

# **City of Tenino**

## ***City Council Planning Retreat***

### **Final Report / Meeting Summary**

*March 16, 2019*

Tumwater Fire Department Training Room  
311 Israel Road SW, Tumwater, Washington

Doug Mah, Doug Mah & Associates, LLC  
April 2019

# City of Tenino

## *City Council Planning Retreat*

*Saturday, March 16, 2019*

Tumwater Fire Department Training Room  
311 Israel Road SW, Tumwater, Washington

Attendees:

- Wayne Fournier, Jason Lawton, Rachel Davidson, Linda Gotovac, John O’Callahan, and Dave Waterson
- John Millard, Richard Hughes, Karen Parkhurst, Aslan Meade, Perry Shea, Michael Cade, and Dan Penrose
- Doug Mah (facilitator)

### **Introductions & opening comments**

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The meeting began at 9:40 am. Mayor Wayne Fournier welcomed council members and staff and introduced Doug Mah as the meeting facilitator. As part of introductions, Doug asked that participants answer the following questions:

- Introductions - Name, Role with City
- Ice Breaker: Name your favorite movie or TV show – What do you love?
- Ice Breaker: Name your pet peeve – what drives you crazy?

Doug reviewed the agenda and goals for the meeting. He also asked that participants work within the usual meeting rules:

- Be present
- Listen and learn
- Be respectful
- Be an active participant
- Share “air time”
- Let the facilitator facilitate

*Key follow up items include:*

- The participants agreed to the general ground rules for the day’s discussion.

## Organizational Stability Test

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Doug distribute the Organizational Stability Worksheet (Attachment 1) and asked that the participants complete the worksheet as an individual. He then asked the participants to count off by threes to form workgroups. As a team, each workgroup was asked to first, review their individual Organizational Stability scores and then, determine a group score for each item. The groups then reported their scores for each question. The small group scores are presented below:

1. *Does your city have enough money to operate? (circle the number that best fits your city)*  
Scores: Group 1 = 7; Group 2 = 7; Group 3 = 9; **Average score = 7.7**
2. *How stable is your governing body? (circle the number that best fits your city)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 10; **Average score = 9**
3. *How good are your meetings? (circle the number that best fits your city)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 9; **Average score = 8.7**
4. *How good is your workforce? (apply a rating from between 10 and 1)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 9; **Average score = 8.7**
5. *What does the public think about your city? (apply a rating from between 1 and 10)*  
Scores: Group 1 = 7; Group 2 = 8; Group 3 = 8; **Average score = 7.7**
6. *How well does your city handle a crisis? (apply a rating from between 1 and 10)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 10; **Average score = 9**
7. *How active are you with economic development? (apply a rating from between 1 and 10)*  
Scores: Group 1 = 9; Group 2 = 10; Group 3 = 10; **Average score = 9.7**
8. *How well do you plan and set goals for city projects? (apply a rating between 1 and 10)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 9; **Average score = 8.7**
9. *How stable has your upper management been? (apply a rating from between 1 and 10)*  
Scores: Group 1 = 9; Group 2 = 9; Group 3 = 9; **Average score = 9**
10. *How well do you communicate with each other? (apply a rating from between 1 and 10)*  
Scores: Group 1 = 8; Group 2 = 9; Group 3 = 9; **Average score = 8.7**

Doug reported that source for the questions was the Oklahoma Municipal Assurance Group's (OMAG) Recognition Program. He said that OMAG believes the best run cities and towns have fewer claims and the claims they incur cost less money to resolve.

Doug noted that for most of the questions, the group scores were very similar. The greatest diversity in group scores occurred for questions 2 and 6. Although there was no score below 7, which is very positive, the participants also discussed the lower scores for question 1 and 5.

It was discussed that highly functioning governing bodies tend to "self-govern" and pay attention to their policies and procedures. It was noted that there are several good resources available to the City and City Council to help with this effort. It was also noted that the time to develop and refine policies is when there are no current problems or challenges. It was also discussed that the community and city should continue to focus on preparing for a major crisis or natural disaster. It was noted that key focus areas include: communication, the process for response, and creating "comfort" and trust during times of crisis.

The participants discussed question 1 regarding finances and noted that most cities have service demands that exceed revenue. It was suggested that a better assessment of the city's borrowing capacity and credit worthiness would be informative. The participants also discussed question 5 regarding public perception and it was suggested that there was always room for improving how the team talks about Tenino and that the Council would benefit by the creation of talking points about the City, the Agricultural Park, creating a stronger local brand and dialog, perhaps through greater use of social media.

*Key follow up items include:*

- The City Council and staff will start to document policies and procedures to help ensure continuity of governance and to assist with elected and appointed succession and succession planning.
- John will assess and work to determine the City's bond and credit ratings.
- The City Council, Mayor, and staff will start to refine existing talking points and develop new talking points for use locally.

### **Review and validate 2018 vision**

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Doug distribute the 2018 Vision statement (Attachment 2) that was developed at the last retreat. He asked the participants to review the statement and asked if the statement was still valid and dis it still work? Overall, the group found that the 2018 vision was still valid and relevant. The Group discussed the statement and identified the following items for future discussion and refinement:

*Key follow up items include:*

- Explore amending the “Affordable housing and choices” item in the “How Will We Act” section to consider low income and housing insecure residents and to assess what is intended by the term “affordable”.
- Consider amending the “We Value Tenino’s” section to include “history and identity”.
- Consider amending the “We value Tenino’s” section to include “community engagement” and “education”.
- Consider amending the Vision statement to include references to the “local economy”, “tourism”, and the “creative district”.

## **Communication**

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Doug introduced the topic of the communication and communication expectations. He asked the participants to return to their small group and distributed a worksheet (Attachment 3) asked that each group discuss and answer the questions listed as a team. Below are the shared responses from the teams:

*Question: What is your definition or example of timely information?*

- Provided when relevant to the role of the person.
- Verify before posting (Sometimes you have to have patience)
- Situational
- More time to analyze information given to them by admin (is better)
- Information that arrives early enough to take action before it is overtaken by events

*Question: What is your definition or example of accurate information?*

- Complete, truthful, and objective information that would allow a decision that would not lead to an erroneous decision.
- Information that clearly represents the situation.
- Verifiable, reliable, defensible, and objective.

*Question: What is your definition or example of reliable information?*

- Verifiable.
- Multiple sources
- Keep opinion out or make it as such
- Back it up.
- Informed
- Information that can be trusted.
- More about the source than the information itself.

Participants reviewed key points from the exercise and indicated that having definitions for timely, accurate, and reliable information was informative and instructive. The participants indicated that the communication between the Wayne and John and the City Council has been positive. The group stated that it was their preference to communicate directly with John. Wayne reiterated that communication from Council to John is always shared with Wayne and vice versa, so that the two positions are interchangeable for communication purposes. It was noted that this helps facilitate a more effective and efficient city administration. The participants discussed the importance of making sure email communication is used appropriately and that it not be a digital meeting for a quorum of members.

*Key follow up items include:*

- The City Council will explore holding a refresher / training presentation on the State's Open Public Meeting and Public Disclosure Acts.
- Rick reminded participants that legal counsel is always available for consultation.

#### **Update on the Proposed Agricultural and Innovation Park**

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Perry Shea (SCJ Alliance), Michael Cade (EDC), and Dan Penrose provided an update on the status of the Southwest Agricultural Business and Innovation Park (Attachment 4). They were pleased to report that the site had been selected and that planning efforts are underway. They indicated that funding was secured to bring water and sewer to the site. They also explained that funding for construction of the first building was being sought from the State Legislature. The participants discussed the need to think in terms of alignment with other local and regional efforts; sustaining ongoing relationships; and being patient with funding. The following was confirmed at the meeting:

- City will execute construction of water and sewer to the project
- City will manage the \$600,000 water and sewer project
- City will be responsible for bidding the construction of building 1
- The current zoning meets the vision for the Park
- More discussion is needed to decide how to best manage the park including roles, responsibilities, and liabilities.

*Key follow up items include:*

- The EDC will develop management options for consideration by the City Council and other stakeholders by June 2019.
- The City and EDC should consider reaching out to Miles Sand and Gravel to determine joint access to the site/property and the existing water/reclaimed water agreement.
- Milestones and benchmarks need to be developed by the EDC and City for the execution of the agreements and contracts for construction of the first building at the park.
- The City and EDC will consider approaches for engaging tribal entities in the region concerning construction at the park.
- Meetings should occur between the City and Miles Sand and Gravel concerning future annexations and other land use plans.
- The City should consider the process and plan to initiate the process for zoning changes and the annexation of Miles Sand and Gravel properties.
- The City should consider working with in a proactive fashion with interested public entities and conservation groups concerning the future of the Alpaca farm.
- The Participants discussed how best to coordinate communication. The group agreed to the following: John and Way will be the point of contact for the City. Aslan will be the point of contact for the EDC. Dan will be the point of contact for SCJ. Thus, questions and input from the City Council would be routed through Wayne and John to Aslan, who will dialog with Perry and Michael.

## **Planning and development and budget items**

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The group discussed and highlighted the 2020 budget develop process and activities. John reported that the departments will begin the budget develop process in June. The City Council will hear the proposed budget in September. He indicated that the budget material will include budget and financial assumptions such as, but not limited to FTEs; employee benefits; projects; capital expenditures and estimated revenue. The AWC budget conference and training session will occur in December. The group noted that an assessment of current funding sources and revenue estimates are needed as soon as possible.

### *Key follow up items include:*

- John will review and provide an assessment of underutilized and new revenue options.

## **Other items**

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The participants shared other items for information and possible follow up.

### *Key follow up items include:*

- Consider how to integrate workforce housing in the planning and development process and assess zoning; incentives; and infrastructure.
- Consider how to best highlight Tenino's agricultural heritage
- Continue to assess and monitor increased opportunities and requests for regional participation and partnerships.
- Consider developing a process and criteria for the city to officially recognize and award businesses and individuals for community accomplishments.
- Recognize that the local non-profit, Habitat for Humanities, is looking for greater involvement, and perhaps housing inventory, in Tenino. This may require the City to reassess "in-fill" building and development ordinances and codes.
- Recognize that Tenino may be host to a regional Bicycle Path /Poker Run type fundraiser.
- Recognize that there is growing interest to have Tenino's history of agriculture included as part of the outreach and branding efforts by the EDC, Northwest Agricultural Center, and WSU extension.
- Recognize that a response from the Fire District to the City's letter is expected by April 9<sup>th</sup>.

### **Wrap up and closing**

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Doug and Wayne thanked the group for their active participation in the retreat. Doug indicated that he would write up the output from the retreat and provide the document to Wayne and John for acceptance.

The meeting adjourned at 3:20.

## Organizational Stability Test

### 1. Does your city have enough money to operate? (circle the number that best fits your city)

1	2	3	4	5	6	7	8	9	10
1. We are lucky to make payroll and regularly are concerned about it.			5. We don't have a written policy but maintain more than 10% of the general fund as a reserve.			10. Yes, we have a written policy that requires at least 20% of the general fund as a reserve and fully fund the reserve.			

### 2. How stable is your governing body? (circle the number that best fits your city)

1	2	3	4	5	6	7	8	9	10
1. I wish we could get a completely new group, as I don't think any of them are qualified to make decisions for the City.			5. The majority is good, but the bad ones are very bad.			10. We have great, well informed and engaged elected officials; when we have had elections in recent years, most candidates have been well qualified.			

### 3. How good are your meetings? (circle the number that best fits your city)

1	2	3	4	5	6	7	8	9	10
1. Our meetings are miserable; arguing, staff at odds with the elected officials, out of control public – I wish I never had to attend another one.			5. Boring, not much accomplished, but nothing bad happens.			10. Professional, business like and a joy to attend – I hate to miss one because we all enjoy the work we do for the City.			

### 4. How good is your workforce? (apply a rating from between 10 and 1)

1	2	3	4	5	6	7	8	9	10
1. Most of our employees do not like their job, we have lots of turnover, get many claims (workers comp, discrimination, etc.), and we have a difficult time attracting good employees.			5. Our employees mean well, may not work as hard as the private sector, don't get paid enough, but get by.			10. Our employees work very hard, care about the city, enjoy their work, and are proud they work for the city.			

### 5. What does the public think about your city? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. There seems to be little or no public confidence in the decisions made by the city; we continually have disgruntled citizens appearing at meetings and criticizing how we do business.			5. The public doesn't seem to care what we do and does not pay much attention to what we are doing.			10. We have very little public input at meetings as the public seems to trust our elected officials to make good decisions; we seldom have a disgruntled citizen appear at a meeting, and when we do, the discussion is civil and respectful. The City has a good reputation and is seen as a leader in the region.			

## Organizational Stability Test

### 6. How well does your city handle a crisis? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. We live in crisis, are always dealing with everyone trying to blame everyone else and can't manage or plan for anything.			5. We stumble through.			10. We come together as a team, we work very hard, we are not afraid to ask for help and we have other entities offer to help us; after the crisis is over, we evaluate how well we handled the event and strive to do better next time. We never engage in the blame game.			

### 7. How active are you with economic development? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. We have not pursued an economic development project in years, have not had any growth, and are simply trying to hold on to what we've got – it is difficult to have hope for the future.			5. If something comes along, we try to help.			10. We are continually working on economic development projects, are very optimistic that better times are ahead, that we can complete a good project, and are always trying to get economic growth.			

### 8. How well do you plan and set goals for city projects? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. We're lucky to get our jobs done day to day; we have no plan for next week, much less next year; everyone just does their own thing.			5. Every once in a while, we get around to talking about a project we want to accomplish; we even follow through on some of them.			10. The elected officials, administration and all staff work well to create well defined goals of the city that we all work to accomplish.			

### 9. How stable has your upper management been? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. The administrative leadership of the city is constantly changing, whether it needs to or not; administrators have not been treated well in the past, are underpaid, and really don't want to work in my city.			5. Our leadership changes regularly and we readjust and take a new direction to how we approach city business; sometimes it improves and sometimes it doesn't.			10. Management has been stable for a long time; we have found a way to work together, to set goals, to communicate well, and it has ensured continuity in management. If we do have turnover, we attract good candidates.			

### 10. How well do you communicate with each other? (apply a rating from between 1 and 10)

1	2	3	4	5	6	7	8	9	10
1. We have no idea what is going on with the city; the elected officials and administration only meet when required; staff many times has no idea about what is going on with major projects.			5. We get random information, hit and miss, with no continuity.			10. Everyone, from elected officials to the lowest staff, is well informed about the major activities of the city; we all are able to speak our mind, and there are no secrets amongst the elected officials and staff, as all feel free to express their opinion without fear of retribution.			

## **Organizational Stability Test (group discussion)**

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**1. Does your city have enough money to operate?** (circle the number that best fits your city)  
1      2      3      4      5      6      7      8      9      10

**2. How stable is your governing body?** (circle the number that best fits your city)  
1      2      3      4      5      6      7      8      9      10

**3. How good are your meetings?** (circle the number that best fits your city)  
1      2      3      4      5      6      7      8      9      10

**4. How good is your workforce?** (apply a rating from between 10 and 1)  
1      2      3      4      5      6      7      8      9      10

**5. What does the public think about your city?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**6. How well does your city handle a crisis?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**7. How active are you with economic development?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**8. How well do you plan and set goals for city projects?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**9. How stable has your upper management been?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**10. How well do you communicate with each other?** (apply a rating from between 1 and 10)  
1      2      3      4      5      6      7      8      9      10

**Source: Oklahoma Municipal Assurance Group (OMAG) - Recognition Program**

*OMAG believes the best run cities and towns have fewer claims and the claims they incur cost less money to resolve. The OMAG Recognition Program seeks to strengthen municipal governance and reduce claims through education and self-assessment.*

*How to improve your scores:*

**1. FINANCIAL STABILITY**

- a) Create a written policy that establishes financial goals for the city, approved by council resolution that gives clear direction to staff
- b) Determine an appropriate reserve policy with realistic goals
- c) Clear, simple monthly reports to elected officials

**2. GOVERNING BODY STABILITY**

- a) Annual training, including training to staff and the elected officials about meeting protocol.
- b) Create an elected official handbook
- c) Regular meetings with staff to ensure that all are working on the projects that are important
- d) Code of ethics for the elected officials
- e) Best Practices resolution for oversight
- f) Professionalism will attract professionals
- g) Does your Mayor know the role the Mayor should have in your form of government?
- h) Develop a transition training program for newly elected officials that is consistent and complete.

**3. MEETINGS**

- a) Respect for fellow elected officials
- b) Business meetings
- c) Clear meeting rules
- d) A good balance of public input limited to agenda topics

**4. EMPLOYEES**

- a) How do you instill pride in their work?
- b) Improve uniforms/appearance with employee input
- c) Good salary and benefits
- d) A sense of being a part of a team that works toward a common goal
- e) Do you show appreciation to your employees?

<https://www.omag.org/recognition>

#### 5. PUBLIC IMAGE

- a) Good meetings
- b) What do your city properties look like
- c) What does your city equipment look like
- d) Do you distribute public information (newsletter; email list) that gets the good news of the city out to the public
- e) Do you show appreciation to your vendors?
- f) Do you pay on time?
- g) Customer Service training
- h) Create a list of what your city does well and get the message out!

#### 6. CRISIS MANAGEMENT

- a) Understand everyone's role
- b) Understand operations before an event
- c) Have elected officials toured emergency management facilities and understand who is in charge during various emergencies?

#### 7. ECONOMIC DEVELOPMENT

- a) Have you set goals for economic development
- b) Does the city own land for development
- c) Does your city have an economic development director or contract

#### 8. PLANNING AND GOAL SETTING

- a) Annual or regular goal setting meetings with written results
- b) Short term and long range planning
- c) Clear communication about goals

#### 9. ADMINISTRATION

- a) Identify strengths and a good working relationship
- b) Communication about expectations
- c) Best Practices for oversight
- d) Build trust and maintain trust between the elected officials and administration.

#### 10. COMMUNICATION

- a) Create a communication system that is agreed to, that may include:
  - Weekly reports
  - Annual report
  - City newsletter
  - Employee newsletter
  - Email of important events
- b) Council committees
- c) Informal time with elected officials for management

# **A PROPOSED “TENINO CITY COUNCIL SHARED VISION”**

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## **WHO ARE WE AS A COMMUNITY?**

Tenino is a friendly, authentic small town that is quickly evolving as a growing, healthy, sustainable, rural community.

We recognize that Tenino is best known for the quarry pool and our sandstone heritage and products.

We value Tenino’s

- Authentic small-town atmosphere
- Affordable housing options
- Emphasis on family and a family friendly environment

## **WHAT IS OUR SHARED VISION FOR THE FUTURE?**

We envision a future with:

- More living wage jobs in our community
- Enhanced transportation and pedestrian investments
- More local consumers that are buying from more local businesses

Our biggest challenges to our shared vision are:

- Balancing expenditures (needs) and revenue (ability)
- An aging infrastructure
- Community resistance to change

We envision a local economy that is based on:

- Agricultural resources
- Clean/green energy
- Small scale industry and service and retail

## **HOW WILL WE ACT?**

We are mindful that actions today shall not have negative impacts on

- Our small-town atmosphere
- Affordable housing and choices
- The ability to sustain our infrastructure requirements

## **PROPOSED “TENINO CITY COUNCIL NEXT STEPS”**

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### **HOW WILL WE ACHIEVE OUR SHARED VISION?**

We recognize the need to immediately address:

- Water issues – usage and quality goals
- City Infrastructure –planning and replacement for aging items
- The Police Department – sustainable operations and employee opportunities

To achieve our vision for the future, we will work to increase investments in:

- The Police Department
- Our roads and sidewalks
- The water and sewer system
- The park in accordance with the master plan
- The Agricultural Innovation Park

We recognize the need to immediately plan for an Agricultural Innovation Park that does not include:

- Big box retailers
- Polluting industries or the use of toxic materials
- High noise levels or noxious odors
- Large scope and scale transportation impacts
- Low wage jobs or automated facilities

We will create an Agricultural Innovation Park that enables and includes:

- Educational opportunities and partnership with colleges
- Versatile, flexible, reconfigurable tenant space
- Test/lab facilities and gardens
- Food study/research center
- Agricultural processing facilities
- Businesses that provide living wage jobs
- Curbside appeal that contributes to local tourism activities
- Support local agriculture producers
- Stabilize agricultural land values in the face of development

***As a group, create your response to each question.***

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***Question one:***

What is your definition or example of timely information?

1.	
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***Question two:***

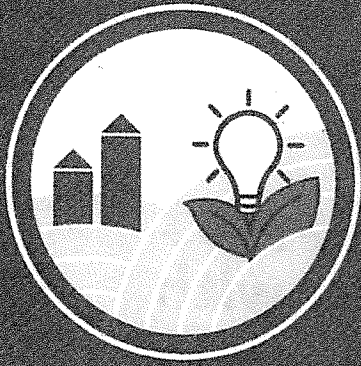
What is your definition or example of accurate information?

2.	
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***Question three:***

What is your definition or example of reliable information?

3.	
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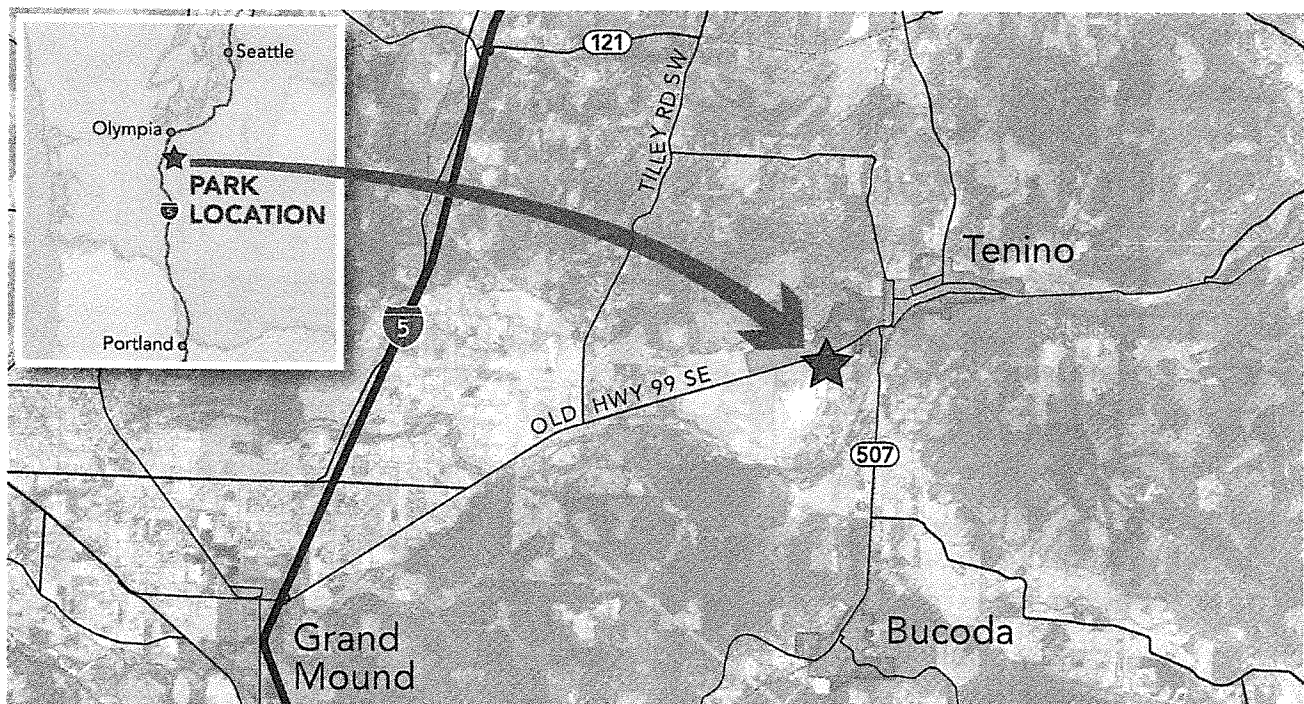


SOUTHWEST WASHINGTON

# Agricultural Business & Innovation Park

## 13-acre agriculture-focused business park site

that will accommodate 135,000 square feet of building space for processing, production, distribution and office space, and retail/tourism-related uses.



- » Emphasis on agriculture-related manufacturing, processing, packaging and storage
- » Concentrates multiple technical business service providers in one location to serve rural and agriculture-based businesses throughout the region

City of Tenino  
Washington





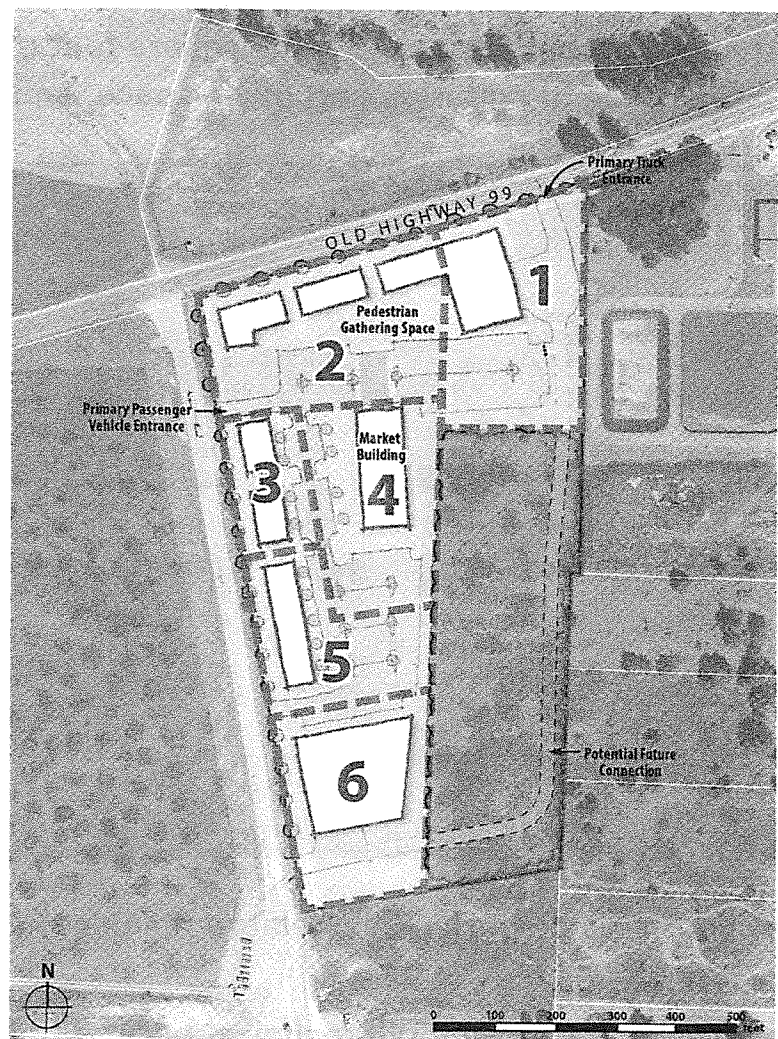
SOUTHWEST WASHINGTON

Agricultural Business & Innovation Park

**Created with the coordinated support of over 40 partner organizations, with consideration of the agricultural needs of the entire Southwest Washington region.**

### The Park will:

- » Be a permanent hub for agriculture and rural business
- » Expand existing and develop new markets for agricultural goods
- » Increase regional production of value-added food products
- » Increase the viability of regional food and farm businesses
- » Drive the success of existing, and creation of new, local businesses
- » Provide educational, research, event and tourism opportunities
- » Address identified regional infrastructure gaps and distribution needs



Interested in locating your ag business at the Park? Want additional information?  
Contact Aslan Meade: (360) 464-6054 | [ameade@thurstonedc.com](mailto:ameade@thurstonedc.com)