

2023 Enterprise Leadership Assessment

As of 9/6/2023

Update as of 6/2024

Audit Report Received by Audit Committee	Audit Report Received by City Council	Moss Adams Observations	Moss Adams Recommendations	Did the City Agree?	Status	Completion Date/ Estimated Completion Date
7/24/2023	9/6/2023	While the City has established many policies that are aligned with best practices, there are opportunities to increase the effectiveness of current policies.	Continue current efforts to implement the City Council Procedures Manual and hold meeting participants accountable.	Yes	Completed	Council Procedure Manual (Resolution No. 24-024) reviewed/updated in March 2024
		With the adoption of the City Council Procedures Manual and other recent changes, the City has made positive progress toward increasing the effectiveness of City Council meetings. However, ongoing challenges remain to ensure that meetings are productive and timely.	Continue current efforts to implement the City Council Procedures Manual and hold meeting participants accountable.	Yes	Ongoing	Council Procedures Manual (Resolution No. 24-024) reviewed/updated in March 2024. Implemented 5 minutes per item per Council member for discussion and deliberation. (Procedures Manual Section 8.83)
		There is a well-documented history of mistrust and poor communication between the Council and management.	A. Continue current efforts to implement recommendations from the 2023 Internal Review, with a focus on expanding the use of 1:1 pre-meetings with Council members B. In alignment with Municipal Code guidelines, consider developing and implementing a set of practical criteria to determine when requests for information will require a significant allocation of staff time or otherwise exceed the code guidelines. C. Continue current efforts to clarify roles and responsibilities and build productive working relationships by providing regular governance trainings and retreats.	Yes	Ongoing	Recommendation A: City Manager has Bi-Weekly one-on-one meetings with each Council member. In addition, significant Council reports City Manager and City Staff have Council briefings on the Friday before each Council meeting to review the items and answer questions. Recommendation B: currently in the muni code section 2.17.043 Timely Response; and the Council Procedures Manual Section 6.6 Councilmember Access to Information. Recommendation C: City Council Procedure Manual adopted in February 2023 and reviewed/updated in March 2024 (Resolution No. 24-024) addresses Council-staff relations. City Council Training Session 1/12/24 and Council Governance Workshop 11/14/23.
		The City Council onboarding and orientation process has recently been updated to increase its effectiveness. This process could be further strengthened by focusing additional attention on roles, responsibilities, and practical application of guidelines.	Take steps to expand and strengthen the orientation process for new Council members.	Yes. City staff prepared a more in-depth onboarding process as part of the onboarding of Council members in 2023. Staff will continue to review this process and make changes as necessary.	Ongoing	Implemented after 2022 election; conducted full 2-day orientation in 12/13/22 for incoming and sitting Councilmembers.
		The City has established many best practice elements of a comprehensive ethics program. However, there are gaps in the City's compliance enforcement.	Strengthen internal processes for tracking and holding elected and appointed individuals accountable to timely completion of Form 700 Disclosures.	Yes. City staff will work toward strengthening the internal process for tracking and holding elected and appointed individuals accountable.	Completed	Revised Ethics Code adopted in November 2023; Resolution No. 24-022 Governing Recruitment of Advisory Bodies which mandates legally required training or reporting requirements.
		A core function of any governing body is to set and monitor the strategic direction of the organization. While the City Council has adopted a two-year Work Program to prioritize annual initiatives, it has not yet developed a long-range strategic plan.	A. Consider developing a long-range strategic plan to increase the City's ability to strategically plan and advance initiatives. B. Continue current efforts to utilize and refine the annual Work Program prioritization practice. C. Consider expanding the City's reporting processes to more effectively track progress toward strategic goals over time	Yes. The City will explore creating a long-range strategic plan and continue current efforts on the work plan.	In progress	City Manager's Office will lead the council prioritization workshop in early 2025. This will provide an opportunity for Council to revisit strategic goals. Following this, the City Manager's Office will engage with the Council to develop a long-term strategic plan for the City and a mechanism to track progress.

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7/24/2023	9/6/2023	While the City has established some strong community engagement practices, interviewees noted that Council members may have an overreliance on anecdotal evidence and/or public comment that may not be representative of the wider community perspective.	A. Consider setting clearer expectations for the intended scope of community engagement at the start of City initiatives. B. Continue current efforts to implement a statistically significant, representative community survey. C. Consider providing media and crisis communication training to all Council members.	Yes. As recommended in the report on compliance with the recommendations in the May 2023 Fact Finding Report, Council may consider additional procedural measures to attempt to focus Councilmembers on their policy and decision-making responsibilities, as well as considering procedural provisions or improvements to public engagement processes to ensure community engagement is more representative. In addition, staff will be conducting a community survey in late fall/early winter timeframe.	In progress	City Manager's Office to lead the development of community engagement standards for departments to follow. This is underway through the Citywide Communications Group. City Manager's Office to explore conducting a community survey within the next 6-12 months. Media training was provided to all council members and the executive team in November 2023.
		The City utilizes multiple commissions and committees to support Council decision-making. There are opportunities to increase the effectiveness of some of these groups.	A. Establish charters, including clear roles and responsibilities, for each commission and committee that outline the group's purpose and member roles and responsibilities. B. Review additional opportunities to streamline governance groups. C. Consider reviewing the names of governance groups to introduce a consistent naming convention for commission versus committee.	Yes. City staff will bring recommendations regarding commissions and committees to increase their effectiveness.	In progress	Revisions to Commissioners' Handbook and updates to commissioner appointment process adopted in March 2024; A. Resolution No. 24-022 Governing Recruitment of Advisory Bodies and 2024 Commissioners' Handbook. (Resolution No. 24-023)
		The City has documented processes to select and appoint community members to governance groups. This process could be strengthened by adding relevant qualification criteria.	Review and establish the qualification criteria for each commission and committee member to determine if the City would benefit from adjustments	Yes	In progress	Per Council direction in March 2024, City Manager's Office to develop qualifications criteria for commission appointments, consistent with March 2024 policy changes.
		Commission and committee operations including onboarding, meeting procedures, work plans, and reporting—are not always consistent or effective	A. Continue efforts to expand and formalize onboarding and training expectations for both commissions and committees. B. Clarify the process and expectation for cancelling unnecessary meetings. C. Consider adopting the practice of requiring annual work plans for each commission and committee	Management agrees with the observation and recommendations A and B and will continue efforts were recommended and work toward clarifying meeting cancellation procedures. City staff does not agree with (recommendation C) that adopting annual work plan for the committees and commissions would be effective. As previously the City did have this process and it led to confusion and misalignment with the Council workplan.	Ongoing	Recommendation A: 2024 Commissioners' Handbook (Resolution No. 24-023) page 5 Quorum, Attendance, training, and reporting. Recommendation B: 2024 Commissioners' Handbook (Resolution No. 24-023) page 6 Regular Meetings cancellation provision.
		The staff time used to support governance groups represents a significant investment of City resources.	A. Review the practice of requesting department directors attend commission and committee meetings. B. Provide training for staff liaisons annually and when a new individual takes on the liaison role.	Department directors play a critical role in the function of their department and necessarily need to understand the recommendations of Commissions and Committees on department functions. Staff agrees with recommendation B (added for clarity as it was not clearly identified in the original staff report).	In progress	Implemented annual/semiannual training for staff liaisons conducted by the City Clerk/City Attorney/City Manager.

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7/24/2023	9/6/2023	City staff continue to experience a high degree of organizational change and uncertainty. Within this context, it is critical for the City's management team to provide active communication and change management to increase support of staff.	Identify and implement expanded communication and change management practices to improve workplace culture	Yes. Management will begin discussions on strategies for active communication and change management as part of the Department Head retreat on August 30, 2023.	Ongoing	Implemented with quarterly all employee town halls with CM. Leadership Team meets every month for strategic conversations around organizational development and communication. DCM and department heads are meeting with department staff on a regular basis. Citywide employee appreciation events have been planned and executed. HR is bringing mid-managers together each quarter.