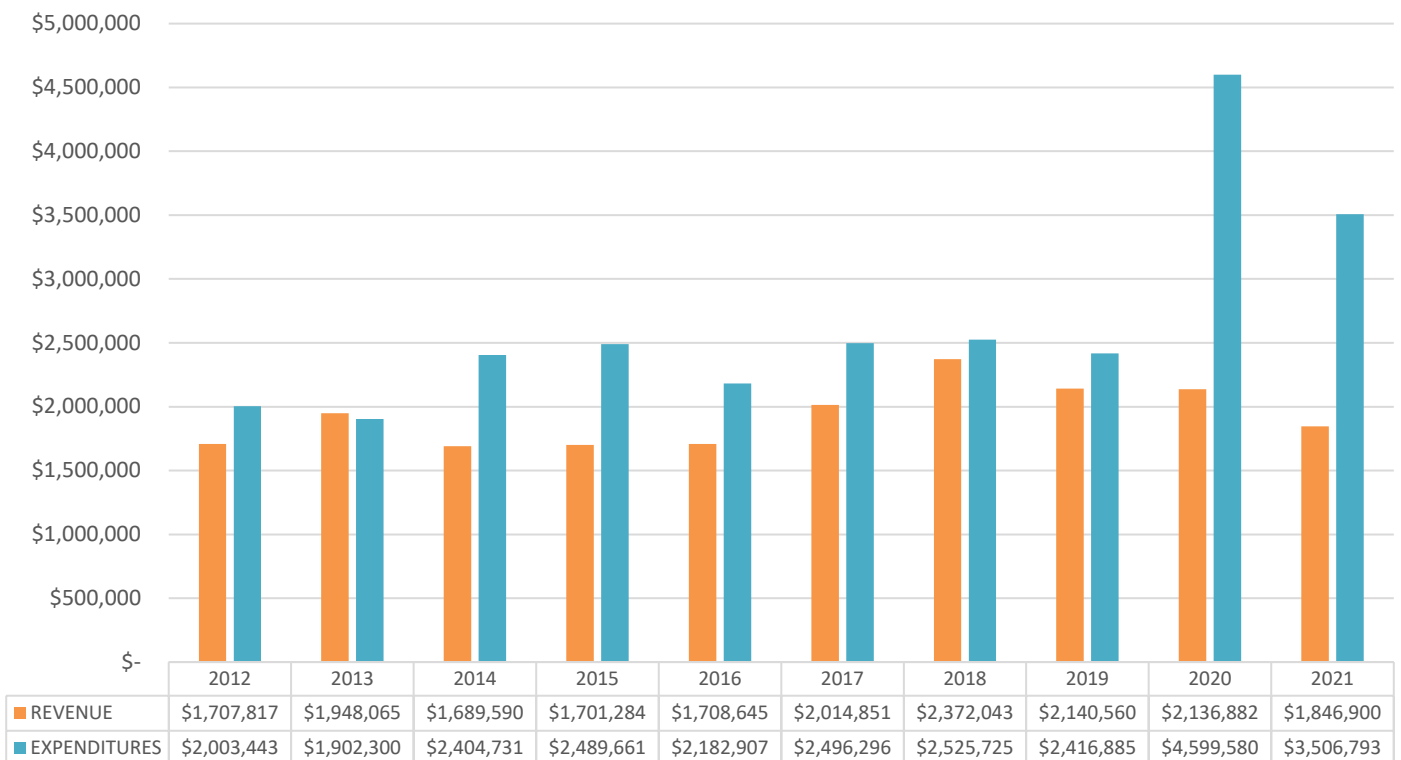


Financial Tracking

January
Revenue to Expenditures
All Funds



General Fund
Cash Position





January 2021 Cash Reconciliation

Total Fund Balances: \$31,436,677.56

Depository Balances:

General Account: \$ 10,065,438.67

Total Bank Balances: \$10,065,438.67

Investment Accounts:

Certificates of Deposit: \$5,970,000.00

Star Ohio/Star Plus 5,461,407.06

Fifth Third MMKT/CDs 7,845,241.83

CF Bank 245,000.00

FC Bank 248,000.00

Total Investment Accounts: \$21,369,648.89

Petty Cash/Change Fund: 1,590.00

Total Treasury Balance as of January 31, 2021 \$31,436,677.56

Total Interest Earnings as of January 31, 2021 \$25,292.35

Average CD Interest Earnings 1.84%

Debt Statement

<u>Issuance</u>	<u>Purpose</u>	<u>Maturity</u>	<u>Rate</u>	<u>Principal Balance</u>
2015	2015 Refunding Bonds	December 2021	1.62%	\$ 780,000
2017	2017 Various Purpose Bonds	December 2032	2.21%	\$ 3,060,000
2008	OPWC 0% Loan – ADA Ramps	December 2028	0%	\$ 62,480.40
2015	OPWC 0% Loan – Kenyonbrook	December 2045	0%	\$ 500,466.36
2020	2020 Bond Anticipation Notes	September 2021	0.78%	\$ 5,815,000.00
	Total Principal Debt Balance			\$ 10,217,946.76



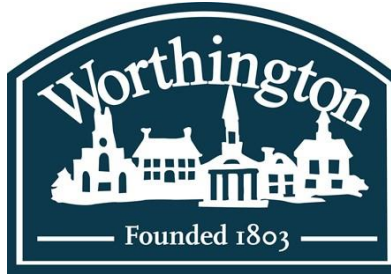
**City of Worthington
Fund Summary Report
as of January 31, 2021**

		<u>1/1/2021 Beginning</u>	<u>Year to Date</u>	<u>Year to Date</u>			<u>Unencumbered</u>
<u>FUND</u>	<u>Balance</u>	<u>Actual Revenue</u>	<u>Actual Expenses</u>	<u>1/31/2021</u>	<u>Encumbrances</u>	<u>Balance</u>	
101 General Fund	\$ 18,424,316	\$ 1,846,900	\$ 3,506,793	\$ 16,764,424	\$ 5,767,115	\$ 10,997,309	
202 Street M&R	255,884	68,976	93,010	231,849	118,582	\$ 113,267	
203 State Highway	60,789	5,593	10,175	56,207	2,203	\$ 54,004	
204 Water	94,399	100	6,893	87,606	19,370	\$ 68,236	
205 Sewer	70,090	50	15,563	54,576	16,726	\$ 37,850	
210 Convention & Visitor's Bureau F	52,737	114	51,000	1,851	1,000	\$ 851	
211 27th Pay Fund	300,000	-	-	300,000	-	\$ 300,000	
212 Police Pension	378,547	-	54,157	324,390	-	\$ 324,390	
214 Law Enforcement Trust	72,414	-	-	72,414	-	\$ 72,414	
215 Municipal MV License Tax	78,001	8,920	-	86,921	-	\$ 86,921	
216 Enforcement/Education	52,351	-	-	52,351	-	\$ 52,351	
217 Community Technology	-	-	-	-	-	\$ -	
218 Court Clerk Computer	207,084	126	64	207,146	24,142	\$ 183,004	
219 Economic Development	378,201	600,000	340,000	638,201	151,466	\$ 486,735	
220 FEMA Grant	-	-	-	-	-	\$ -	
221 Law Enf CED	18,030	-	-	18,030	-	\$ 18,030	
222 Comoavirus Relief Fund	16,307	-	10,485	5,822	5,822	\$ -	
224 Parks & Rec Revolving	-	-	-	-	-	\$ -	
229 Special Parks	56,499	1,000	-	57,499	13,720	\$ 43,779	
253 2003 Bicentennial	75,059	-	-	75,059	-	\$ 75,059	
306 Trunk Sewer	375,149	-	-	375,149	-	\$ 375,149	
308 Capital Improvements	8,940,878	548,768	281,134	9,208,512	6,904,937	\$ 2,303,576	
313 County Permissive Tax	-	-	-	-	-	\$ -	
409 General Bond Retirement	1,206,301	-	-	1,206,301	1,110,000	\$ 96,301	
410 Special Assessment Bond	278,448	-	-	278,448	-	\$ 278,448	
825 Accrued Acreage Benefit	53,730	75	-	53,805	37,326	\$ 16,479	
830 OBBS	1,894	167	187	1,874	1,000	\$ 874	
838 Petty Cash	1,590	-	-	1,590	-	\$ 1,590	
910 Worthington Sta TIF	37,541	-	-	37,541	-	\$ 37,541	
920 Worthington Place (The Heights	687,924	-	-	687,924	41,138	\$ 646,787	
930 933 High St. MPI TIF Fund	131,710	-	-	131,710	34,000	\$ 97,710	
935 Downtown Worthington MPI TIF	286,935	-	-	286,935	129,703	\$ 157,232	
940 Worthington Square TIF	55,926	-	-	55,926	54,000	\$ 1,926	
945 W Dublin Granville Rd. MPI TIF	70,608	-	-	70,608	42,918	\$ 27,690	
950 350 W. Wilson Bridge	6,008	-	-	6,008	-	\$ 6,008	
999 PACE Fund	-	-	-	-	-	\$ -	
						\$ -	
Total All Funds	\$ 32,725,350	\$ 3,080,788	\$ 4,369,460	\$ 31,436,678	\$ 14,475,168	\$ 16,961,510	



**City of Worthington, Ohio
General Fund Overview
as of January 31, 2021**

		2020	2021	2021	2021	2021	2021	Variance				
		Year End	Original	Revised	Y-T-D	January	Variance	as % of				
Revenues		Actual	Budget	Budget	Estimates	Y-T-D Actual	Over/(Under)	Budget				
Municipal Income Tax	1	\$ 21,198,942	\$ 21,184,400	\$ 21,184,400	\$ 1,694,691	\$ 1,659,862	\$ (34,828)	-2.06%				
Property Tax	2	2,985,353	3,325,594	\$ 3,325,594	-	-	\$ -	#DIV/0!				
Local Government	*	409,251	350,000	\$ 350,000	29,167	35,497	\$ 6,330	21.70%				
Interest Income	*	473,025	350,000	\$ 350,000	29,167	25,292	\$ (3,874)	-13.28%				
Fines & Forfeitures	*	58,058	150,000	\$ 150,000	12,500	1,670	\$ (10,830)	-86.64%				
Township Fire Service	2	484,570	500,000	\$ 500,000	-	-	\$ -	#DIV/0!				
Community Center Membership/Progr	*	954,069	2,375,332	\$ 2,375,332	197,944	36,251	\$ (161,693)	-81.69%				
EMS Transport	*	589,788	700,000	\$ 700,000	58,333	31,570	\$ (26,763)	-45.88%				
All Other Revenue	*	2,973,621	1,163,784	\$ 1,163,784	71,982	56,758	\$ (15,224)	-21.15%				
Total Revenues		\$ 30,126,677	\$ 30,099,110	\$ 30,099,110	\$ 2,093,784	\$ 1,846,900	\$ (246,883)	-11.79%				
Expenditures												
Planning & Building		\$ 757,470	\$ 908,027	\$ 908,027	\$ 75,669	\$ 80,218	\$ 4,549	106.01%				
General Government		6,811,120	7,355,178	\$ 7,440,438	\$ 1,171,166	1,260,824	\$ 89,658	107.66%				
Fire Operations		5,407,225	7,157,322	\$ 7,157,322	\$ 596,444	631,958	\$ 35,515	105.95%				
Parks & Recreation		4,399,180	5,967,389	\$ 5,967,389	\$ 497,282	318,462	\$ (178,820)	64.04%				
Police Operations		6,317,121	6,981,994	\$ 6,981,994	\$ 581,833	519,979	\$ (61,854)	89.37%				
Service/Engineering Department		2,138,398	2,827,425	\$ 2,827,425	\$ 235,619	208,992	\$ (26,626)	88.70%				
Dispatching Services		1,199,885	870,000	\$ 870,000	\$ -	-	\$ -	#DIV/0!				
Total Expenditures		\$ 27,030,399	\$ 32,067,335	\$ 32,152,595	\$ 3,158,012	\$ 3,020,434	\$ (137,578)	95.64%				
Excess of Revenues Over (Under) Expenditures		\$ 3,096,278	\$ (1,968,225)	\$ (2,053,485)	\$ (1,064,228)	\$ (1,173,534)						
Fund Balance at Beginning of Year		\$ 16,448,580	\$ 18,424,315	\$ 18,424,315	\$ 18,424,315	\$ 18,424,315						
Unexpended Appropriations			1,122,357	1,122,357	-	-			1 - Income Tax budget based on individual monthly projections.			
Expenditures versus Prior Year Enc		1,120,543	1,933,398	1,933,398	486,359	486,359			2 - These revenue budgets are based on semi-annual payments.			
General Fund Balance		\$ 18,424,315	\$ 15,645,049	\$ 15,559,789	\$ 16,873,728	\$ 16,764,423			* - All other revenue budgets are spread equally over each month.			
									All expenditure budgets are spread equally over each month.			



STAFF MEMORANDUM
City Council Meeting – February 8, 2021

Date: February 2, 2021

To: Matthew H. Greeson, City Manager

From: Daniel Whited, P.E. Director of Service & Engineering

Subject: Rush Run Bank Stabilization-Permission to Bid

EXECUTIVE SUMMARY

Staff is seeking permission to advertise the Rush Run Bank Stabilization Project for bids.

RECOMMENDATION

Approval of a motion authorizing staff to solicit bids for this project

BACKGROUND/DESCRIPTION

Severe bank erosion along Rush Run, south of McCoy Ave. was investigated by staff and consultants following discussions with affected property owners. The City agreed to design and construct measures to help mitigate the erosion and deposition of soil in the area immediately affected. CEC was engaged to complete the project design with final plans delivered in late January. Staff is seeking permission to advertise the project for competitive bid. The Engineer's Estimate for cost of construction is \$76,000.

FINANCIAL IMPLICATIONS/FUNDING SOURCES

Estimated to be \$76,000



Office of the City Manager

MEMORANDUM

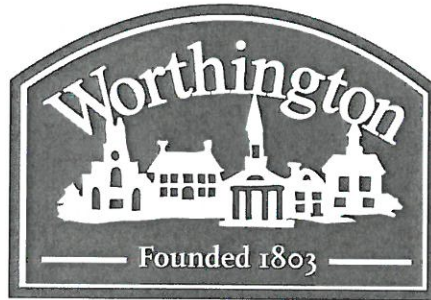
TO: Worthington City Council

FROM: Matt Greeson
City Manager

DATE: February 4, 2021

SUBJECT: City Council Retreat Follow-Up

This agenda item is scheduled to provide an opportunity for the City Council to have follow-up dialogue about the City Council retreat with the goal of focusing organizational priorities. Staff will ask the Council to discuss the retreat report, identify any clarifying questions that need to be answered and consider the questions posed by staff, as outlined in a January 20th memorandum.



Office of the City Manager

MEMORANDUM

TO: Worthington City Council

FROM: Matt Greeson
City Manager

A handwritten signature in blue ink, appearing to read "Matt Greeson", written over a horizontal line.

DATE: January 20, 2021

SUBJECT: Retreat Follow-Up

The City Council held an annual retreat on January 9, 2021. It was facilitated by Marty Jenkins of Organizational Resources Group. As a follow-up, I have attached the retreat summary and report prepared by Mr. Jenkins. The summary and report will be placed on the next City Council agenda for acceptance and adoption as the minutes of the retreat, which was a meeting of the City Council.

Additionally, after any retreat, it is important to follow-up and discuss next steps, seek clarification on issues and priorities and explore how the feedback received should be used to determine staff effort and Council legislative focus.

Staff has spent some time reviewing the Council Member Priority Indications expressed at the retreat and believes this follow-up conversation is imperative as it would be difficult to effectively implement some of the priorities articulated without disruption of existing work efforts. Using the nomenclature of the retreat, more time should be given to discuss whether the things "on the plate" should be modified or eliminated to accommodate new items; some priority items should be clarified, and discussion should occur as to the relative risks of de-prioritizing current activities. We would like to discuss the following questions:

1. How does Council reconcile the overall priority score with the detailed scoring? (i.e., Sustainability scored 4th highest overall, but only had three council members put it in their top 5 – a minority of Council – while Diversity-Equity-Inclusion and Financial

Sustainability had lower overall scores, but a majority of Council placed them in their top 5)

2. Does Council agree with including all the subitems listed under Sustainability, Land Use Strategy, Policing Strategies and Diversity-Equity-Inclusion? What is the prioritization of the subitems in each category?
3. Staff believes there is limited bandwidth to achieve many of these priorities in 2021, particularly for issues that are ill-defined, require a lot of research and extensive public engagement and/or have unclear benchmarks for success. How far down the list of prioritizations does Council want to go, recognizing the more priorities that are on the list, the less focus and work that can occur on any specific items?
4. What, if anything, should come off the plate for staff to have more time to focus on these priorities?
5. Is there support for additional resources to support these priorities? (e.g., hiring paid interns, incorporating contract help, . . .) Can/Should we utilize some of the fund balance we built up in 2020 to support these priorities, focusing mainly on one-time costs like time-limited internships and contracts?
6. There is a lot of overlap between the expressed priorities of Council and the vision statements. The Council, staff and City boards will be spending a lot of time as part of visioning implementation reviewing ideas in many of these areas. Does it make sense to refer some of these ideas and issues to the visioning work for more discussion, critical review and to consolidate efforts?
7. East Wilson Bridge Road is time sensitive. If no additional steps are taken soon, there may be additional development that is inconsistent with the City's long-term plans. Does Council intend for the City's proactive efforts in this area to cease?

As you reflect on the work that was done at the retreat, you may have questions as well. Please feel free to forward them to me and I will work to consolidate them and develop a strategy for working through them in productive dialogue.

I appreciate the work that was done at the retreat and look forward to continued conversation about how to focus the efforts of the City where it matters most. As always, please feel free to contact me if you would like to discuss this important process.

CITY OF WORTHINGTON
CITY COUNCIL'S JANUARY 2021 RETREAT

Background Worthington City Council convened a retreat for the purpose of reviewing current priorities and considering future policies to be developed for formal consideration during 2021 and beyond. The meeting was held virtually and notices had been publicized explaining how citizens could access the retreat. All members of Council were on the virtual call and, in addition, City Manager Greeson, Assistant City Managers Stewart and McCorkle and department heads were virtually present. Martin Jenkins of Organizational Resources Group facilitated the meeting. The meeting was convened at 8:31 a.m. by President Michaels.

Three Imperatives A brief discussion was held about the role civility and consensus play in the preservation of the credibility of public entities like the City of Worthington. The contribution civility makes to public bodies being able to reach consensus on contentious issues was discussed. Consensus was defined, not as unanimity, but as the result of processes in which all participants see that they have had ample opportunity to present their comments and, therefore, they can support the decision of the majority.

Review of 2020 and Current Agenda Recognizing that it is sometimes hard to recall all that has been completed or is already underway because of prior Council direction or mandates imposed by external entities, Mr. Greeson presented what occurred in 2020 and an overview of issues “on the plate”. A copy of the graphics used for this discussion is attached to these notes.

Citizens’ View of City Services Assistant City Manager Stewart reviewed recent survey results which had been compiled in conjunction with the recently completed Vision Worthington project. The results indicate that all services are important to citizens and they rate them as at or above average in performance. Services most visible to citizens (for example, garbage collection, yard waste pick up, fire services including EMS, snow and ice control and recycling) are most important to our citizens and are perceived to be performed well.

Vision Worthington In preparation for the retreat Mr. Jenkins had interviewed all members of City Council. There was a uniform determination to make effective use of what members considered “a gift”. Council members appreciated the extensive community involvement which went into the process and the considerable time the volunteer members of the committee invested on behalf of their fellow citizens. The issue for the retreat was to decide how to capture the energy and progress along the lines suggested by the seven principles presented in the committee’s report.

Council consensus was that the process for moving forward must involve connecting visioning input with existing city boards and commissions as well as advisory groups already working on Worthington’s issues. Toward that end, the Vision Worthington principles will be reviewed by each of our boards and commissions. Council will provide institutional leadership to a process which will be driven by a Steering Committee which will first categorize what is already in process toward moving Worthington toward fulfillment of the seven principles, then suggest what more needs to be done. In addition to identifying items that could be done, the Steering Committee should determine actions that are ready for implementation. The object of the process is to produce recommendations for action for consideration by City Council.

The Steering Committee will be appointed by City Council and it is hoped some of the people involved in producing Vision Worthington will be willing to serve. Any resolution forming and appointing the Steering Committee will include deadlines for the committee to report back to Council and action recommendations should include deadlines for implementation. Recommendations will be considered through the usual legislative process required of all city actions. Council members reviewed a staff memo entitled *Transitioning to Actions* outlining an organizational model for achieving Council’s goal of assuring that a process for making effective use of the Vision Worthington resource. Based on discussions at the retreat, staff will revise that memo incorporating Council’s directions.

In addition to consideration of periodic submissions from the Steering Committee, Council will incorporate Vision Worthington into future retreat agenda.

Issues for 2021 Council reviewed a list of issues which could be addressed in 2021. These issues were developed from input from individual members in advance of the retreat. After discussion of each, members of Council were asked to select five of the issues they considered the most significant for consideration for inclusion in the city’s work for the coming year. After making that selection, each member was asked to rank his or her

issues on a five-point scale, with the assignment of five (5) indicating the issue most important for placement on the 2021 agenda. The results of that ranking process are set out on the following page.

***Issues Considered for the 2021 Policy Agenda
(In order of Council Member Priority Indications)***

1. *Deleted item.*
2. **East Wilson Bridge Road**
3. **Age Friendly Initiative**; accessory structures legislation. (Vote total 3; Individual votes: 2,1)
4. **Joint Recreation District**; (Vote total: 24; Individual votes: 4,4,4,4,3,3,2)
5. **School redistricting**; children walking to schools.
6. **Sustainability**; residential PACE Program; solar panels on private property; joint power Clean Future Ohio coalition. (Vote total: 13; Individual votes: 5,5,3)
7. **Land use strategy for housing and economic development**; smaller housing options, missing middle, exclusionary zoning; more transit options; land use around NE gateway. (Vote total: 26; Individual votes: 5,5,5,5,5,1)
8. **Follow-up human services** for people who use EMS. Access to mental health services generally. (Vote total: 1; Individual vote: 1)
9. **Vision Zero** for pedestrian deaths/reduction in vehicle crashes/fatalities. (Vote total: 1; Individual vote: 1)
11. **Rescind UMCH comprehensive plan update.**
12. **Vacant building fee.**
13. **On-going communication and cooperation between schools and city.**
14. **Police strategies**; body cameras, 911 call management, bias minimization, and use of force. (Vote total: 19; Individual votes: 4,4,4,3,3,1)
15. **Diversity – Equity – Inclusion.** Source of income. (Vote total: 10; Individual votes: 2,2,2,2,2)
16. **Financial sustainability**; review of revenue and fees; alternative revenue sources. (Vote total: 8, Individual votes: 3,3,1,1)

2021 Efforts The rankings provide an indication of the breadth and depth of affinity among Council members for the different issues. As such they provide a starting point for converting aspirations into a practical, feasible work agenda for the city organization for 2021. If time had allowed, more background could have been provided to indicate the status of some the issues in the current work agenda (e.g., joint recreation district; policing strategies, East Wilson Bridge Road). The voting isn't interpreted to signal a desire among Council members to divert effort and resources away from such on-going projects, but clarity is required about how to sustain them while adding new initiatives.

Council should define how to use this prioritization to guide or amend its 2021 efforts and how to appropriately integrate highly rated issues into city processes and resource allocation plans.

As part of talking about land use and housing, the Council requested staff provide the Mid-Ohio Regional Planning Commission's recently completed regional housing study.

Council's Culture At their retreat in 2008, then-members of City Council adopted a statement of their expectations for the way in which the city's business would be conducted and the relationships among its leaders. At the 2021 retreat, Council's Expectations 2021 was reviewed and confirmed as a description of the culture supported by its current members.

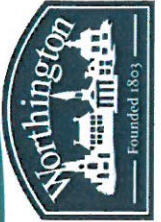
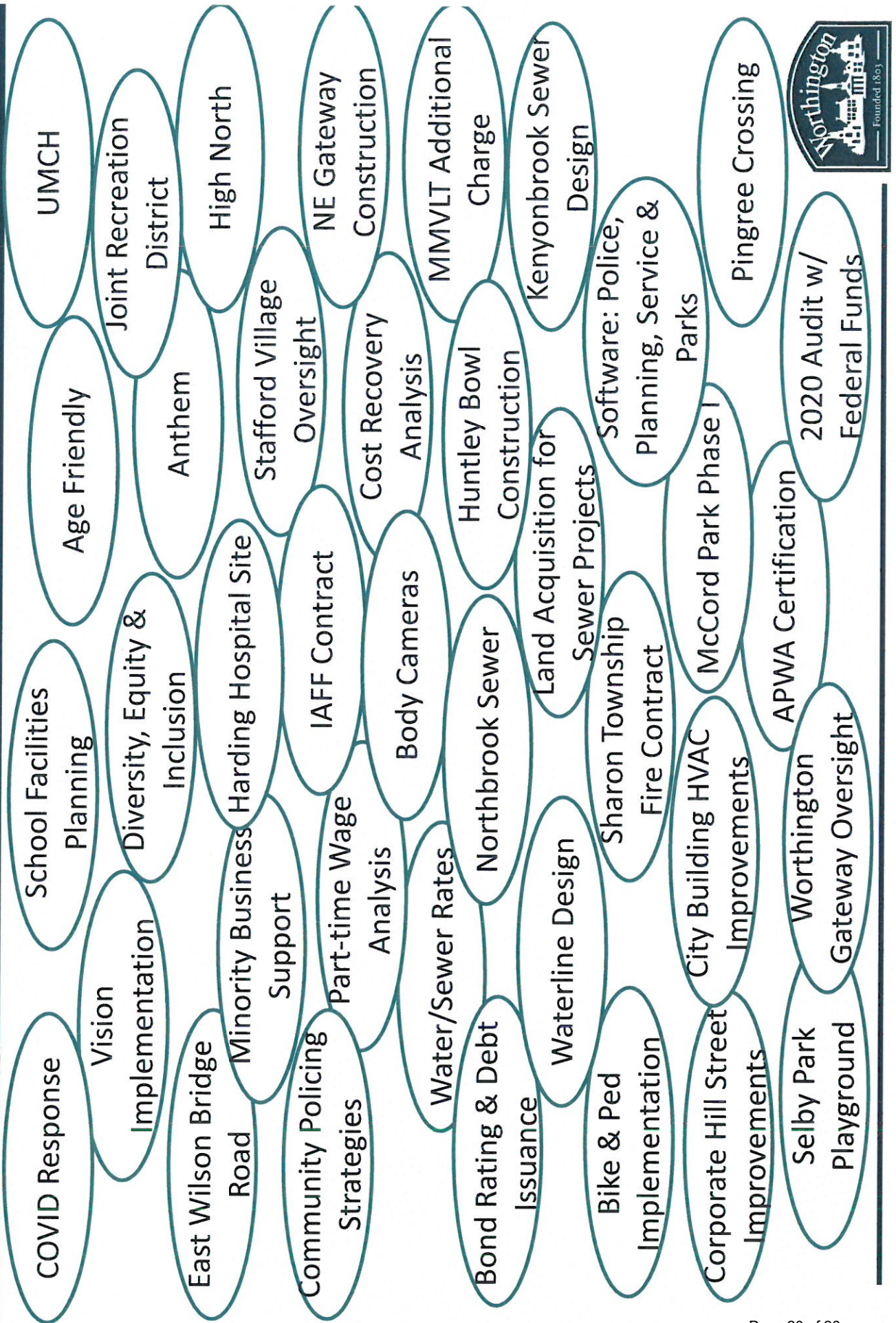
Adjournment The retreat was adjourned at 2:45 p.m.

Attachment: "Issues on the Plate"

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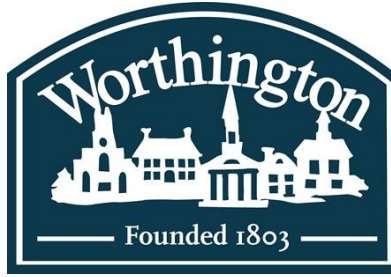
Issues “On the Plate”





City Council Retreat

January 9, 2021



STAFF MEMORANDUM
City Council Meeting – February 8, 2021

Date: February 3, 2021

To: Matthew H. Greeson, City Manager

From: Robyn Stewart, Assistant City Manager

Subject: VISIONING ACTION PLANNING

EXECUTIVE SUMMARY

Time is provided for City Council to discuss the process for moving forward with evaluation and determination of action steps in support of the vision statements and supporting principles.

BACKGROUND/DESCRIPTION

The Visioning Committee presented the vision statements and supporting principles and its full report on the visioning process in late 2020. City Council has been discussing the process for identifying and evaluating potential actions to be taken in support of the visions and ultimately determining actions that will be pursued. Staff has provided the attached memorandum that seeks to describe the concepts discussed thus far to facilitate a Council discussion of this topic.

ATTACHMENT(S)

Memorandum dated January 19, 2021 titled Community Visioning – Transition to Actions



Office of the City Manager

MEMORANDUM

DATE: January 19, 2021

TO: Matt Greeson, City Manager

FROM: Robyn Stewart, Assistant City Manager

SUBJECT: COMMUNITY VISIONING – TRANSITION TO ACTIONS

This memorandum has been updated since the December 28, 2020 version to incorporate concepts discussed during the City Council Retreat held on January 9, 2021.

In August 2019, the Community Visioning process started with a meet and greet event with the 13 people appointed by City Council to guide the visioning effort. The Committee worked with the consultant, PDG, over the next several months to develop the process and collect background information. In 2020, the Committee launched extensive public engagement, even during a global pandemic, to listen to the community and understand the most prominent and widespread ideas about the desired future for Worthington. After collecting feedback from a wide variety of groups and via numerous engagement activities, the Committee drafted vision statements and supporting principles which were publicly distributed for reaction and comments. The vision statements and principles were modified and refined to incorporate the comments and ultimately they were presented to City Council for adoption. The Visioning Committee worked hard to ensure the statements and principles reflect the community's comments and ideas. They do not represent the individual visions of the Committee members; they reflect the visions heard from the community. Community Visioning is scheduled to be placed on a City Council agenda in early 2021 for Council to consider accepting the report of the Visioning Committee and adopting the vision statements and principles.

Next Steps

Once City Council adopts the vision statements and principles, the critical next step is to determine how to move into actions. What proactive steps will the City and community take to achieve the vision for the future?

The Visioning Committee has discussed the next steps for this process. They ultimately decided to be general in the recommendations included in the report – strongly encouraging action planning without providing extensive details on the process to follow for action planning.

In order to determine how to proceed, it is helpful to understand the current state. Throughout the visioning process, the Committee heard many ideas. Those ideas that were big picture, looked toward the future and described a desired outcome or characteristic of the community were incorporated into the vision statements and principles. Many ideas were more specific and tactical in nature and at times focused on a narrow issue. These were captured and included on a list of action ideas. The vision statements and principles were tested in the community as a result of drafts being publicly distributed and reactions collected. The action ideas were put on a list for further evaluation in the future once the vision statements and principles were finalized. Some items on the list were suggested by many people while others were suggested by one or a few people. The action ideas should be further evaluated, tested for support and prioritized, recognizing that implementation resources will be constrained.

Possible Process Moving Forward

Action Planning Process Structure

The suggested process for moving forward is the creation of a steering committee to oversee the development of action plans. The steering committee will host workshops on each vision statement, inviting interested parties to the workshops. The purpose of the workshops will be to

- identify the actions already underway that support the visions,
- evaluate the action ideas suggested during the visioning process,
- identify new ideas that could help achieve the visions, and
- recommend to City Council the highest priority actions that should be pursued to achieve the vision. The highest priorities will be described in an action plan to be adopted by City Council.

If the steering committee determines during the workshops that actions for some issues/visions need more in-depth consideration, the steering committee will create working teams as needed to more fully explore the subject(s). The steering committee will assign participants from the workshops and others as appropriate to the working teams. The working teams will further discuss the topics and provide recommended action steps to the steering committee.

The steering committee may decide to create subgroups of the committee to host specific workshops or choose to host the workshops with the whole committee. The action planning will focus on recommending steps to be taken in the next 1-2 years as well as the next 3-5 years. The committee will consider the current resources available and the potential to obtain additional resources when preparing the action plan.

In doing its work, the steering committee will need to develop a process for ascertaining priorities within vision areas as well as overall community priorities across vision statements. Once action plans are drafted, the steering committee will also develop recommendations for performance metrics for the visions and a means to track the metrics over time. The steering committee will periodically present its work to the City Council for consideration and ultimately adoption.

Guiding Principles

The steering committee will:

- Report to City Council regularly so they are informed about the work that is occurring and are prepared to act upon the action plan once it is prepared
- Categorize the activities already underway that support the visions
- Utilize the workshops and any working teams created to evaluate the action ideas suggested during the visioning process and identify new ideas that could help achieve the visions
- Check the level of community support for the ideas
- Prioritize the ideas that should be pursued in the next 1-2 years and the next 3-5 years
- Prepare recommended actions that acknowledge steps that are feasible within existing resources and identify additional measures which may be needed for implementation
- Engage the groups and individuals that will be involved in implementing the actions in order to foster ownership for the strategies

Members of the Steering Committee

City Council will appoint the members of the steering committee and the City Manager's Office will provide staff support to the committee. The committee should include some members of the Visioning Committee to provide continuity from the visioning process into the action planning process. Additionally, it should include representatives of City boards and commissions to get input from the areas of focus for the boards and commissions and to connect the boards and commissions to the prioritized action plans. This would integrate the formal and ongoing organizational structure with the work to implement the visions. There is also a benefit to connecting other organizations to the committee to form partnerships around the visions. Overall, the members of the committee should be good process and organizational thinkers who can effectively facilitate and manage the variety of input and ideas generated from the workshops and shape them into workable actions.

Based on the thinking described in the previous paragraph, staff suggests the steering committee be comprised of individuals from the following groups:

Visioning Committee (4)
Municipal Planning Commission (1)
Community Relations Commission (1)
Parks & Recreation Commission (1)
Bicycle & Pedestrian Advisory Board (1)
Community Improvement Corporation (1)
Worthington Partnership (1)
Worthington Libraries (1)
Worthington Schools (1)
Worthington Historical Society (1)
Worthington Business (1)

Discussion of Vision Statements with Boards and Commissions

City Staff will coordinate with each of the City's boards and commissions to hold a presentation and discussion of the vision statements and supporting principles. The presentations and discussions may include representatives of the Visioning Committee and/or members of the steering committee. The purpose is to inform and engage the boards and commissions in the next steps of the process and to encourage them to connect their work to the visions.