

**SULTAN CITY COUNCIL
AGENDA ITEM COVER SHEET**

ITEM NO: C-6

DATE: February 8, 2006

SUBJECT: Authorize the Mayor to sign a contract with Northwest Small Cities Services for retreat facilitation

CONTACT PERSON: Deborah Knight, City Administrator *D. Knight*

SUMMARY:

On January 18, 2007 the City Council directed staff to retain the services of a paid facilitator to assist the City Council in having an effective retreat with solid outcomes. Staff request the City Council authorize the Mayor to sign a contract not to exceed \$1,000 with Northwest Small Cities Services.

City staff recommended retaining the services of Cynthia Stewart, the Executive Director of Northwest Small Cities Services. Northwest Small City Services has been providing capacity-building technical assistance and training to elected officials, staff and citizens in small communities in the Pacific Northwest since 1988. Most of the organization's work has been done with cities that have populations of less than 10,000.

Ms. Stewart has extensive experience facilitating Council retreats. Most recently Ms. Stewart has facilitated sessions for DuPont, Eatonville, Enumclaw and South Prairie in central Washington. Copies of Ms. Stewart's resume and samples of her work are attached.

FISCAL IMPACT:

The contract is not to exceed \$1,000. There is \$1,000 budgeted in the City Council's legislative fund for retreat support. The contract would include some pre-meeting preparation (1-2 hours), day of facilitation (7 hours) and follow-up report (1-2 hours) summarizing the outcomes of the retreat.

RECOMMENDED ACTION:

Authorize the Mayor to sign a professional services contract with Northwest Small Cities Services.

RECOMMENDED MOTION:

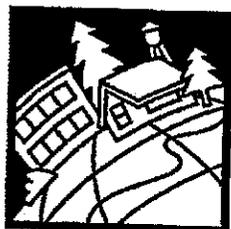
I MOVE TO AUTHORIZE THE MAYOR TO SIGN A PROFESSIONAL SERVICES CONTRACT WITH NORTHWEST SMALL CITIES SERVICES.

Attachments:

- A. Cynthia Stewart – Resumue
- B. Town of South Prairie Mayor and Town Council Retreat
- C. Clients of Northwest Small Cities Services
- D. Examples of Projects completed by Northwest Small Cities

COUNCIL ACTION:

DATE:



NORTHWEST SMALL CITIES SERVICES

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FAX to: 360-793-3344
22 pages, total, including
this cover letter

Deborah Knight
City Administrator
City of Sultan
P.O. Box 1199
Sultan, WA 98294

Dear Deborah:

It was a pleasure to talk with you today. I appreciate your understanding about the communication gaps, first with the email and then with storm impacts, holidays and flu.

The attached information is what I had tried to send you earlier via email. Additionally, although you could get a copy of my resume off the internet at the NWSCS web site, I have attached that for your convenience as well.

An additional reference is Bill McDonald, City Administrator, DuPont. I have facilitated three sessions for DuPont in the last year, two City Council sessions and one with the City Council and Planning Agency combined – and will do another one later this month with his management team. You can reach Bill at 253-964-8121. Or, alternatively, if your elected officials would like to speak with a peer, Linda Cumberbatch, DuPont Deputy Mayor, would be a good contact. Her phone number is 253-473-5769.

Please let me know if there is any other information that would be helpful to you. I look forward to hearing about next steps. Thank you again for your time today.

Sincerely,

Cynthia Stewart
Executive Director

A 501(c) (3) non-profit organization

On the web at: <http://www.nwscs.org>

CYNTHIA J. STEWART
1229 NE 69th St.
Seattle, WA 98115
206-523-1176

Resume

- 2/03 to Present** **Executive Director**
NW Small Cities Services
Manage private non-profit organization providing consultant services for small cities in Washington, Oregon and Idaho.
- 8/97 to Present** **Vice President**
ADR Options Consulting, Inc.
Consultant, mediator, facilitator and trainer with emphasis on preventing and resolving workplace, organizational and business disputes in the public and private sectors.
- 5/96 to 3/02** **Manager**
King County International Airport
Manage all aspects of airport, including planning and policy development, financial plan management, capital planning and project implementation, police, fire fighting and emergency response, facility maintenance, intergovernmental and community relations, noise mitigation programs. Airport has 370,000 annual operations, \$12 million operating budget, \$22 million capital program, 400 tenants and approximately 65 employees.
- 1/92 to 5/96** **Assistant Manager**
King County Solid Waste Division
Managed policy development, budget preparation, accounting, public involvement, personnel, intergovernmental affairs and other staff functions in division with \$65 million annual budget and approximately 400 employees.
Special Project:
King County - Metro Consolidation. Loaned to consolidation transition project, served as neutral facilitator/mediator to resolve conflicts between the two organizations and to develop new classification and compensation system affecting approximately 12,000 employees.
- 1984 to 1992** **King County Council Staff**
- 1/90 to 1/92 **Manager, Regional Affairs and Public Works Section**
Coordinated staffing for intergovernmental activities with cities and development of positive working relationships with other jurisdictions; managed legislative branch staff analyzing transportation, solid waste, hazardous waste, surface water management, annexation and incorporation issues and budgets; initiated and developed policy in those areas.
Special Projects:
Regional Governance Summit. Served as lead staff to group of 21 elected officials from Seattle, King County and suburban cities that developed proposal for new regional government in King County.
Commission for Marketing Recyclable Materials. Developed ordinance establishing commission and initial bylaws, work plan and budget; served as acting Executive Director for one year pending hiring of staff.

6/85 to
12/89

Legislative Analyst

Analyzed and coordinated staff work on complex issues related to new and conflict-laden issues in solid waste, hazardous waste, transportation and formation of special districts.

Special projects:

Citizen Advisory Committee for Recycling. Served as lead staff and coordinator for four citizen ad hoc advisory committees involving 100 people who developed citizen recommendations that became the basis for King County's highly successful recycling program.

Park and Recreation Service Areas. Developed legislation establishing three park and recreation service areas (PRSAs) and served as acting staff to Northshore PRSA pending hiring of permanent staff. As staff to Northshore PRSA Board, developed bylaws, workplan and budget; recruited and coordinated hiring process for senior center construction project manager and architect; oversaw site acquisition and bond issue.

Taxicab Task Force. Served as staff to taxicab task force charged with developing new regulatory framework for taxicab industry in King County. Negotiated inclusion of regulations requiring financial monitoring of taxicab industry.

1/84 to
5/85

Community Assistant

Responded to constituent communications and developed policy positions on health; human services; law, safety and justice issues for Councilmember Sullivan.

1981 to 1983 Office Manager and Paralegal

Appelwick, Trickey & Sluiter

Provided office management and paralegal support for law firm, including supervision of clerical staff, cash flow analysis, accounts payable and receivable, client interviews, case investigation, research, and drafting of affidavits, pleadings and correspondence.

1980 to 1982 Small Business Owner

Initiated and operated successful small catering business; worked with clients to develop office management systems, draft portion of state health policy plan, perform elective boundary redistricting analysis and other analytical and systems development projects.

1977 to 1980 Manager of Cooperative Affairs

Group Health Cooperative

Managed department, including budget development, program development and supervision, charged with staffing health clinic consumer advisory committees, Board committees, consumer advocacy groups and volunteer program. Member of CEO's Cabinet.

1975 to 1977 Washington State Department of Social and Health Services

1976 to
1977 **Assistant Project Manager, EPSDT Demonstration Project**

Administered \$1.2 million, 240-employee statewide project, including supervision of regional staff coordinators, development and management of budget, project reports, and management of consultant contracts.

1975 to
1976 **Community Affairs Consultant, State Family Planning Program**

Provided training for boards and directors of family planning agencies statewide to use new federal grant programs, lobby state legislature and improve community outreach.

Cynthia J. Stewart

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Volunteer Activity:

1980-2001 **Group Health Consumer Appeals Committee**

Served as consumer representative, and chair for many years, of committee responsible for addressing grievances and unresolved complaints related to patient care and coverage.

Education:

MPA, Seattle University, 1992

BA, Sociology, University of Guam, 1971

Professional Mediation Training, University of Washington CLE, 35 hours, 1993

Professional Mediation Certification, Snohomish Dispute Resolution Center, 1996

Award:

2001 Airport Manager of the Year, presented by Washington State Department of Transportation Aviation Division

**TOWN OF SOUTH PRAIRIE
MAYOR & TOWN COUNCIL RETREAT
Sunday, February 26, 2006
3:30 – 7:30 p.m.**

RETREAT REPORT

Objectives for the Retreat

Each participant mentioned his/her objectives for this retreat, what he/she would like to be the result of this meeting. These objectives were as follows.

- Set goals for the next few years
- Bring the community together
- Develop strategies to make the Town safer
- Community building, including specifically for Centennial 2009
- Set goals that will preserve the quiet and small town atmosphere of South Prairie (e.g., trails, recreation, commercial element)

Town Vision

The first item on the retreat agenda was to develop a vision for the Town. This began with identifying words that describe the character of the Town that participants would want in 20 years. These included:

- | | | | |
|--|---|--|--------------------------------|
| • The hills around us – a natural boundary | • “Their town” hub of commercial for outlying residential development residents (e.g., w/ bakery, small country store, diner, etc.) | • Small town | • Quiet |
| • Home | | • Historic character | • Good place to raise a family |
| • Beautiful | | • Mayberry | • Friendly |
| • Natural | | • Turn of the century (the last one)—reflected in design, etc. | |

Some vision statement ideas that emerged from the discussion of the future character of the Town included:

- South Prairie is a beautiful small, hometown community that is peaceful, natural, friendly and alive. It’s nice out there!
- South Prairie, for generations a beautiful, historic lively, small, hometown community...
- South Prairie, a century of beauty as a hometown community, is alive....
- South Prairie, with a its century of natural beauty is a home town community moving into its 2nd century
- South Prairie, committed to a 2nd century of preserving its natural beauty, ~~remains a~~ is maintaining its lively home town feel/atmosphere/character

The final, adopted vision statement is:

- **South Prairie, committed to a 2nd century of preserving its natural beauty and maintaining its lively hometown character.**

Goals

To develop goals for the Town, the participants brainstormed strengths that would help the Town achieve its vision, barriers that would impede reaching the vision, and issues that would need to be addressed to achieve the vision. These were as follows:

Strengths

- Committed people
- Dairy farm that DOE will be using for classes, etc.
- Unspoiled look about the area
- Beauty
- The creek
- The trail
- The RV park (tourism potential)
- 2 coffee stands
- The fish hatchery
- 2 really nice parks
- The environment (doesn't perc, therefore can't support a lot of new development)

Barriers

- Lack of funds (need grants, etc.)
- Potential growth of the wrong large businesses
- The town center is zoned industrial
- The town center has no "heart"

Issues

- No sewer (development moratorium)
- Need to rezone from industrial to commercial (town center)
- Boarded up church
- Public safety concerns (police contract)
- Traffic issues (likely to get worse as Cascadia develops)
- Commercial district needs to be enlivened
- The large park (a lease from the school district) is not well-used

Goals derived from the information above included:

- 1. Beautify the Town's transportation corridors.**
- 2. Make Town Hall visible and accessible.**
- 3. Preserve the historic buildings that now exist.**
- 4. Create a Town Center.**
- 5. Work to bring the community together.**
- 6. Encourage small commercial businesses in the Town Center.**

7. Optimize the trail as a resource to the community.
8. Assure adequate public safety.
9. Create a safer and more functional transportation system.
10. Continue to upgrade and enhance the Town's parks.
11. Develop emergency response plans.

Action Plans

Action plans were developed for several of the goals. Action steps were brainstormed and then ordered into critical paths, as follows. It was understood that these are only the first steps in each case, and that additional action plan steps would be needed; however, these first steps can begin the Town's momentum. Go/No Go decisions are noted with asterisks.

Goal 4: Create a Town Center. Corresponding Goals include 2, 4, 6 & 9.

Action Steps:

1. Determine whether the Hillstrom Building property can be rezoned from industrial to commercial.*
2. Begin communicating the concept with town residents to generate support for the concept. Record the ideas for how the Town Center should be used.
3. Identify a resource to assist with developing a "program plan" for the site, including proposed uses and approximate space needed for each. Develop the concept for "shopping around" with potential funders.
4. Determine what is actually feasible for the site.*
5. Network with State and Federal legislators/Congress people and County Councilmembers for assistance in obtaining grant and other funding for purchasing and redeveloping the Hillstrom Building.
6. Identify potential private parties who could partner with the Town in redeveloping the site.
7. Determine whether Hillstrom would take a reduced price for the building if the Town purchases it – and whether an option is needed to preserve flexibility for the Town while it prepares its plans.
8. Apply for grant applications (CDBG and others).
9. Develop remaining action plan items.

Goal 5: Work to bring the community together.

Action Steps:

1. Support Goals 2, 4, 6, and 9 by working with the South Prairie Cares Committee.
2. Get newspaper articles about the Town vision and Town Center concept.
3. Link the vision and Town Center to the upcoming centennial.
4. Talk to neighbors.
5. Set up an Idea Booth and the Festival to record ideas about the Town Center and upcoming centennial.

Town Of South Prairie
Mayor & Town Council Retreat
Sunday, February 26, 2006

Goal 8: Assure adequate public safety.

Action Steps:

1. Develop the desired police level of service, including patrol, dispatch and reporting.
2. Develop an estimated cost for that level of service.
3. Develop a level of service "floor" (the minimum level of service the Town is willing to accept)
4. Develop a negotiating plan.

Note: Northwest Small Cities Services will assist the Town with developing these.

Goal 11: Develop emergency response plans.

Action Steps:

1. Identify a model or template for the plan.
2. Identify State and County resources for disaster planning.
3. Identify other jurisdictions that need to be involved with the Town in emergency response planning (e.g., school district, fire district, etc.)
4. Identify a Council member who will be the liaison with a citizen committee to assist with developing and implementing the plan.
 - Some of the emergency response plan elements that were identified for inclusion in the plan are (not an exhaustive list):
 - Evacuation routes
 - Rescue operations
 - Back-up people identified to assist if staff can't get to water and sewer facilities
 - Town (government) telephone call list
 - Training for the community
 - Medical provider coordination
 - A community telephone tree
 - Food resources

Town Council Next Steps

Council members were each appointed to chair a committee, as follows:

- Peggy – Public Safety
- Virginia – Emergency response planning
- Laura – Town Center
- Bob – Water/sewer
- Chandra – Streets
- Dave – Community development

In September, the Council will use a study session to discuss the status of the goals and action plans and determine if an additional retreat is needed and/or if various goals are ready for additional action plan development.

| EVALUATION OF RETREAT | |
|--|--|
| + (Liked about it) | Δ (Would do differently) |
| <ul style="list-style-type: none">• The Council is working together as a team; there is common ground• Good direction and focus• Would like to do it again• We are on the same page• Got to know each other better• New information | <p><i>(No comments were made in this category)</i></p> |

Clients of Northwest Small Cities Services

Strategic Planning Workshops and Retreats

- City of Burien (3)
- City of Enumclaw
- City of Everson
- Town of Hunts Point
- City of Lake Forest Park (2)
- City of Langley
- City of Monroe
- City of Nooksack
- City of Oak Harbor
- Phoenix Econ. Dev. Board (Ellensburg)
- City of Prosser
- City of Ritzville
- City of Sumas
- Cosmopolis
- Gold Bar

Capital Facility Plans and State Infrastructure Loan/Grant Applications

- City of Anacortes
- Town of Bucoda
- City of Cle Elum
- Town of Concrete
- Town of Coupeville
- Eastsound Sewer District
- City of Enumclaw
- City of Everson
- Fisherman Bay Sewer District
- Town of La Conner
- Town of La Crosse
- City of Milton
- City of Mossyrock
- City of Nooksack
- City of Orting
- City of Sedro-Wooley
- City of Sultan
- City of Sumas
- City of Toppenish
- City of West Richland
- Whatcom Water District #10

Small Cities Environmental Infrastructure Workshops (host locations)

- Albany, OR
- Anchorage, AK
- Baker City, OR
- Bandon, OR
- Bend, OR
- Blackfoot, ID
- Cottage Grove, OR
- Ellensburg, WA
- Fairbanks, AK
- Fossil, OR
- Glens Ferry, ID
- Grants Pass, OR
- Hillsboro, OR
- John Day, OR
- Klamath Falls, OR
- La Grande, OR
- Mabton, WA
- Newport, OR
- Newport, WA
- Padilla Bay, WA
- Pendleton, OR
- Pullman, WA
- Quincy, WA
- Seaside, OR
- St. Maries, ID
- Sutherlin, OR
- Tenino, WA
- The Dalles, OR
- Tillamook, OR
- Toledo, WA
- Union, WA

Economic Development Grant Applications/Plan

- Snoqualmie Valley Cities
- City of Tenino
- City of Wapato

Water/Wastewater Rate Analysis

- Town of Coupeville
- City of Sumas
- Whatcom Water District #10

Growth Management Planning

- Town of Rainier
- City of Tenino
- Town of Bucoda
- City of Nooksack
- City of Sumas

- City of Everson

**Community Leadership
Institute Workshops**

- Town of Bucoda
- City of Cle Elum
- Town of Concrete
- City of Everson
- City of Goldendale
- City of Ilwaco
- City of Mossyrock
- City of Nooksack
- City of Raymond
- City of Roslyn
- City of Sumas
- City of Tenino
- City of White Salmon

**Long-Term
Technical Assistance**

- City of Algona
- Town of Concrete
- City of DuPont
- City of Everson
- Freeland Water/ Sewer District
- City of Goldendale
- City of Ilwaco
- City of Mossyrock
- City of Nooksack
- City of Orting
- City of Raymond
- Town of Skykomish
- City of Snoqualmie
- City of Sumas
- City of White Salmon

Comprehensive Plans

- Town of Bucoda
- City of Everson
- City of Nooksack
- Town of Rainier
- City of Sumas
- City of Tenino

Interim City Management

- Town of La Conner
- City of Snoqualmie

**Lower John Day (OR)
Water/Wastewater Needs
Assessment**

- All communities and tribes in Gilliam, Sherman, Wasco and Wheeler counties

**Telecommunications
Technology Assistance**

- Concrete
- Lyman
- Sultan

**Organizational
Assessments**

- Union Gap

Projects

Here are a few examples of projects completed by Northwest Small Cities Services:

- Currently assisting CTED in training and providing technical assistance to small cities in use of computerized capital facilities plan model.
- Conducted an organizational assessment for City of Union Gap.
- Assisted many cities, including Nooksack, Concrete and La Conner, WA in the preparation of Capital Facilities Plans.
- Coordinated a community assessment and strategic planning retreat for the city of Ritzville.
- Conducted retreats for the cities of Lake Forest Park, Burien, Oak Harbor, Cosmopolis, and Gold Bar.
- Provided City of Kettle Falls with trenchless technology feasibility analysis for sanitary sewer system upgrades.
- Helped the City of Tenino amend its comprehensive plan
- Assisted the town of Bucoda with preparing a successful Community Development Block Grant application for town water system improvements
- Small Communities Assessment and Partnership Program. NSCS analyzed sixteen small cities in southwest Washington State, supported by the Washington State Department of Ecology, the Washington State Department of Community Trade and Economic Development, and the Washington State Department of Health
- 2000 Budget Retreat with the Mayor, City Council and Department Heads, City of Monroe, Washington
- Analysis of Assimilation of Two Water and Sewer Districts, City of Sammamish, Washington
- Lower John Day Regional Partnership Needs Assessment October 2000