

Financial Health	Action or item with more information
<p><b>Question:</b> What does financial health mean? What are the elements of it?</p> <ul style="list-style-type: none"> <li>● <b>Vision of financial health balanced with Community diversity &amp; strength</b></li> <li>● <b>Concise, good communication around financial health</b></li> <li>● <b>Long-term financial planning / budgeting for future</b> <ul style="list-style-type: none"> <li>○ Policies in place to support fiscal responsibility</li> <li>○ Prudent money management           <ul style="list-style-type: none"> <li>■ Paying with cash on hand rather than with loans or grants</li> <li>■ Balancing expenses for operations, capital improvement and reserve</li> <li>■ Adequate reserves to cover future costs</li> <li>■ Prioritize to spending to weigh opportunity costs on capital projects</li> <li>■ Considering investment to include equipment, labor, and materials</li> <li>■ Sustainable / diverse funding</li> <li>■ Without overburden today or tomorrow</li> <li>■ Enough revenue to meet current and future needs</li> </ul> </li> <li>○ Revenue sources           <ul style="list-style-type: none"> <li>■ Knowing tools for revenue diversity</li> <li>■ Understanding sources and uses</li> <li>■ Diverse funding sources</li> <li>■ Sustainable revenue streams</li> <li>■ Outside revenue               <ul style="list-style-type: none"> <li>● Grants</li> <li>● Investors</li> <li>● Business / tourism growth</li> </ul> </li> </ul> </li> </ul> </li> <li>● <b>Investing in the city today / improves the future</b> <ul style="list-style-type: none"> <li>○ Short term to long term</li> <li>○ Equitability of impact</li> </ul> </li> <li>● <b>Operations</b> <ul style="list-style-type: none"> <li>○ Prudent money management</li> <li>○ Maximize cost with benefit on operations spending</li> <li>○ Consider internal vs. external execution of projects</li> <li>○ Personnel - employee subject matter experts commensurate with compensation; includes leveraging consults for outside expertise</li> </ul> </li> </ul>	<p>Further clarification: What does this look like?  Improved communication on city's financials. What does this look like? Also identified in community survey  Financial Policy Section IV Operating Budget Policies-3, 4, 5, 6, 7 Section V Capital Management Policies  Financial Policy adopted on 11/18/21-Resolution 2021-385  Financial Policy  Financial Policy Section VIII Debt Policies  Section IV Operating Budget Policies-3</p> <p>Section II-Revenue Policies, line 1, "...The City will try to maintain a diversified and stable revenue system..."</p> <p>Section IV Operating Budget Policies-2, 3</p> <p>AWC or other training  AWC or other training  Section II-Revenue Policies, line 1, "...The City will try to maintain a diversified and stable revenue system..."</p> <p>Financial Policy</p> <p>Financial Policy Section III Expenditure Policies-6, 7, 8</p>

Infrastructure - Utilities (Maintenance of Current & New Growth)	Action or item with more information
<p><b>Question:</b> What are the top priorities for Infrastructure? How will it be funded? What resources are needed – staff time, partners etc..?</p>	
<p><b>A vision of a city that provides reliable, safe, affordable, accessible / equitable infrastructure and services</b></p>	
<ul style="list-style-type: none"> <li>● Consider customer rates and how rates support reliable services</li> <li>● Proactive maintenance of existing infrastructure</li> </ul>	<p>Financial Policy Capital Improvement Program, Utility System Plans</p>
<p><b>Expansion</b></p>	
<ul style="list-style-type: none"> <li>● Plan for operations &amp; improvements</li> <li>● Strategic expansion (growth, leverage other opportunities)</li> <li>● Plan for growth</li> </ul>	<p>Utility System Plans, CIP, TIP Comprehensive Plan, Financial Policy, Utility System Plans Comprehensive Plan</p>
<p><b>Funding (rates, taxes, grants , developers)</b></p>	
<ul style="list-style-type: none"> <li>● Weighing revenue sources</li> <li>● Partnerships for resources and sources (county, state, other utilities)</li> <li>● Loans / grants</li> <li>● Funding with staff time</li> <li>● Balance staff time with interest rates / funding support</li> </ul>	<p>Financial Policy Financial Policy Financial Policy Financial Policy Financial Policy</p>
<p><b>Prioritization</b></p>	<p>Need input from council on prioritization/scoring matrix</p>

Governance - Council Rules of Procedure	Action or item with more information
<p><b>Question:</b> What does working as a governing body look like? What are the elements of it?</p> <p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Authority of the Council exists when meeting in a convened Council meeting (Body of the Council)</li> <li>• Understanding roles and responsibilities (Mayor, Council &amp; staff)</li> <li>• United front supporting Council decisions (&amp; each other)</li> <li>• Create the decision / policy; support the decision / policy</li> <li>• Adhering to policy</li> </ul> <p><b>Characteristics</b></p> <ul style="list-style-type: none"> <li>• Integrity / Ethics (following code of behavior)</li> <li>• Forming and accepting consensus</li> <li>• Agree to disagree</li> <li>• Processing moral and civic values</li> <li>• Recognize competing interests</li> <li>• Be cognizant of community needs and serve them</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Effective at all levels (to all audiences)</li> <li>• Public communications (both ways)</li> <li>• Accurate and consistent with Council</li> </ul>	<p>There was some disagreement on some of these items, how does council want to proceed?</p> <p>Council Rules of Procedure</p> <p>Council Rules of Procedure</p> <p>AWC Training</p> <p>Council Rules of Procedure</p> <p>Council Rules of Procedure</p> <p>Council Rules of Procedure</p> <p>Rules of Procedure, RCW</p>

Internal Processes	Action or item with more information
<p><b>Question:</b> What does this entail? What are the elements of it?</p> <ul style="list-style-type: none"> <li>● Policies - council (what), procedures - staff (how) and guidelines <ul style="list-style-type: none"> <li>○ Clarity of roles and responsibilities - why &amp; how</li> <li>○ Policy driven internal processes (includes policy documents)</li> </ul> </li> <li>● Clarity around: Policy process and implementation</li> <li>● Performance metrics in place to evaluate efficacy</li> </ul> <p><b>Policy documents</b></p> <ul style="list-style-type: none"> <li>● Service level agreements; response time expectations</li> <li>● Strategic Plan (City-wide, department, etc)</li> <li>● Comprehensive plan</li> <li>● TIP</li> <li>● CIP</li> </ul>	<p>Standard Operating Porcedures and setting expectations on process and timelines.</p> <p>Need identify what the priority areas are and determine metrics</p> <p>List policy documents and provide on website</p>