Addison City Council
2014 Retreat Report

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Prepared by Strategic Community Solutions LLC
381 Casa Linda Plaza #147
Dallas TX 75218

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Overview

Logistics

The Town of Addison held its annual City Council Budget and Strategic Planning Retreat on June 27 and 28, 2014 at the Vision Addison Center in Addison, Texas. The agenda for the retreat is shown in Exhibit 1. Participants included the Mayor and City Council. The City Manager provided input and perspective to the discussion; other senior staff attended the retreat to listen to the discussion.

At the end of the retreat, the City Council decided to hold a work session on Tuesday, July 8, 2014 to continue discussion of implementation priorities that should shape the budget for FY2014-2015. This session, held at Addison Town Hall, led to additional direction to staff for budget preparation.

This report includes the results of the retreat itself and this follow-up work session.

Exhibit 1: Retreat Agenda

Friday

- Introduction & objectives
- Where we are now?
- How does this Council want to be remembered?

Saturday

- Recap/review from yesterday
  - How does this Council want to be remembered?
- Vision: Addison in 2040
- Vision to Action
  - Short-Term Goals: To achieve by 2020
  - Implementation: In the next year
- Conclusions & Next Steps

Objectives

The objectives for this retreat are listed below. At the end of the retreat, there was agreement that these objectives had been achieved, though with the understanding that the retreat had only addressed 'Town processes and procedures' in a general way.

1. In-depth communication among Council members.
2. Discussion and collaboration on strategic and long-term issues, trends and ideas that may affect Addison's future.
3. Seek agreement among Council members:
   a. Vision and goals
   b. Shorter-term strategic priorities
   c. Town processes and procedures
   d. Other implementation actions
4. Create a brief 'results' document to communicate Retreat outcomes and a shared direction to staff.

Preparations

Participants were asked to prepare for the retreat in three ways.

First, they were asked to complete an online survey about their perspectives on the Town and its priorities for the future. The results of this survey were provided to the City Council for their review shortly before the retreat. The survey and its results are found in Appendix A and B.

Second, they were asked to review a background information packet provided by staff. Materials included in this packet covered key characteristics of the Town and its previous plans and policies:

- 2013-2014 Budget Book excerpts
- Demographic characteristics for Town
- Economic characteristics for Town
- Development pattern
- Comprehensive Plan
    - Executive Summary
    - Goals, Objectives & Strategies
- Vision Documents
    - 2020 Vision Plan
    - 2030 Vision Plan
    - Next Great Ideas

Third, a selection of readings was provided to give Council members the ability to become familiar with national perspectives about the challenges and opportunities facing American cities and their residents. These readings included:

- 'Regeneration', by Rebecca Ryan
- 'live first, work second', by Rebecca Ryan
- 'Good to Great and the Social Sectors', by Jim Collins

These advance materials provided retreat participants with the opportunity to think about Addison and its opportunities and challenges before the retreat.

Retreat Activities and Results

The Mayor and Council worked together during the retreat and follow-up work session to find agreement on a range of issues and concerns. They also provided Addison staff with consensus direction at a variety of levels.

During the retreat, a set of Powerpoint slides was used to organize the discussion. These slides are found in Appendix A. Large flipcharts were used to record the flow of discussion and the ideas considered during the retreat activities. These flipcharts are provided in Appendix B of this report. At the follow-up work session, a second Powerpoint was used, which is found in Appendix C, and notes from the flipcharts recording this discussion are found in Appendix D. At the work session, electronic polling was used to determine the Council's priorities for discussion among the list of possible implementation items generated during the retreat. The individual slides that present these results are also included in the work session PowerPoint.

These results of the retreat and work session are discussed below.

Desired Outcomes for the Future

These outcomes were agreed to by City Council members. They describe the characteristics of the desired working relationships among Council members and between Council and staff. The Mayor and Council members all agreed that, individually and as a group, they want to:

- Focus on what's best for Addison and be loyal to Addison
- Rebuild trust
- Have a mutual set of goals
- Have open and timely communication
- Get bad new as quickly as we get good news
- Have everyone 'show up' – participate fully
- Have our perspectives/position heard and be part of the discussion
- Speak honestly
- Refrain from typecasting one another
- Have a way to move forward even when we're not unanimous on a decision
    - We don't have to all agree
    - But we won't have separate agendas even if we have different positions
- Use this transition to our advantage – to accomplish things

Vision – Addison 2040

The Council's vision for Addison in 2040 describes a community that is unique, yet is also successful in achieving qualities many other cities also desire. This vision is detailed below.

- Addison has survived and is the benchmark other communities aspire to reach.
- Addison succeeds because of its innovative and creative long-term thinking.
- Addison provides superior customer service to its residents, guests and businesses.
- Land uses are highly desirable.
    - Highest and best mix of uses for properties and throughout community
    - Developments are well designed and/or pristine and/or perfect and/or clean
- The Town is well-connected and very walkable.
    - Residents, businesses and guests are connected to areas in Addison and to regional destinations
- There is a strong and diverse business ecosystem.
    - Traditional, stable business thrive here, as do entrepreneurial startups like those incubated at the Treehouse
    - The Airport is a regional economic driver and part of this ecosystem
- Addison has reinvented sustainability.
    - It's more than recycling, including a wide range of strategies
    - It is embraced throughout the organization and community
    - Decisions make a statement about leadership and innovation
- Addison's financial practices allow it to be financially independent and opportunistic.
- The Town has gained control of the previously uncontrollable.

- Addison is intentional about planning and providing for the needs of people who will be attracted here, but is not inflexible as times and needs change.

At the July 8th work session, the City Council agreed that these statements describe the community they would like Addison to be in 2040 (if not before). They also recognized the challenge of synthesizing all these important characteristics into a single succinct Vision Statement. Based on the discussions at the retreat and the work session, a draft Vision Statement is proposed in Exhibit 2. It includes a succinct overview statement, which is then followed by the detailed descriptions of these particular aspects of the desired community.

Exhibit 2: Addison 2040 Vision (draft)

Addison's people and businesses choose this community because of its high quality design, long-term sustainability, creative resources and fun experiences and gathering places. The Town meets these high expectations through its innovative, efficient and collaborative way of doing business.

Addison expects to achieve this broad vision because of the way it makes decisions and investments, and because it insists on specific qualities in its physical character, services and activities. The statements below detail these particular characteristics of the future Addison.

- Addison has survived and is the benchmark other communities aspire to reach.
- Addison succeeds because of its innovative and creative long-term thinking.
- Addison provides superior customer service to its residents, guests and businesses.
- Land uses are highly desirable.
    - Highest and best mix of uses for properties and throughout community
    - Developments are well designed and/or pristine and/or perfect and/or clean
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- Addison's financial practices allow it to be financially independent and opportunistic.
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- Addison is intentional about planning and providing for the needs of people who will be attracted here, but is not inflexible as times and needs change.

Short-Term Goals – To Be Achieved By 2020

The Mayor and Council identified a number of important goals that should be achieved by 2020 as steps to achieve their vision of Addison 2040. These goals address five aspects of the community – physical places; services, events and attractions; how the Town gets things done; community engagement; and other items. The draft statements below combine the ideas generated at the retreat into a smaller number of topics. They should be reviewed and refined so the Town can use them as part of management and communications efforts.

Physical Places in the Community

1. The Town has invested to improve the quality of the travel experience within Addison.
    a. The Town has increased parking capacity.
        i. This is a big opportunity for us to make our businesses and events even more desirable
    b. Addison Road has been resurfaced.
    c. Improvements to the utilities and street surface on Beltline Road have been completed.
        i. We need to re-evaluate what it would take to do it right
    d. East and west connectivity over the Dallas North Tollway is strengthened for people as well as vehicles.
    e. There is strong connectivity and walkability throughout the Town.
        i. These connections should make it easy for people to get to our restaurants (and other attractive destinations) from our:
            1. Residential areas
            2. Hotels
            3. Office space
    f. Other mobility choices, such as travel by golf carts, have been evaluated and implemented where they contribute to connectivity.
2. The Town uses an inventory and evaluation of all infrastructure to set priorities for capital investments.
3. Targeted land acquisitions have been completed at the Addison Airport.
    a. They create a distinct airport border, delineation, district.
4. Addison Athletic Club improvements have made this club a thriving community center.
5. There is a balance between the various residential options available in Addison.
    a. We want a mix of residential choices that is consistent with the character of this community.
    b. We want to take an intentional approach to planning for future residents.
    c. We need more information on the implications of these choices:
        i. Do we want to see more single family homes?
        ii. Do we want to see a higher share of ownership units?
6. Continuing private investment has strengthened Addison's desired character.
    a. Business spaces are 95% full.
    b. Inwood Road has been redeveloped.

c. The character of development along Midway Road has changed.
    i. Eliminate auto lots
    ii. Resurface the street
d. The issues related to the current Budget Suites operation have been resolved.
    i. Eliminate current problems
    ii. Encourage repurposing
e. The Vitruvian project has been completed.
    i. Add retail
    ii. Possibly include fee-simple ownership options

Services, Events and Attractions

1. Addison remains a top destination and music/entertainment venue.
    a. The Town has completed a well-planned entertainment venue with a built-in ambiance.
        i. The venue in Seaside FL is a good example
        ii. Build on existing amphitheater, but make it something permanent
    b. Fork & Cork is established as a premier food festival in the country
    c. Special events have a primary focus on brand building and business development.
        i. Reinforce and communicate this objective to manage residents' expectations
    d. Event communications reach a wide range of local, national and international audiences
2. Police and fire continue to be fully staffed with all the assets they need to keep the community safe.
    a. Keep up or get ahead as things change over time
3. Addison Airport serves its customers because it has been updated and refurbished.
4. There is an Addison area shuttle service for local mobility.
5. The Town has a system to sell naming rights as part of its financial package.
6. Multi-family and commercial recycling are in place.
7. Food composting have been investigated and (if feasible) implemented.
    a. This is something that fits with our Addison brand
    b. But we need to figure out how to make it work here

How the Town Gets Things Done

1. The Town has a clear understanding of the functions it undertakes and the results it achieves.
    a. We need to evaluate the businesses that we are in
    b. Accountability should begin with the tone set at the top of the organization
    c. We have a way to measure success for everything we do
2. The Town looks ahead to consequences of all that we do or do not do.
    a. Lifecycle costs
    b. Legacy costs
    c. Opportunity costs
    d. We should plan instead of just reacting
3. The Town has a strong financial system.
    a. There is a financial plan to maintain and recycle aging infrastructure.

   b. The Town is debt free.
      i. Or at least it doesn't look to debt as the first option
      ii. Shift the bias away from debt
   c. A long-term plan to reserve capital for future needs is in place.
   d. The Town encourages a culture of cost savings.
      i. Hold a contest for employees – they are the ones who know best how to save in their areas
4. There is a carrot and stick approach to code enforcement.
5. Charter review items have been considered.
   a. We will have to have a Charter Review by 2020
   b. Topics to consider include:
      i. The City Manager hiring process
      ii. The philosophy for Council pay
      iii. There may be other items as well
6. The Town uses technology effectively and innovatively.
   a. To support transparency in our operations
   b. To enhance communications with our stakeholders
   c. We should use technology to help make us better- not just because it's there
7. Sustainability should be embraced throughout the organization
   a. Ways to achieve it in all departments, not just in a single sustainability office
   b. We should be offering recycling wherever we can (like at this facility)
   c. We need to get buy-in from staff, residents, stakeholders
   d. We want to set an example for other communities

Community Engagement

1. More Town residents, property and business owners are engaged in the Town.
   a. A higher percentage of people vote.
   b. Multifamily and business recycling program engage people and businesses in sustainability efforts.
   c. More use of technology, such as interactive apps, keeps people engaged.
   d. There has been a continued increase in our volunteer corps.
   e. There is effective mosquito education and control.
      i. The people, not the Town, should control it
2. We protect and enhance our 'Addison Way' brand.
   a. An anti-blight program or campaign could be part of this
      i. This would include code but would be broader, engaging the whole community as well as the government
3. A fully-engaged business community is a valuable part of the Addison community.
   a. An increased role for ABA and the Treehouse
   b. Regular networking events for Addison businesses
   c. Now that we're invested, we need to grow the Treehouse
      i. Engage them to help us solve problems
4. The Addison Athletic Center is a true community hub.
   a. Better use of pool and other space with families

Other Items

1. The Addison identity is visible to people here and elsewhere.
    a. There is a distinct delineation of our borders
    b. All of Addison is included in the 75001 zip code
    c. Addison signage on the Dallas North Tollway
2. The Town's values are expressed in its actions.
    a. There is trust between council and staff
    b. Investments such as fancy police car(s) like Teslas tell people that we are a high quality and innovative place.
    c. We follow a clear compensation philosophy.
3. The Water Tower Theatre is sustainable.
    a. It needs a secure, long-term financial structure
4. We consistently find and act on the 'next big thing'.

Implementation – Action Items for Next Year (FY2014-2015)

At the retreat, each Council member listed the action items he or she felt were most important to carry out during the coming 2014-2015 fiscal year. All these action items were listed on flipcharts. Then, each Council member used colored dots to indicate the items of greatest importance among all those suggested. These dots were used to rank the action items. Exhibit 3 below presents the suggested action items in order of importance based on this exercise. Items with the same ranking are listed in alphabetical order.

Council members and staff recognized that some items on this list were already well underway, while others had not begun or needed additional research or discussion. In preparation for the follow-up work session, Addison staff provided the status of items where work is underway.

At the follow-up work session on July 8th, keypad polling was used to determine the items that were most important for Council to discuss in order to provide clear direction to staff in preparation of the FY2014-2015 budget. Exhibit 4 shows the resulting priorities for work session discussion, in the order of priorities expressed through the exercise. The response choices for this exercise were:

1. Council direction essential for budget preparation
2. Council direction desirable for budget preparation
3. I'd like a briefing from staff soon
4. I'm comfortable with progress
5. This is important, but not urgent for the FY15 budget
6. I need more information about the item

Exhibit 3: Action Items, Initial Ranking

Item	# of Dots	Item	Item	# of Dots	Item
1	6	Beltline project	19	1	Code enforcement
2	5	Compensation	20	1	Culture of cost savings
3	5	Wind turbine project	21	1	Culture of 'how do we measure success'
4	4	Hire a Deputy City Manager	22	1	Find next big thing
5	4	Long-term plan for capital/debt	23	1	Follow up on interest in music venue on Arapaho/Spectrum
6	4	Parking	24	1	Infrastructure inventory and evaluation
7	3	Airport property acquisition	25	1	Rebalance/right-size our staff
8	3	Budget Suites	26	0	Plan for resurfacing of Addison Road
9	3	Engage business community ABA Treehouse	27	0	Athletic Club upgrade
10	3	New website/apps	28	0	Balance of fee simple vs. apts.
11	3	Sam's Club study	29	0	Continue to build culture of superior customer service
12	2	Connectivity plan	30	0	Continue to fund Fork and Cork
13	2	Culture of accountability	31	0	Council – staff united in efforts
14	2	Fiscal transparency	32	0	Economic development push/pull
15	2	Inwood Road redevelopment	33	0	Event communication
16	2	Sustainability	34	0	Police and fire fully staffed
17	2	Zip code project - 75001	35	0	Roads
18	1	City Manager hiring process in town Charter	36	0	Technology to make us better

Exhibit 4: Keypad Polling Results

What steps should Council take next on this item?	1	2	3	4	5	6
1.) Beltline project	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2.) Compensation	71.4%	28.6%	0.0%	0.0%	0.0%	0.0%
14.) Fiscal transparency	71.4%	0.0%	0.0%	28.6%	0.0%	0.0%
35.) Roads	71.4%	0.0%	28.6%	0.0%	0.0%	0.0%
31.) Council – staff united in efforts	57.1%	14.3%	14.3%	14.3%	0.0%	0.0%
5.) Long-term plan for capital/debt	57.1%	0.0%	28.6%	0.0%	14.3%	0.0%
13.) Culture of accountability	57.1%	0.0%	0.0%	0.0%	14.3%	28.6%
3.) Wind turbine project	42.9%	0.0%	28.6%	0.0%	14.3%	14.3%
18.) City Manager hiring process in Town Charter	42.9%	0.0%	14.3%	0.0%	14.3%	28.6%
20.) Culture of cost savings	42.9%	28.6%	14.3%	0.0%	0.0%	14.3%
24.) Infrastructure inventory & evaluation	42.9%	14.3%	28.6%	0.0%	14.3%	0.0%
25.) Rebalance/right-size our staff	42.9%	28.6%	28.6%	0.0%	0.0%	0.0%
27.) Athletic Club upgrade	42.9%	0.0%	0.0%	0.0%	57.1%	0.0%
34.) Police and fire fully staffed	42.9%	14.3%	14.3%	28.6%	0.0%	0.0%
6.) Parking	28.6%	28.6%	28.6%	0.0%	14.3%	0.0%
10.) New website/apps	28.6%	0.0%	28.6%	42.9%	0.0%	0.0%
12.) Connectivity plan	28.6%	14.3%	14.3%	28.6%	0.0%	14.3%
15.) Inwood Road redevelopment	28.6%	14.3%	28.6%	0.0%	28.6%	0.0%
19.) Code enforcement	28.6%	14.3%	28.6%	14.3%	14.3%	0.0%
21.) Culture of 'how do we measure success'	28.6%	14.3%	14.3%	0.0%	0.0%	42.9%
26.) Plan for resurfacing of Addison Road	28.6%	57.1%	0.0%	0.0%	14.3%	0.0%
29.) Continue to build culture of superior customer service	28.6%	28.6%	0.0%	14.3%	0.0%	28.6%
30.) Continue to fund Fork and Cork	28.6%	14.3%	14.3%	28.6%	0.0%	14.3%
32.) Economic development push/pull	28.6%	0.0%	28.6%	14.3%	0.0%	28.6%
7.) Airport property acquisition	14.3%	0.0%	14.3%	42.9%	28.6%	0.0%
8.) Budget Suites	14.3%	0.0%	14.3%	0.0%	57.1%	14.3%
11.) Sam's Club study	14.3%	0.0%	28.6%	42.9%	14.3%	0.0%
16.) Sustainability	14.3%	0.0%	14.3%	28.6%	28.6%	14.3%
22.) Find next big thing	14.3%	0.0%	14.3%	14.3%	57.1%	0.0%
28.) Balance of fee simple vs. apts.	14.3%	0.0%	42.9%	14.3%	14.3%	14.3%
36.) Technology to make us better	14.3%	42.9%	28.6%	14.3%	0.0%	0.0%
4.) Hire a Deputy City Manager	0.0%	0.0%	28.6%	28.6%	14.3%	28.6%
9.) Engage business community (ABA Treehouse)	0.0%	14.3%	14.3%	14.3%	28.6%	28.6%
17.) Zip code project – 75001	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
23.) Follow up on interest in music venue on Arapaho/Spectrum	0.0%	0.0%	14.3%	0.0%	42.9%	42.9%
33.) Event communications	0.0%	0.0%	14.3%	57.1%	0.0%	28.6%

The work session discussion focused on these items in order. For each, the Council agreed on desired outcomes. Then they agreed on direction needed so staff can prepare the FY2014-2015 budget. These agreements are summarized below.

1. Beltline Road (100%)
   Outcomes
   a. Resolve how to fund
   b. Know how much it will cost
   c. Communicate to constituents- to inform or to get feedback
   d. Something should be started- How will we decide this
   e. Decide what it is we're starting
   f. What next steps might be
   Budget Direction: base this on decisions to be made later this evening
2. Compensation (71%)
   Budget Direction: base this on decisions this evening
3. Fiscal Transparency (71%)
   a. Not sure why this is on the list – we're pretty accountable
   b. Members need to be in on conversation
   c. Might impact personnel
      a. Cost- realigning
      b. 3rd party
   Outcomes
   a. Review and implement recommendations
   Budget Direction: be prepared to understand and implement recommendations
4. Roads (71%)
   Outcomes
   a. Plan for new, replacement, maintenance, rehabilitation
   b. Inventory developed
      i. Including alley- maybe ranking
   c. Addison Road- determine what the vision is, based on research underway now
   d. Any improvements include bike/ pedestrian
   Budget Direction: staff resources to carry these out
5. Council- Staff united in efforts (57%)
   Outcomes
   a. Not feeling us versus them
      i. How do we tell?
   b. Resolves around communication
      i. Bad news and good
   c. United to come up with solutions
   d. Okay for staff to share bad news even if there isn't a solution yet
   e. Okay even if staff doesn't know all information yet or is still trying to work things out

Budget Direction: Have a check on how things are going partway through the year

6. Long- term plan for capital/ debt (57%)

   Outcomes

   a. Know where we are now and what our options are
   b. Understand how future infrastructure demands will impact
   c. Need to have a general "debt" philosophy
      i. Could include reserve philosophy
   d. How to get to position of financial flexibility
   e. How to take advantage of opportunities
   f. Funds to prepare for future needs

   Budget Direction: need to have this dialogue

7. Culture of accountability (57%)

   Outcomes

   a. Everyone is answerable to taxpayers
      i. Should be able to explain what and why
      ii. Information shared without a struggle
   b. We make a decision and then we own it
      i. Responsible for what happens to the organization
      ii. Okay to make mistakes if we learn from them
   c. Departments need to be accountable about what they put in their budgets
   d. Everyone in organization needs communication training
      i. How to get there and keep it there

   Budget Direction: attention to multi-year, bigger picture

8. Wind Turbine Project (43%)

   To be discussed later tonight

9. City Manager hiring process in Charter – and additional Charter review items

   Budget Discussion

   a. Include the costs of a Charter Review Commission and potential election in the budget- it's easier to take out after further discussion
   b. Broader discussion of potential items, not just this one
   c. Need discussion of what those are
      i. Include money in the budget, discuss during budget, decide whether it's needed by the time the budget is finalized

10. Culture of cost savings- organization wide

    Outcomes

    a. Ask the people who do they know- the staff
    b. Contest
    c. Way to fully engage everyone
    d. Way to fully engage everyone

    Budget Direction: put it in the budget this year

11. Infrastructure Inventory & Evaluation- already covered in earlier discussions.

12. Rebalance- right- size of our staff
    Outcomes- Do we have what we need
    a. Adequate staff
    b. Succession planning
    c. Restructuring
    d. Look at code enforcement here
13. Athletic Club upgrade- include in the budget
14. Police & Fire fully staffed- succession planning

Appendix A: Online Survey

Addison City Council Survey 2014

1. City Council Retreat Objectives

Please help us understand your perspective on the upcoming City Council Retreat.

1. How important are these aspects of the City Council Retreat to you?

	Very unimportant	Somewhat unimportant	Somewhat important	Very important	Not relevant
Learning and discussion about new ideas	◯	◯	◯	◯	◯
Decisions about some key policy directions and issues	◯	◯	◯	◯	◯
Dialogue about innovative change	◯	◯	◯	◯	◯
A break from the daily schedule	◯	◯	◯	◯	◯
In-depth communication	◯	◯	◯	◯	◯
Collaboration on longer-range issues and ideas	◯	◯	◯	◯	◯
Team-building	◯	◯	◯	◯	◯
Deciding on changes to Town processes and procedures	◯	◯	◯	◯	◯
Understanding the perspectives and concerns of Council colleagues	◯	◯	◯	◯	◯
Creating a shared direction for staff	◯	◯	◯	◯	◯
Problem-solving	◯	◯	◯	◯	◯

Other (please specify)

2. Addison and its Residents

Please share your sense of how Addison residents, businesses and property owners view their community.

2. What are the main reasons people choose to live in Addison?

3. What are the main reasons people decide to move out of Addison?

4. What are the main reasons businesses give for deciding to locate in Addison?

5. What are the main reasons businesses give for deciding to leave Addison?

3. Recent Successes and Challenges

What were the areas of success, challenge and change for 2013?

6. What were the most significant accomplishments for the Town in 2013?

7. What were the greatest challenges for the Town in 2013?

8. What is the one thing the Town accomplished in 2013 that you are most proud it achieved?

9. What one event, project or experience from 2013 best captures the "Addison Way"?

10. Is there a project you would have liked the Town to take on in 2013?

4. Vision for the Future

The City Council's vision is to be an attractive, thriving community that delivers the 'Addison Way' with superior services, enhanced sense of community, and a safe, high-quality experience for residents, businesses, visitors and all other stakeholders. Addison will lead the way in creativity, innovation and fiscal responsibility within a culture of excellence and kindness.

11. How successful has Town been in the past five years in implementing its vision?

	I'm not sure	Very ineffective	Somewhat ineffective	Average	Somewhat effective	Very effective	N/A
Our Arts programs are acclaimed	◯	◯	◯	◯	◯	◯	◯
The Cotton Belt rail line is operational and connected to other regional rail	◯	◯	◯	◯	◯	◯	◯
We are inclusive and celebrate diversity	◯	◯	◯	◯	◯	◯	◯
Our walking, running and biking trails connect Addison and surrounding communities	◯	◯	◯	◯	◯	◯	◯
Our special events are recognized as the best	◯	◯	◯	◯	◯	◯	◯
We have a vibrant and diverse business community	◯	◯	◯	◯	◯	◯	◯
The Airport serves as a regional economic driver	◯	◯	◯	◯	◯	◯	◯
Roads are beautiful, safe, pedestrian-friendly spaces with access to ample parking	◯	◯	◯	◯	◯	◯	◯
We have signature, creative and unique amenities	◯	◯	◯	◯	◯	◯	◯
Our community is highly engaged	◯	◯	◯	◯	◯	◯	◯
Quality and variety of our restaurants and entertainment venues create a memorable experience	◯	◯	◯	◯	◯	◯	◯
We continuously improve our customer experience	◯	◯	◯	◯	◯	◯	◯
We are leaders in all areas of sustainability	◯	◯	◯	◯	◯	◯	◯
The Town attracts and retains superior employees	◯	◯	◯	◯	◯	◯	◯

12. What two or three things would you do to achieve this vision if there were no resource constraints?

13. Given that resources are limited, what is the single most important thing you would do to achieve this vision?

14. Please provide any other comments about the Town of Addison's vision here.

5. Council Goals

Please share your perspectives about the Town's success in achieving its goals:

> Create raving fans of the "Addison Experience"
> Practice mindful stewardship of Town resources
> Maintain and enhance our unique culture of creativity and innovation.

15. In the past five years, how effective has the Town been in achieving these goals?

- I'm not sure
- Very ineffective
- Somewhat ineffective
- Average
- Somewhat effective
- Very effective

16. How effective is the Town currently in collaborating with stakeholders, peer groups and citizens?

- I'm not sure
- Very ineffective
- Somewhat ineffective
- Average
- Somewhat effective
- Very effective

6. Strategic Choices and Priorities

Please share your perspective about the way the Town of Addison approaches important issues and sets priorities for attention, investment and action.

17. Please indicate how well you believe the Council's time is allocated among these activities.

	We spend too much time on this		Time spent is about right		We don't spend enough time on this	N/A
Establishing direction on specific policies, programs or topics	○	○	○	○	○	○
Responding to citizen questions, comments or complaints	○	○	○	○	○	○
Learning about the implications of global or strategic trends on Addison	○	○	○	○	○	○
Maintaining existing assets (neighborhoods and public facilities)	○	○	○	○	○	○
Sharing Addison's programs and initiatives with current businesses and property owners	○	○	○	○	○	○
Securing new investment in the community	○	○	○	○	○	○
Securing reuse and revitalization of areas that need change	○	○	○	○	○	○
Exploring innovative approaches to Town issues	○	○	○	○	○	○
Dealing with day-to-day management	○	○	○	○	○	○
Addressing issues that could affect Addison's future	○	○	○	○	○	○
Creating a vision for Addison's long-term success	○	○	○	○	○	○
Sharing Addison's programs and initiatives with current residents	○	○	○	○	○	○
Playing a role in regional or state issues and decisions	○	○	○	○	○	○
Ensuring that major employers stay in this community	○	○	○	○	○	○
Positioning ourselves for future growth and development	○	○	○	○	○	○

Other Comments?

18. Is the Town of Addison prepared to respond to these potential global or national trends?

	We haven't considered this trend or its implications for Addison				We have a clear way to address and benefit from this trend	I'm not sure
The 'Millennial Generation' having different values and expectations from those of earlier generations	○	○	○	○	○	○
More severe storms and extreme weather patterns	○	○	○	○	○	○
An increasingly diverse population	○	○	○	○	○	○
Increasing cost to rehabilitate aging public facilities and infrastructure	○	○	○	○	○	○
Retail change to reinvent itself every five to ten years	○	○	○	○	○	○
A larger share of the population is elderly	○	○	○	○	○	○
The need for resilience in responding to unanticipated changes	○	○	○	○	○	○
Ability of businesses and workers to locate anywhere in the world	○	○	○	○	○	○
Continual change in smartphone and other wireless technology	○	○	○	○	○	○

Other (please specify)

7. Communication

How effective is the Town of Addison in sharing information and ideas? These questions address communication between the City Council and staff as well as communication between the Town and the larger Addison community.

19. What change or changes would do the most to enhance communication between the City Council and staff?

20. What actions by Town staff are most valuable in helping you communicate effectively with citizens and other Addison stakeholders?

8. Areas for Short-Term Action

Please share your perspectives on the projects and activity you think the Town of Addison should be undertaking by 2020.

21. How do you expect 2020 to be different from 2010 or 2000?

22. What project or activity (current or new) is most important for the Town to undertake by 2020? What impact do you expect it to have on Addison's future?

23. What project or activity (current or new) is most important for the Town to undertake in 2015? Why is it a top priority?

24. What changes should the Town consider to be successful over the long-term future?

9. Final Questions

Please let us know anything else that will help prepare for a productive City Council retreat.

25. If there are any specific policy issues or substantive topics you want to be sure are covered at the Retreat, please share those here.

Appendix B: Survey Results

STRATEGIC COMMUNITY SOLUTIONS

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Strategic Community Solutions LLC

To:	Town of Addison
From:	Karen Walz, FAICP
CC:	
Date:	6/25/2014
Re:	Preparations for City Council's Strategic Planning and Budgeting Retreat

---

Comments: This memo includes two additional items of background information for this week's City Council Strategic Planning and Budget Retreat:

- A working agenda that shows the discussion topics we'll use to structure the dialogue, and the order in which we plan to approach them. This provides more detail for the overall topics shown on the posted agenda.
- A report on the results of the online survey completed by Council members.

I am excited about assisting you in your discussions about Addison's strategic direction and priorities. I look forward to seeing all of you later this week.

Retreat Agenda

The posted City Council agenda describes the agenda for the retreat as: "Discussion regarding the Town of Addison Budget and Strategic Plan, including City Council goals, objectives and visioning, and including a presentation by and discussion with Karen Walz, Strategic Community Solutions, regarding the Town of Addison Budget and Strategic Plan, and including City Council goals, objectives, and visioning, and including demographics, economic characteristics, development patterns, comprehensive plan, and vision documents of and pertaining to the Town.

We'll approach this broad agenda item by dividing it into several sub-topics. Each of those will include presentations and interaction among Council members. We will strive to reach agreement on the direction and feedback for each of these sub-topics. The general schedule for these sub-topics is:

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Friday Evening Session

The session will begin at 5:30 p.m. and should wrap up by no later than 9:00 p.m. A buffet dinner will be provided. Sub-topics include:

- Introduction
- Where are we now?
- How does this Council want to be remembered?

Saturday Session

The session will begin at 8:30 a.m. and should wrap up by no later than 4:00 p.m. Breakfast and lunch will be provided. Sub-topics include:

- Anticipating the future – what will future residents and stakeholders need and want from their community?
- Vision: Addison in 2040
- Short-Term Goals: What must we achieve by 2020?
- Implementation: What actions are needed now (during the next two years)?
- Compensation issues
- Conclusion and next steps

Online Survey

In preparation for this week's City Council Strategic Planning and Budget Retreat, City Council members were asked to complete an online survey. The survey was designed to elicit perspectives about Addison's past performance, current conditions and future opportunities and challenges.

Five responses were received from Council members. The results are presented in the tables below. Among the notable findings are:

1. The aspects of the retreat that are most important to the group of respondents are:
    a. Deciding on changes to Town processes and procedures
    b. In-depth communication
    c. Collaboration on longer-range issues and ideas
    d. Learning and discussion about new ideas
    e. Creating a shared direction for staff

    See question 1 for details. These aspects will be included in the retreat.

2. Respondents view the Town as effective in implementing most aspects of its vision during the past five years, and in achieving its goals. See questions 11, 15 and 16 for details.

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3. Respondents felt that the Council is spending about the right amount of time on many of the issues that require time and attention. The top issues that could use more Council time and attention were:
    a. Creating a vision for Addison's long-term success
    b. Securing reuse and revitalization of areas that need change
    c. Positioning ourselves for future growth and development

    Dealing with day-to-day management was the issue with the overall response that too much time may be spent on it. See question 17 for details.

4. There are many thoughtful comments and suggestions in the responses to open-ended questions. Also, the comments reflect a range of perspectives among the Council members who responded to the survey.

All the comments received through the survey are provided in this packet. You may wish to review these before the retreat.

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1. How important are these aspects of the City Council Retreat to you?	Very unimportant (1)	Somewhat unimportant (2)	Somewhat important (3)	Very important (4)	Not relevant	Rating Average	Response Count
Deciding on changes to Town processes and procedures	0	0	0	4	1	4.00	5
In-depth communication	0	0	1	4	0	3.80	5
Collaboration on longer-range issues and ideas	0	0	1	4	0	3.80	5
Learning and discussion about new ideas	0	0	1	4	0	3.80	5
Creating a shared direction for staff	0	0	1	4	0	3.80	5
Decisions about some key policy directions and issues	0	0	1	2	1	3.67	4
Dialogue about innovative change	0	0	2	3	0	3.60	5
Problem-solving	0	0	2	3	0	3.60	5
Team-building	0	0	4	1	0	3.20	5
Understanding the perspectives and concerns of Council colleagues	0	0	4	1	0	3.20	5
A break from the daily schedule	1	0	1	1	2	2.67	5

I do not believe decisions need to be made during this retreat. If decisions are made, that's fine. My focus would be more on discussion.

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2. What are the main reasons people choose to live in Addison?
Response Count = 5
Quality of life--location, environment, property values. Location,eEnvironment, clean, safe, variety of places to go/eat, home values,
Safety, amenities, and location
Initially they may move here for the location and proximity to highways, amenities, restaurants, shopping. They likely stay for the same reasons but additionally they value the excellent city services provided to them.
The branding exercise should have provided this answer.
A safe and fun community that welcomes all. Very affordable tax rate and high level of personalized city services. Close to transportation network and lots of good places to eat.
3. What are the main reasons people decide to move out of Addison?
Response Count = 5
Lack of public schools, need for retirement housing, not enough one story homes when downsizing. Necessary personal reasons, no public schools, no senior housing
Limited housing options, schools
Numerous reasons, but I imagine many leave for better school district as family grows; also looking for a better selection and variety of single-family homes (also new construction).
The branding exercise should have provided this answer.
Poor public schools. Desire to have more space and a more family/kid friendly neighborhoods. Anger or disappointment over Town policies. To be close to a me job..
4. What are the main reasons businesses give for deciding to locate in Addison?
Response Count = 5
Location, vibrant business environment, available commercial space, airport. reputation
Tax rate, city services and attention, location
Location is excellent with easy Tollway access, plus amenities for employees; business-friendly environment; minimal "red tape" in getting approvals, inspections, etc. prior to moving in. For some, the airport is a strong selling point.
The branding exercise should have provided this answer.
Location, proximity to good employees, tax rate, affordable class A office space, accommodating to business government environment.

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5. What are the main reasons businesses give for deciding to leave Addison?
Response Count = 5
Need more space than we have available, more favorable tax incentives elsewhere, economy no longer favorable to their line of business. Business necessity
Expanded growth, tax rate
Better selection of Class A office space; incentives offered by other communities; perception of being in a "congested" area.
The branding exercise should have provided this answer.
Incentives from other municipalities, inability to accommodate their growth, attracted to a more hospitable/ lower tax rate city.....

6. What were the most significant accomplishments for the Town in 2013?
Response Count = 4
Increased building in Vitruvian Park, storm water plan, entertainment events, increased office occupancy. Hard to pinpoint just 2013 as so many things began earlier and/or are incomplete.
1) Revitalization of Village on the Parkway really started to take shape, putting Addison on the list of possible locations for restaurant/retail. 2) Office occupancy continued to increase, 3) Revenues continued upward trend, 4) Launch of re-branding of Addison
To be discussed during the retreat.
Continued improvement in communication with community; marketing and transparency. Engaging an increasingly broad constituency of residents in our work. Filling our office buildings. Improving our economy with the opening of new businesses. Improving sales tax trend.

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7. What were the greatest challenges for the Town in 2013?
Response Count = 4
Water tower issues, Beltline utilities cost estimate, Council being so divisive/hostility in meetings, budget, hiring new city manager. In no particular order: Adjusting to a changing balance of power and control in our town government, continued transition of management, forensic audit, resolving Beltline undergrounding problems, employee compensation.
1) Increased congestion on Belt Line due to traffic using it as alternate route instead of I-635, 2) Ongoing issue with new water tower and turbines, 3) Division among council and relatively small segment of residents during budget process
To be discussed during the retreat.
Compensation for employees of the Town. Developing a new generation of leaders. Effective planning for, the implementation of the bond packages from 2012. Retaining our AAA bond rating.
8. What is the one thing the Town accomplished in 2013 that you are most proud it achieved?
Response Count = 4
In general, lowering our business vacancy considerably. Too many incompletes to say for sure. Jury still out. Keeping Addison beautiful and safe is high. Going in on the Treehouse looks good. Plans for Quorum were partially between years.
For me there really isn't one standout accomplishment, but an ongoing tradition of doing things really well.
To be discussed during the retreat.
Significantly improved economy; ad valorem values and sales tax dollars up, office occupancy up. Addison's level of relevance and image in the region.

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9. What one event, project or experience from 2013 best captures the "Addison Way"?
Response Count = 4
Numerous public events captured the "A.W." No single event. Our entertainment venues, public safety performance exemplify our Way.
60th anniversary sock-hop at Greenhill
To be discussed during the retreat.
I believe the term "Addison Way" is so often misused it is begging to lose relevance. My view is it applies to our commitment to a personalized, try not to say no level, of customer service. It is so often used to describe other things that it dilutes it's effectiveness as a customer service mission statement.
10. Is there a project you would have liked the Town to take on in 2013?
Response Count = 4
We had a full plate as it was. Let's finish what's started. No, there was enough on the plate.
Would have liked to see us discuss the possibility of doing something with a new Addison Performing Arts Center.
A clearly articulated vision of the city.
More aggressively embrace organizational efficiency, cost saving contest, different approach to budgeting, a larger reduction in our tax rate.

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11. How successful has Town been in the past five years in implementing its vision?	I'm not sure	Very ineffective (1)	Somewhat ineffective (2)	Average (3)	Somewhat effective (4)	Very effective (5)	N/A	Rating Average	Response Count
We have a vibrant and diverse business community	0	0	0	1	0	4	0	4.60	5
Our special events are recognized as the best	0	0	0	1	2	2	0	4.20	5
The Airport serves as a regional economic driver	0	0	0	2	1	2	0	4.00	5
We have signature, creative and unique amenities	0	0	0	1	3	1	0	4.00	5
Our community is highly engaged	0	0	0	1	3	1	0	4.00	5
The Town attracts and retains superior employees	0	0	0	2	2	1	0	3.80	5
Quality and variety of our restaurants and entertainment venues create a memorable experience	0	0	0	2	2	1	0	3.80	5

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11. How successful has Town been in the past five years in implementing its vision?	I'm not sure	Very ineffective (1)	Somewhat ineffective (2)	Average (3)	Somewhat effective (4)	Very effective (5)	N/A	Rating Average	Response Count
We continuously improve our customer experience	0	0	0	3	1	1	0	3.60	5
We are inclusive and celebrate diversity	0	0	0	3	1	1	0	3.60	5
Our walking, running and biking trails connect Addison and surrounding communities	0	0	1	2	2	0	0	3.20	5
Our Arts programs are acclaimed	1	0	1	1	2	0	0	2.60	5
Roads are beautiful, safe, pedestrian-friendly spaces with access to ample parking	0	0	3	2	0	0	0	2.40	5
We are leaders in all areas of sustainability	0	1	2	1	1	0	0	2.40	5

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11. How successful has Town been in the past five years in implementing its vision?	I'm not sure	Very ineffective (1)	Somewhat ineffective (2)	Average (3)	Somewhat effective (4)	Very effective (5)	N/A	Rating Average	Response Count
The Cotton Belt rail line is operational and connected to other regional rail	0	4	0	1	0	0	0	1.40	5

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12. What two or three things would you do to achieve this vision if there were no resource constraints?
Response Count = 4
Senior housing, good public schools to 12th grade, lower taxes to DISD, more single story homes. Keep our older residents and their taxes with good senior housing, have a good elementary school, fix all our roads, decrease traffic on Beltline (mission impossible?)
1) All roads resurfaced and all utilities moved underground. 2) Open the full length of the Cotton Belt light rail. 3) Provide employee compensation package that would virtually take that off the table as a reason for employees to leave. 4) Completely redevelop the "beverage district" on Inwood and create a walkable, food-centric village with diverse offerings.
Complete the Beltline utilities project, "fix" Inwood Rd land use, get rid of the car lots on Midway, buy all of the land surrounding the airport, add a ton of parking spaces, create a reserve account for every asset owned by the city, reduce the number of apartments and increase the number of fee simple homes, payoff all of our debt, Be totally connected from a pedestrian/bike perspective throughout the entire city, etc. etc.....
Create more fun and memorable trail system, a park over tollway to connect and "bridge" east and west Addison, an iconic sustainability project that works. I.e. wind turbines, an updated athletic center, a virtual high tech library, apps to connect residents to notifying staff of needed repairs, maintenance, safety, code violations,etc,,issues. Repaved and updated roads, better neighborhood lighting, Belt Line Road gov and bus community fully committed to a recognition of the importance of brand protection and building.

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13. Given that resources are limited, what is the single most important thing you would do to achieve this vision?
Response Count = 4
If we can afford it, all the road repairs necessary. Senior housing, carefully planned with a cooperative and sensitive developer.
Resurface main thoroughfares and underground utilities on Belt Line.
I'm not sure.
Significant improvement in the accountability of our government and fully engage the bus and residential community. Add to our culture of creativity and innovation a commitment to finding more efficiencies and cost savings in our businesses without sacrificing quality service to our community.
14. Please provide any other comments about the Town of Addison's vision here.
Response Count = 3
I think we need to rethink our Vision
We need to have a clearly articulated vision of the city.
Always think big for Addison! Never be satisfied with "good enough", pick up our pace of continuous improvement!

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Please share your perspectives about the Town's success in achieving its goals:

- Create raving fans of the “Addison Experience”;
- Practice mindful stewardship of Town resources;
- Maintain and enhance our unique culture of creativity and innovation.

15. In the past five years, how effective has the Town been in achieving these goals?	
Answer Options	**Response Percent**
I'm not sure	20.0%
Very ineffective	0.0%
Somewhat ineffective	0.0%
Average	0.0%
Somewhat effective	60.0%
Very effective	20.0%
answered question	***5***
skipped question	***0***

16. How effective is the Town currently in collaborating with stakeholders, peer groups and citizens?	
Answer Options	**Response Percent**
I'm not sure	0.0%
Very ineffective	0.0%
Somewhat ineffective	20.0%
Average	0.0%
Somewhat effective	80.0%
Very effective	0.0%
answered question	***5***
skipped question	***0***

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17. Please indicate how well you believe the Council's time is allocated among these activities.	We spend too much time on this (1)	(2)	Time spent is about right (3)	(4)	We don't spend enough time on this (5)	N/A	Rating Average	Response Count
Creating a vision for Addison's long-term success	0	0	1	1	3	0	4.40	5
Securing reuse and revitalization of areas that need change	0	0	1	1	3	0	4.40	5
Positioning ourselves for future growth and development	0	0	1	2	2	0	4.20	5
Addressing issues that could affect Addison's future	0	0	2	1	2	0	4.00	5
Sharing Addison's programs and initiatives with current businesses and property owners	0	0	1	3	1	0	4.00	5
Exploring innovative approaches to Town issues	0	0	2	2	1	0	3.80	5
Maintaining existing assets (neighborhoods and public facilities)	0	0	3	1	1	0	3.60	5
Securing new investment in the community	0	0	2	2	0	0	3.50	4

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17. Please indicate how well you believe the Council's time is allocated among these activities.	We spend too much time on this (1)	(2)	Time spent is about right (3)	(4)	We don't spend enough time on this (5)	N/A	Rating Average	Response Count
Establishing direction on specific policies, programs or topics	0	1	2	1	1	0	3.40	5
Sharing Addison's programs and initiatives with current residents	0	0	3	1	0	0	3.25	4
Playing a role in regional or state issues and decisions	0	1	2	2	0	0	3.20	5
Learning about the implications of global or strategic trends on Addison	0	0	4	1	0	0	3.20	5
Ensuring that major employers stay in this community	0	0	4	1	0	0	3.20	5
Responding to citizen questions, comments or complaints	1	0	3	1	0	0	2.80	5
Dealing with day-to-day management	0	1	2	0	0	2	2.67	5
answered question								**5**
skipped question								**0**

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18. Is the Town of Addison prepared to respond to these potential global or national trends?	We haven't considered this trend or its implications for Addison (1)	(2)	(3)	(4)	We have a clear way to address and benefit from this trend (5)	I'm not sure	Rating Average	Response Count
More severe storms and extreme weather patterns	0	1	1	2	0	1	3.25	5
Continual change in smartphone and other wireless technology	0	1	2	1	0	1	3.00	5
A larger share of the population is elderly	0	1	3	1	0	0	3.00	5
Retail change to reinvent itself every five to ten years	0	1	2	1	0	1	3.00	5
The need for resilience in responding to unanticipated changes	0	1	3	0	0	1	2.75	5
The 'Millennial Generation' having different values and expectations from those of earlier generations	0	3	1	1	0	0	2.60	5
An increasingly diverse population	0	2	2	0	0	1	2.50	5

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18. Is the Town of Addison prepared to respond to these potential global or national trends?	We haven't considered this trend or its implications for Addison (1)	(2)	(3)	(4)	We have a clear way to address and benefit from this trend (5)	I'm not sure	Rating Average	Response Count
Ability of businesses and workers to locate anywhere in the world	0	2	2	0	0	1	2.50	5
Increasing cost to rehabilitate aging public facilities and infrastructure	1	2	1	0	0	1	2.00	5
answered question								**5**
skipped question								**0**

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19. What change or changes would do the most to enhance communication between the City Council and staff?
Response Count = 4
Not sure what specific changes should be made, but it should be a part of ongoing discussion to continue to improve in this area.
Be totally open and honest with 0% manipulation effort
Council needs to be aware of everything of importance---no surprises. Ideas are shared more easily than information. We could do a better job between Town and the larger Addison community, meaning our residents and businesses. No surprises. Tell us right away if things are changing, expectations are not being met, costs are changing, problems are anticipated. Share indepth details immediately if requested.
The willingness to be candid, both ways. It often feels like staff is "protecting" council and council is trying not to hurt anyone's feelings. Very cumbersome communication environment and leads to delays in progress and accountability. Almost impossible to evaluate what we are doing wrong, very good at acknowledging what went right, not so good at what went wrong, who is accountable and how do we learn from mistakes.

20. What actions by Town staff are most valuable in helping you communicate effectively with citizens and other Addison stakeholders?
Response Count = 4
Timely communication of events (positive and negative) about which stakeholders could ask us questions; followed by timely updates to these events.
Be totally open and honest with 0% manipulation effort
Prompt, accurate information that really addresses the question. No justifications or avoidance. Quick response. Detailed, accurate records. Avoiding justifications.
Distribution of newsletter.
Prompt, accurate information that really addresses the question. No justifications or avoidance.

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21. How do you expect 2020 to be different from 2010 or 2000?
Response Count = 4
Infrastructure will continue to age and deteriorate. Areas of town that are not improving at this point will begin or continue to decline.
No idea
Younger generation will hopefully be ready to lead Addison; if not we are in trouble. There will be more transparency and less centralized control of the Town, a more engaged constituency. Former power and control will be more dispersed. All our land used, older citizenry in some parts of town, much higher percentage of 20-40 residents who are active and engaged.
Our Economy will continue to be very volatile and our biggest challenge will be managing our legacy costs and the need for replacing aging infrastructure. Protecting our brand will be an increasing challenge as our single family homes and apartments age. The same is true of our commercial structures,,very important that we improve our focus on code enforcement across the board.
22. What project or activity (current or new) is most important for the Town to undertake by 2020? What impact do you expect it to have on Addison's future?
Response Count = 4
Road projects need to be planned and executed. We don't have many main thoroughfares but they are deteriorating rapidly and can put a negative face on Addison.
Cotton Belt
More space for large businesses, keeping airport relevant and updated. These are key to our economy and future tax base. DART rail. It will totally change our town's profile.
Continue to have a very aggressive business development effort and truly embrace a brand protection culture.

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23. What project or activity (current or new) is most important for the Town to undertake in 2015? Why is it a top priority?
Response Count = 4
Addison Road repairs; this road condition is at least as bad as Midway, possibly worse and needs to be repaired soon. It's not our "main street" but it provides access through Town to the airport, conference and theatre centre, etc.
Update and improve every part of our infrastructure and to keep Addison “fresh” and relevant.
Space for larger businesses--protecting our tax base. Road improvements as affordable and prioritized. We promised to do it.
Our bond projects; trail enhancements and undergrounding of utilities on Belt Line Road, our image and reputation on projects is at stake.
24. What changes should the Town consider to be successful over the long-term future?
Response Count = 3
Update and improve every part of our infrastructure and to keep Addison “fresh” and relevant.
Appeal to younger residents and encourage an all over larger voter base. Keep a higher level of reserves. Be more accurate is project cost estimates. Hold companies accountable for their contracts with us. Redefine the Addison Way. DART, airport updates, more large-business space, senior housing.
Embrace accountability and cost savings
25. If there are any specific policy issues or substantive topics you want to be sure are covered at the Retreat, please share those here.
Response Count = 3
To be open and honest without getting defensive and to maintain a sense of civility and kindness.
Establish a process for hiring a city manager in the future. Discussion of Council attendance, easily accessible voting record and attendance that citizens can find. These things are available nationally and our stakeholders deserve no less. i.e., more transparency and accountability for both Council and Management/Staff.
Be sure we stay focused in building community, our core issues of safety, fun, our brand, communication, fiscal responsibility, and growing our Addison economy. I have already mentioned accountability and cost savings, just hope we can have some emphasis on that as well as long range planning for our infrastructure that includes financial modeling.

Appendix C: Retreat Presentation

Strategic Planning and Budget Retreat

Town of Addison

June 28, 2014

STRATEGIC COMMUNITY SOLUTIONS

Retreat Objectives

1. In-depth communication among Council members.
2. Discussion and collaboration on strategic and long-term issues, trends and ideas that may affect Addison's future.
3. Seek agreement among Council members:
   a. Vision and goals
   b. Shorter-term strategic priorities
   c. Town processes and procedures
   d. Other implementation actions
4. Create a brief 'results' document to communicate Retreat outcomes and a shared direction to staff.

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Today's Agenda

- Recap/review from yesterday
- How does this Council want to be remembered?
- Vision: Addison in 2040
- Vision to action
  - Short-Term Goals: To achieve by 2020
  - Implementation: In the next 2 years
- Conclusions & next steps

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Ground Rules – Participants

- Share your own perspective, ideas & concerns
  - What is the current situation, from your vantage point?
  - What are your concerns/positions?
  - What interests are behind these positions?
- Seek to understand others' perspectives
  - Listen to one another
  - Respect other views
  - What interests are behind their concerns/positions?
- Look for shared interests
- Disagree without being disagreeable
- Work together to reach agreement
- At a practical level:
  - Speak concisely so everyone has time to be heard
  - Turn off cell phone and pagers

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Ground Rules – Facilitator

- Neutral and objective – focus is on a successful discussion
- Be sure everyone's ideas are part of the discussion
- Ensure each participant has an equal voice
- Monitor time
- Assist participants in reaching agreement

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Conclusions from yesterday

- We agreed that we all are here because we want what's best for Addison
- We recognize we're in a transition and we want to use this to Addison's advantage
- We identified outcomes we all want to achieve

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Desired Outcomes – we want:

- To focus on what's best for Addison
- Open & timely communication
  - Among Council members
  - Between Council & staff
- Our perspectives to be heard & be part of the overall discussion
- To speak honestly to one another & to staff
- A process we respect, so we can move forward even if our decisions are not unanimous

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Desired Outcomes – we want:

- To be 'all on the same team'
  - All Council members
  - Council and staff
  - Not have the sense of us-vs.-them
- What this means to us:
  - Our loyalty is to the Town of Addison
  - We're working toward a mutual or shared set of goals
  - Everyone shows up – plays their part to the best of their ability
  - We don't typecast one another
  - We don't have to all agree
  - Even if we have different positions, we are not working to advance separate agendas

Addison City Council Retreat

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Addison City Council Retreat

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Addison City Council Retreat

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Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

How Does This Council Want To Be Remembered?

STRATEGIC COMMUNITY SOLUTIONS

Imagine your desired outcome

In 20 or 30 years from now, what do we want people to look back and remember about our time in office – the 2014 to 2016 Addison City Council term?

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

This Council should be remembered for:

- We accomplished a lot and eliminated the negative parts of the long time previous culture
- I believe that a true legacy should be created organically, not forced or contrived
- A Council that set the standard for ethics, morals and values. A Council that didn't always agree, but always did the right thing for our citizens. A Council that was brave enough to envision the next big thing and understand being fiscally responsible is much more important than being fiscally conservative. A Council our entire town could be proud of.
- We looked ahead and we got things done!
- The Council that was part of the launch of Addison 2.0 – the Next Generation
- Made successful transition to new culture and unified Council/staff

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

STRATEGIC COMMUNITY SOLUTIONS

Break!

10 minutes

STRATEGIC COMMUNITY SOLUTIONS

Vision: Addison in 2040

Vision Teams

- Team leader, Bruce
- Team leader, Mary

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Vision Teams

- Team leader, Bruce
- Janelle
- Todd
- David
- Team leader, Mary
- Chris
- Blake

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STRATEGIC COMMUNITY SOLUTIONS

STRATEGIC COMMUNITY SOLUTIONS

Congratulations!

Addison 2040

- It's June 2040
- The National League of Cities (NLC) has just announced its "Community of the Year" and Addison has won!
- Addison will be the cover story in "Best Cities" magazine and featured first in NLC's digital publications!
- Now … NLC needs your help to tell Addison's story.

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STRATEGIC COMMUNITY SOLUTIONS

Your small group assignment

- Discuss the features of Addison in 2040 that helped win this prestigious award
- Agree on a 'headline' for the feature story
  - Draft the lead sentences covering the key points to be featured in the story
  - If you'd like, decide on the artwork for the magazine cover
- Write the 140-character tweet that will lead the digital communications

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Timing

- You will have about 40 minutes to prepare your magazine feature and your tweet
- Each group will present its magazine feature and tweet, so pick a representative to speak for your group
- We will hear from both groups and then discuss the creative ideas that result

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Addison 2040

STRATEGIC
COMMUNITY
SOLUTIONS

Council's Vision

To be an attractive, thriving community that delivers the "Addison Way" with superior services, enhanced sense of community, and a safe, high-quality experience for residents, businesses, visitors, and all other stakeholders. Addison will lead the way in creativity, innovation and fiscal responsibility within a culture of excellence and kindness.

Addison City Council Retreat

STRATEGIC
COMMUNITY
SOLUTIONS

Lunch

STRATEGIC
COMMUNITY
SOLUTIONS

From Vision To Action

STRATEGIC
COMMUNITY
SOLUTIONS

STRATEGIC COMMUNITY SOLUTIONS

Japanese Proverb

Vision without action is a daydream, but action without vision is a nightmare.

STRATEGIC COMMUNITY SOLUTIONS

Rachel Botsman: The case for collaborative consumption

TED: ideas worth spreading

Short-Term Goals: What Must We Achieve By 2020?

STRATEGIC COMMUNITY SOLUTIONS

Short-Term Goals

- Should move you toward your Vision
- Should describe the result or outcome you seek to achieve by the end of 2020
- Focus on particular topics

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Implementation: What Actions Are Needed Now?

STRATEGIC COMMUNITY SOLUTIONS

Tasks

- Use your worksheet to list your most important implementation actions
  - Note 'what', 'who' and 'role for Addison'
- We'll list these ideas on the flip chart for the whole group
- You'll use dots to indicate your top priorities
- The group will discuss these and seek agreement

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Review, confirm or refine

STRATEGIC COMMUNITY SOLUTIONS

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4. Create a brief 'results' document to communicate Retreat outcomes and a shared direction to staff.

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Next Steps

STRATEGIC
COMMUNITY
SOLUTIONS

We're Adjourned

STRATEGIC
COMMUNITY
SOLUTIONS

Thank you!

Appendix D: Retreat Results (Flip Chart Notes)

Where We Are – Assets

- Benefits from being in TX
- Location – close to travel corridors
- Won't get bypassed
- Our people – employees – asset of experience, skills
- Bus. friendly State & town
- Our brand – leader in region
  - reputation as cool destination w/ great events
- Not just 'can do' but also 'will do'
- Assets – airport

1

~~Challenges~~

- Out-performing the surrounding economy

Challenges

- Aging infrastructure
- Debt – impact down the road
- Trafic & lack of parking
- Lack of fee-simple res. – not right balance
- School district
  - not having our own; DISD
- SF homes – prices ↑ because small #
- Staff approaching retirement –
  - loss of institutional knowledge
- Don't know if we have right # of staff
  - feel we don't have right #
- Tax revenue so commercial

1

2

- More susceptible to swings in economy
- Org. accountability
  - how do we measure success?
- Pop. not engaged in elections — need more engagement in cmty.
- Increase competition, esp. non-DART cities
- $230M transit depot
- Escalating cost to do business - ↑ faster than inflation
- Communication - general
- Roadblocks from us-vs.-them mentality
  - staff & Council - both direction
  - Council - sees the staff isn't all on same page w/ CC
    - Improvement? see if we really are on different page

- More open communication — focused on Addison — improved now — much better
- On road of impr. comm.
- Bad news — want open, honest, forth-coming — efficient time
  - need collaborative approach
  - ex.: undergrounding Beltline, compensation
  - we're all in it together - want to commicate this way
  - no retribution
- Within CC - oppty for some improvements
- Challenge - unsettled compensation philosophy
- Who's in control of the town? Council or staff? fear of retribution
- Need marriage counseling

- want trust, belief in one another – belief we're on same team
- we're at a new point
  - new mgr. should feel empowered to create her culture
    - all of us should do this together
- feel like we're doing in town's interest
- want outcome – not a fear that my opinion doesn't matter; OK to disagree build consensus by compromising
- transition - good thing
- dialogue, time for discussion
- want open discussion –
- transition - big impr.

OUTCOME

- We're "all on one team".
  - All Council
  - Council & staff
- We want open & timely comm'n.
- We want our perspectives/position heard — part of the discussion.
- We want to speak honestly
- We want to focus on what's best for Addison.
- We want to use this transition to our advantage — to accomplish things.
- How to move forward even when we're not unanimous? respect for process?

One team?

- Loyalty to Addison
- Everyone shows up
- Don't have to all agree
- Have mutual set of goals
- Don't have separate agendas even if have different positions
- Don't typecast

ES

Conclusions

- Rebuilding trust — add this

Outcomes

- Bad news as quickly as we get good news
- Drop phrase "all on the same team"

- Retribution: punishment morally right + fully deserved
- Consequence: a result or effect of an action
- Retaliation: counter-attack

How to be remembered?

- Shouldn't worry about this – just do the best this year
- We should think 10-15 years ahead
- Don't focus on our role/ego, but on what can be achieved
  - Don't worry about whose name is attached

- Vast majority is our focus
- Like next gen. emphasis
- Not legacy – things we'll be proud to look back on

Addison Tx, The Country's Leader in Sustainability, Job Creation through Entrepreneurship, And Quality of Life of its Citizens has been Named the best U.S. City for 2040 Over the Last 26 Years Addison has taken its self from Great to Greatest!

Addison Reinvents Greatness!

- Fully connected
- FreeHouse creates "Kuvi, Inc" that employs 50,000 in Addison (light, neat pkg co in world)
- Airport named #1 GA airport in U.S.
- 4 sq miles of perfection
- Reinvents sustainability
- Tesla Police Cars

HEADLINE

THE LITTLE ENGINE THAT COULD... AND DID!

DESPITE THE ODDS, HOW ADDISON SURVIVED and PROSPERED

LEAD SENTENCES

Savy financial management, brand development, superior customer service, smart aquisition, and innovative and creative thinking are some of the strategies Addison has utilized to achieve greatness.

- We survived + Prospered (NL)

Features

- Every sq. in. of our 4.3 sm is pristine.
- Optimal land use
- Are we still 4.3 sm?
- Ability to be financially opportunistic
- Superior city services + amenities
- Guest service-driven

(2)

- People are out of their cars; parking + walking, taking elec. shuttles throughout town

- Expanded to 6 sm thru strategic acquisitions.

- Deck park - connectivity - walkability - One Addison

- Distinct delineation of borders

- Gain control of the "uncontrolls" (i.e. C.B., DART, ONCOR, Pkwy)

Addison 2040

- ~~Landscape is "perfect"~~
- All areas are pristine/perfection
  land use is optimal
  - clean
  - perfectly designed
  - highest & best use
- Addison is the benchmark
  Other communities use
- We survived!
- Innovative & creative long-term thinking
- Connectivity & walkability [res./bus/guests to areas to region don't have to drive everywhere]
- Business ecosystem
  - Incubate, entrepreneurial startups
  - Combine traditional, stable bus.
  - "fruits" of Treehouse investment

Management • Community

- Service delivery — superior cust. svc.
  - res., guests, bus.
- Airport's role
  - want to see as reg. economic driver
  - integrated in bus. ecosystem
- Sustainability
  - REINVENT
  - recycling
  - solar panel streets
  - source of energy
  - more than recycling
  - reusable
  - tesla police cars
- Financial
  - ability to be financially opportunistic
  - not just rely on debt
  - financially independent
- Gained control of the previously uncontrollable
- Staying relevant, making a statement
- People — intentional but not inflexible
  - fee-simple ownership
  - know what you want / don't
  - have choices to
  - focus on size, character of people whose needs
  - we meet

How the Town gets things done

✓ Culture of cost savings / hold a contest

- Cash / stick in job enforcement

- Debt free (Long term plan to be sure we can pay for future needs)
  - Don't look to debt as Prophylaxis. Shift bias

↓ CHARTER REVIEW ITEMS: Have to have by 2020
- CM HIRING PROCESS
- Other items
- Council pay philosophy

✓ Financial Plan to maintain + replace aging infrastructure

✓ Use of technology
- Transparency
- Gov

~~Compensation Philosophy~~
Compensation that fits council philosophy

How the Town gets things done (a

- EVALUATE THE BUSINESSES THAT WE ARE IN

Accountability — Tone at the Top.

Technology to help make us better - not just bigger.

Look ahead to consequences of all that we do or do not do.

- lifecycle costs
- legacy costs
- opportunity costs
- plan vs. react

How do we measure success in all that we do.

Sustainability organizationally Embraced.

- ways to achieve in all depts.
- get buy in
- offering recycling
- setting an example

look back on

Physical Places

- Increased parking capacity
  - big oppty.
- Bolt Line Utilities | OVERLAY – re-evaluate what it would take to do it right?
- Bus. space 95% full
- Brinwood redeveloped
- inventory + evaluation of Industrial
- ELIMINATE AUTO LOTS (MIDWAY)
- Midway Road resurface
- East and West Connectivity Line Tollway
- Land Acquisition @ the AIRPORT
- DISTINCT AIRPORT BORDER, DELINEATION, DISTRICT
- MORE 1-family Rental - OLD Med

Physical Places (ES)

- Connectivity / Walkability
  - Residential areas → Restaurants
  - Hotels
  - Office space
  - Golf carts?

- Balance of Res vs. ADFs
  - what do we want to do? intentional approach
- Addison Athletic Club Improvements
- Budget Spites (Eliminational)
  - encourage repurposing
- Build out of Veterans
  - Cool for simple options
- ~~Moderately priced apts - not luxury~~
  - ~~Fund out if this is an issue~~
- Addison Rd resurfaced

"fruits" of Tech

Community Engagement

✓ Higher % of people engaged + voting

Multifamily + bus recycling program

Regular networking events of businesses

fully engaged business community / with increased role of ABA + Treasure Coast

Protect + Enhance our brand

- Anti-blight could be part of this

More use of technology interactive apps

Athletic Center, True Community hub

→ Better use of Pool + other spaces w/ families

- Continued increase in volunteer groups

ouse investment

Community Engagement (2)

· Grow the Tea Party
- engage them to help us solve problems

- Anti-blight campaign
  - includes code but engage whole cmty & govt!
- Mosquito educ. + control
  - people, not Town, controlling

Services/Events/Attractions

- Destination music/entertainment venue

✓ - Establish Fork + Cork as premier food festival in the country

- Police + Fire fully staffed w/ all the resources they need to keep community safe - continuous
  - keep up as things change/get bigger
- Airport updated, refurbished

- Allison-area shuttle service

- Special events with partnerships on land building (Bus. Dev. - tourism)
  - clarify res expectations

- Selling Naming Rights

- A WELL PLANNED VENUE WITH A BUILT IN [redacted] AMBIANCE (venue design)
  - build in flexibility, permanent

Services/Events/Attractions (2)

- Multi family recycling
- food composting ?
  - fits w/our brand, need to figure out how
- Commercial Recycling
- Event Communications

Other Items

- ✓ All of Addison is under 75001 zip code
- ✓ Addison Signage on the Tollway
- ✓ DISTINCT Delineation of our BORDERS
- FANCY POLICE CAR(S)
- Compensation Philosphy
- ✓ Trust between Council & Staff
- Water Tower Theatre sustainability
  - financial - long-term structure
- ✓ Find the Next big thing

Implementation

- Culture of accountability
- Culture of cost savings - contest for empl.
- Code enforcement / anti-blight pgm
- Fiscal transparency - complete transition
- Deputy CM search
- Resolution - next steps on Beltline

(*)

- Explore options to increase parking capacity
- Follow up on interest in music venue on Arapaho/Spectra
- Establish compensation philosophy more detailed than current
- Plan for resurfacing of Addison Rd.
- Begin discussions on redevelopment of Inwood Beverage District
- Make final decision on how to proceed w/ Beltline project
- New website and mobile apps up and running.

Office DEPOT

* POLICE & FIRE FULLY STAFFED

- SUSTAINABILITY

EVENT COMMUNICATION

- WEBSITE ROLL OUT

- BELT LINE

ROADS

- Wind Turbine Project
  - accountability - next steps

- Budget Suites

- Culture of 'how do we measure success

- Athletic Club upgrade

- Compensation system that reflects Council philosophy

COMPENSATION RESOLUTION ✓

REBALANCE/RIGHT-SIZE OUR STAFF

CREATE A FINANCIAL PLAN TO REDUCE DEBT

LONG TERM PLAN TO RESERVE CAPITAL FOR FUTURE NEEDS

TECHNOLOGY TO MAKE US BETTER

PARKING ✓

Implementation

- Zip code project ✓
- CM hiring process in Town Charter
- Beltline Project ✓
- Sam's Club Land Study ✓
- Connectivity Plan ✓
- Inwood Redevelopment

Service/Events/Attractio

- Parking Garage Project ✓

Economic Dev. Push/Pull

- Sustainability Organizationally Embraced ✓

- Infrastructure inventory + evaluation

Continue to build culture of Superior Customer service

- Business networking events; various locations ✓

Services/Events/Attr

BELT LINE UTILITIES

CONNECTIVITY

- ENGAGE BIZ COMMUNITY
- ABA → TREEHOUSE

GROW TREEHOUSE

75001

COMPENSATION

- FIND NEXT BIG THING

CONTINUE TO FUND
FORK AND CORK

* BELTLINE UTILITIES

- WATER TOWER/ WIND TURBINES
- HIRE A DEPUTY C.M.
- BALANCE OF FEE SIMPLE VS. APTS.
- PROPERTY ACQ AT AIRPORT

Office DEPOT

*

Control over Budget
Suites

Comp. Plan

Decide plan for
Beltline

Zipcode

Council - staff
United in efforts

Addison Rd.
resurfacing

Office DEPOT

5 WIND TURBINE PROJECT

3✓ BUDGET SUITES

4 LONG TERM PLAN FOR CAPITAL / DEBT

6 BELTLINE PROJECT #1

3✓ SAMS CLUB STUDY

3✓ AIRPORT PROPERTY ACQ.

3✓ ENGAGE BUSINESS COMM.
ABA ⇒ TREEHOUSE

4 HIRE DEPUTY CM

Office DEPOT

2 ZIPCODE PROJECT

2 CONNECTIVITY PLAN

5 COMPENSATION

4 PARKING

2 CULTURE OF ACCOUNTABILITY

2 FISCAL TRANSPARENCY

2 INWOOD REDEVELOPMENT

3 NEW WEBSITE/APPS

2 SUSTAINABILITY

Appendix E: Work Session Presentation

Strategic Planning and Budget Retreat Follow-Up

STRATEGIC COMMUNITY SOLUTIONS

Town of Addison

July 8, 2014

Implementation: What Actions Are Needed Now?

STRATEGIC COMMUNITY SOLUTIONS

Implementation Items (6/28/14)

Item	# of Dots	Item	Item	# of Dots	Item
1	6	Beltline project	19	1	Code enforcement
2	5	Compensation	20	1	Culture of cost savings
3	5	Wind turbine project	21	1	Culture of 'how do we measure success'
4	4	Hire a Deputy City Manager	22	1	Find next big thing
5	4	Long-term plan for capital/debt	23	1	Follow up on interest in music venue on Arapaho/Spectrum
6	4	Parking	24	1	Infrastructure inventory and evaluation
7	3	Airport property acquisition	25	1	Rebalance/right-size our staff
8	3	Budget Suites	26	0	Plan for resurfacing of Addison Road
9	3	Engage business community ABA Treehouse	27	0	Athletic Club upgrade
10	3	New website/apps	28	0	Balance of fee simple vs. apts.
11	3	Sam's Club study	29	0	Continue to build culture of superior customer service
12	2	Connectivity plan	30	0	Continue to fund Fork and Cork
13	2	Culture of accountability	31	0	Council – staff united in efforts
14	2	Fiscal transparency	32	0	Economic development push/pull
15	2	Inwood Road redevelopment	33	0	Event communication
16	2	Sustainability	34	0	Police and fire fully staffed
17	2	Zip code project - 75001	35	0	Roads
18	1	City Manager hiring process in town Charter	36	0	Technology to make us better

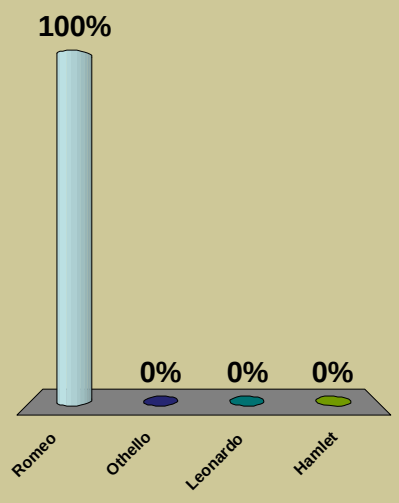
Why keypad polling?

- Provides feedback from all individuals participating in the session
- Everyone responds to the same set of questions
- Questions can reflect the discussion at the session
- Is anonymous
- Shows results immediately
- Allows more detailed analysis after the session

STRATEGIC COMMUNITY SOLUTIONS

Which Shakespearean character was the famous lover of Juliet?

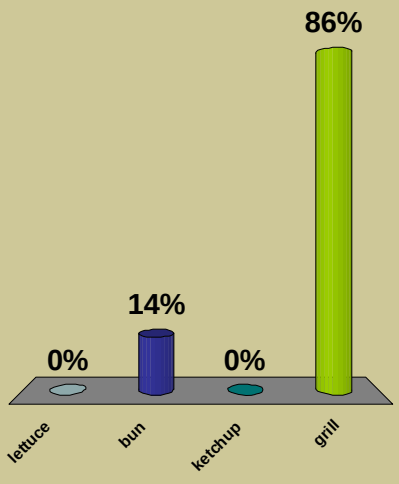
1. Romeo
2. Othello
3. Leonardo
4. Hamlet



STRATEGIC COMMUNITY SOLUTIONS

pancake : griddle :: hamburger :

1. lettuce
2. bun
3. ketchup
4. grill



STRATEGIC COMMUNITY SOLUTIONS

What steps should Council take next on this item?

STRATEGIC COMMUNITY SOLUTIONS

Feedback on individual items

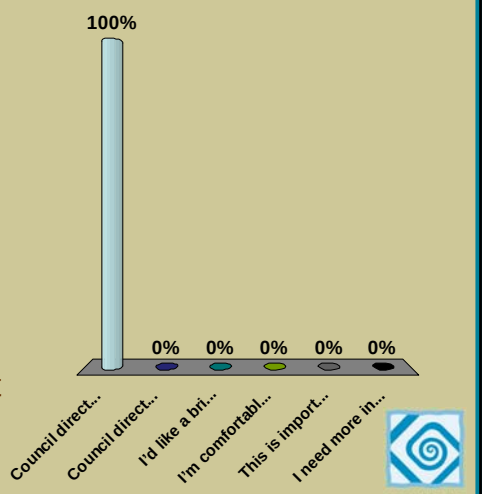
Response choices

1. Council direction essential for budget preparation
2. Council direction desirable for budget preparation
3. I'd like a briefing from staff soon
4. I'm comfortable with progress
5. This is important, but not urgent for the FY15 budget
6. I need more information about the item

STRATEGIC COMMUNITY SOLUTIONS

Beltline project

1. Council direction essential for budget preparation
2. Council direction desirable for budget preparation
3. I'd like a briefing from staff soon
4. I'm comfortable with progress
5. This is important, but not urgent for the FY15 budget
6. I need more information about the item



STRATEGIC COMMUNITY SOLUTIONS

Compensation

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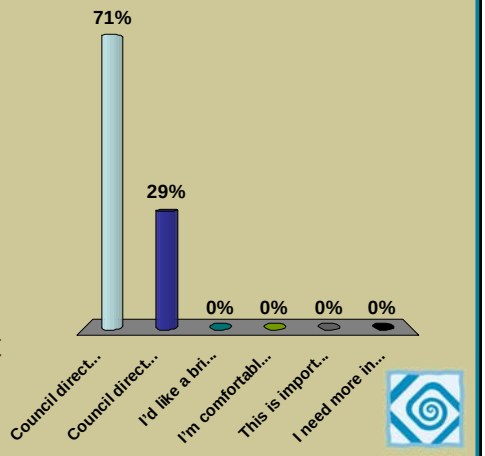
2. Council direction desirable for budget preparation
3. I'd like a briefing from staff soon
4. I'm comfortable with progress
5. This is important, but not urgent for the FY15 budget
6. I need more information about the item



STRATEGIC COMMUNITY SOLUTIONS

Wind turbine project

1. Council direction essential for budget preparation
2. Council direction desirable for budget preparation
3. I'd like a briefing from staff soon
4. I'm comfortable with progress
5. This is important, but not urgent for the FY15 budget
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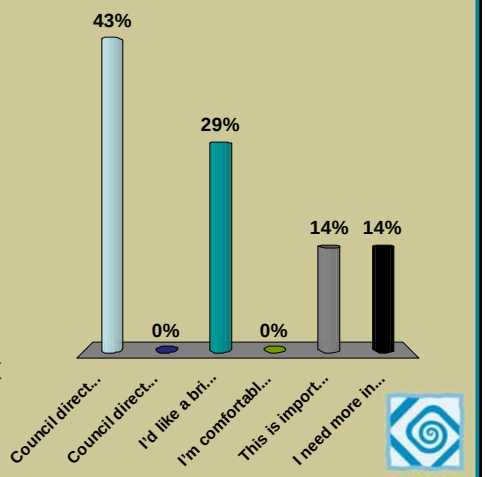

STRATEGIC COMMUNITY SOLUTIONS

Hire a Deputy City Manager

1. Council direction essential for budget preparation
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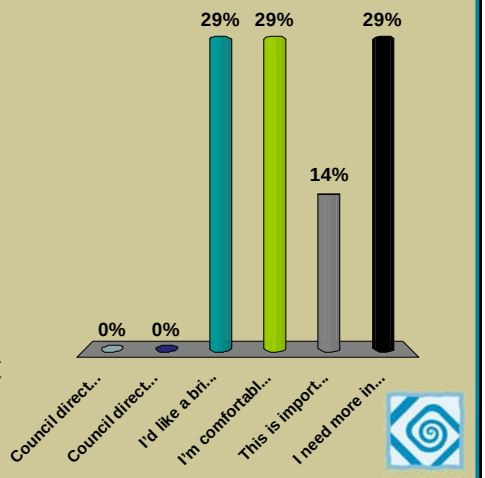

STRATEGIC COMMUNITY SOLUTIONS

Long-term plan for capital/debt

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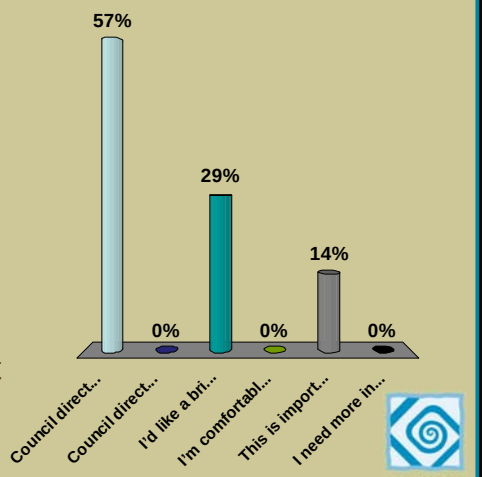

STRATEGIC COMMUNITY SOLUTIONS

Parking

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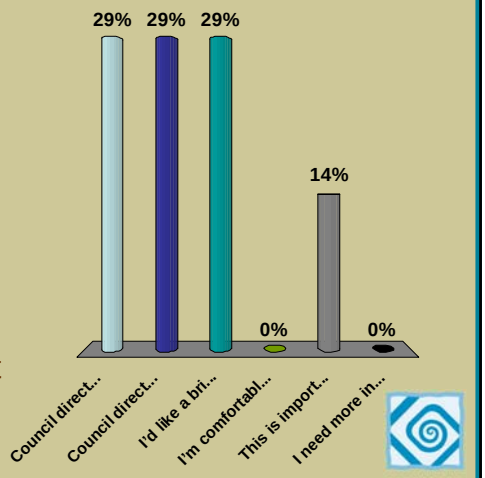

STRATEGIC COMMUNITY SOLUTIONS

Airport property acquisition

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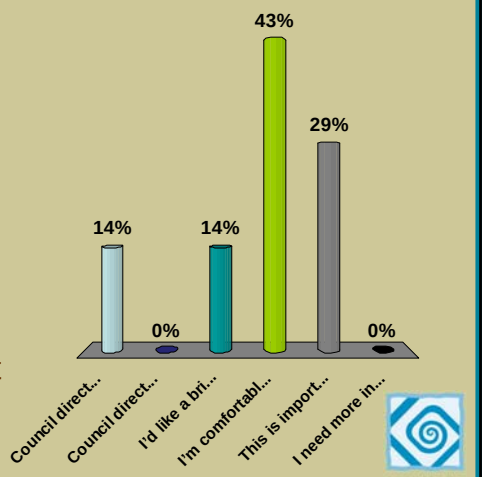

STRATEGIC COMMUNITY SOLUTIONS

Budget Suites

1. Council direction essential for budget preparation
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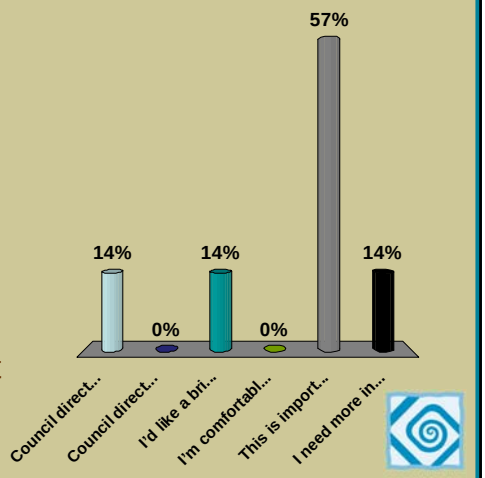

STRATEGIC COMMUNITY SOLUTIONS

Engage business community (ABA Treehouse)

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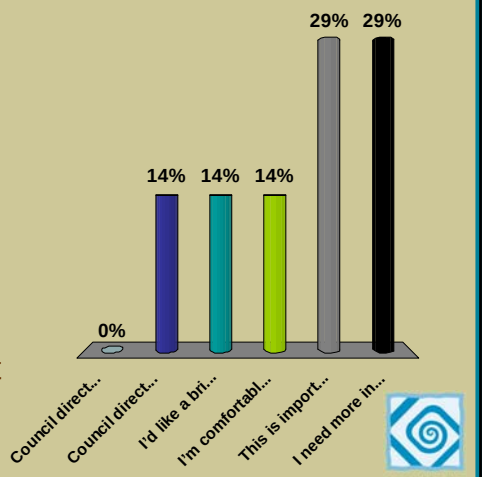

STRATEGIC COMMUNITY SOLUTIONS

New website/apps

1. Council direction essential for budget preparation
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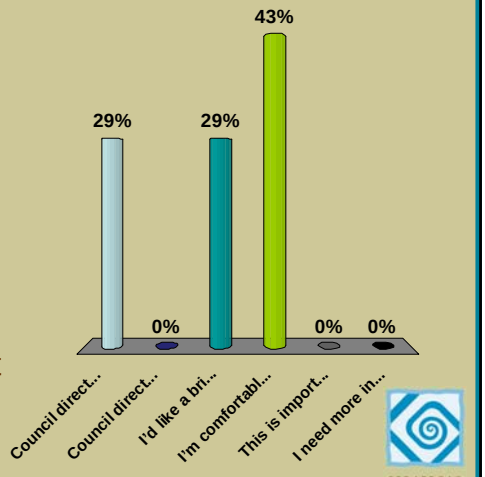

STRATEGIC COMMUNITY SOLUTIONS

Sam's Club study

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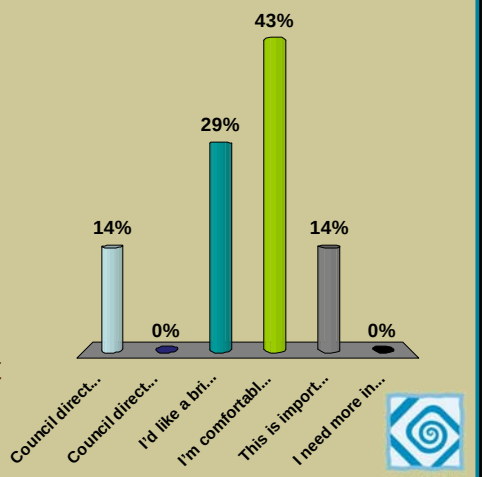

STRATEGIC COMMUNITY SOLUTIONS

Connectivity plan

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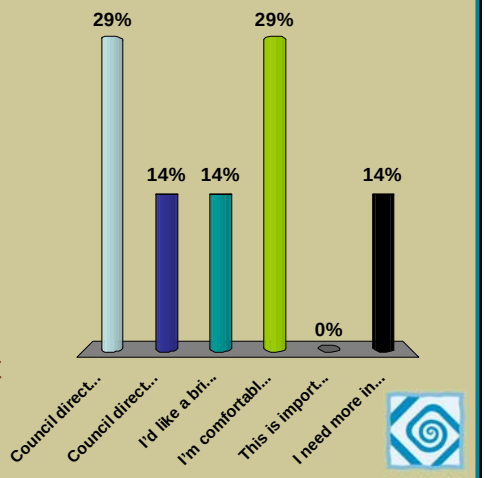

STRATEGIC COMMUNITY SOLUTIONS

Culture of accountability

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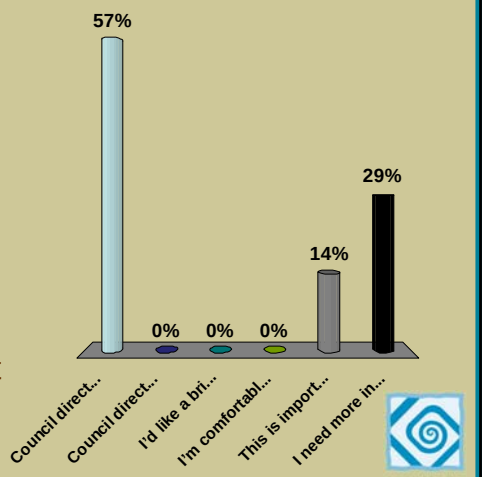

STRATEGIC COMMUNITY SOLUTIONS

Fiscal transparency

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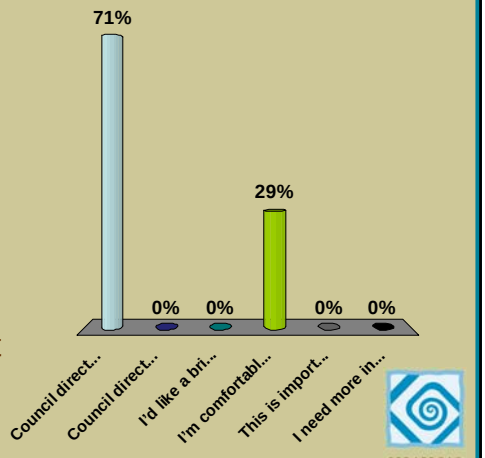

STRATEGIC COMMUNITY SOLUTIONS

Inwood Road redevelopment

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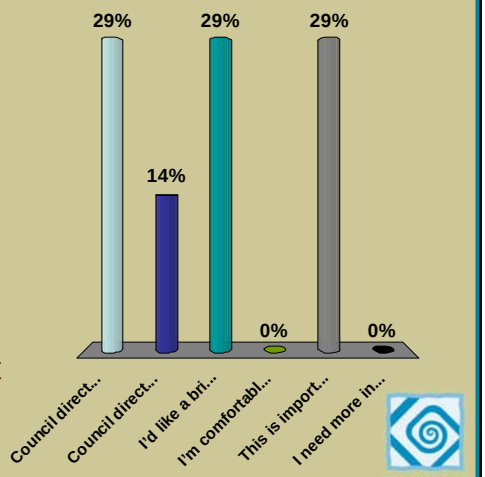

STRATEGIC COMMUNITY SOLUTIONS

Sustainability

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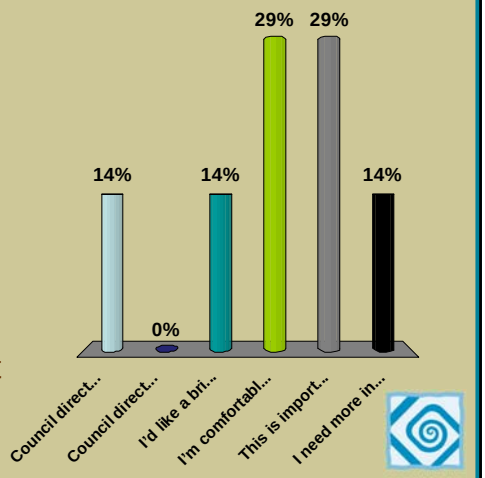

STRATEGIC COMMUNITY SOLUTIONS

Zip code project – 75001

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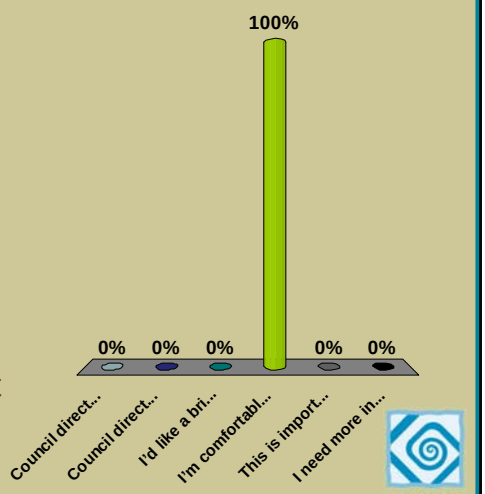

STRATEGIC COMMUNITY SOLUTIONS

City Manager hiring process in Town Charter

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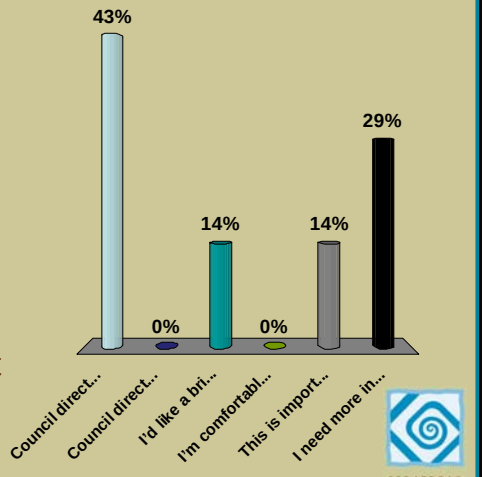

STRATEGIC COMMUNITY SOLUTIONS

Code enforcement

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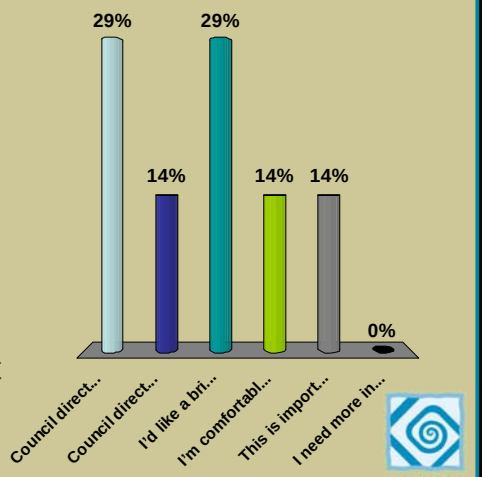

STRATEGIC COMMUNITY SOLUTIONS

Culture of cost savings

1. Council direction essential for budget preparation
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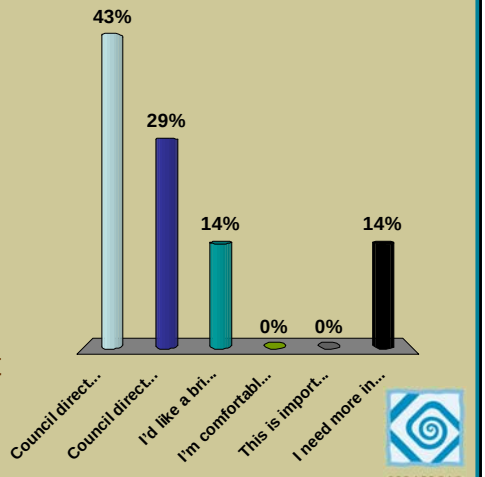

STRATEGIC COMMUNITY SOLUTIONS

Culture of 'how do we measure success'

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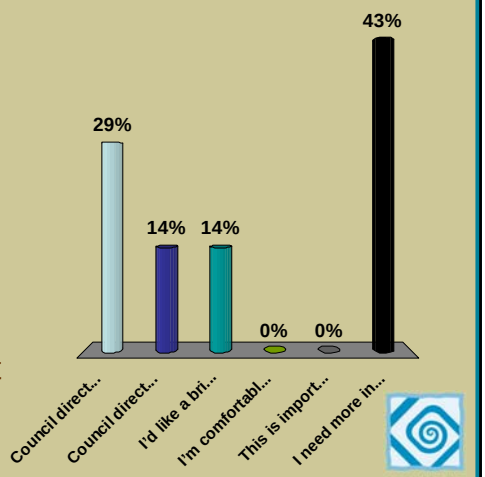

STRATEGIC COMMUNITY SOLUTIONS

Find next big thing

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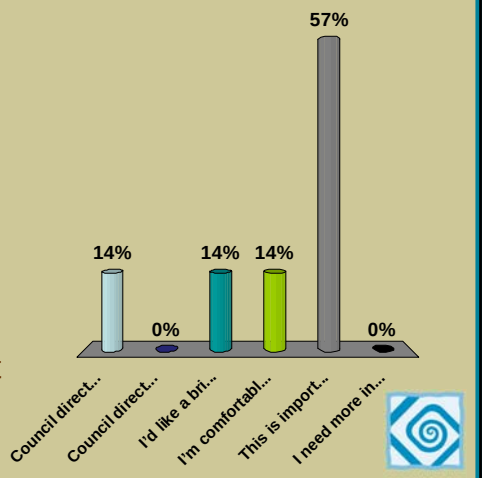

STRATEGIC COMMUNITY SOLUTIONS

Follow up on interest in music venue on Arapaho/Spectrum

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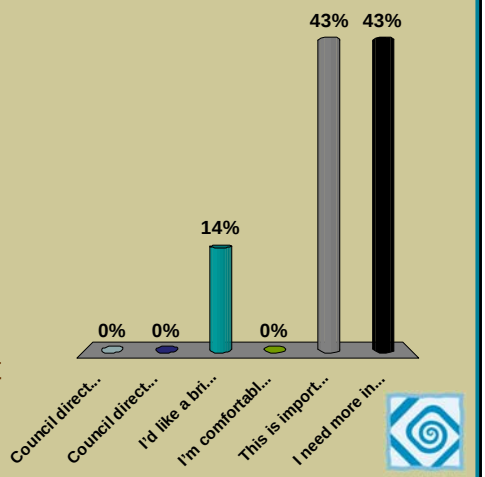

STRATEGIC COMMUNITY SOLUTIONS

Infrastructure inventory & evaluation

1. Council direction essential for budget preparation
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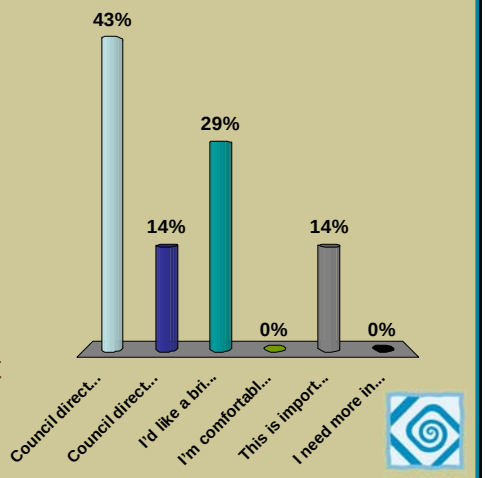

STRATEGIC COMMUNITY SOLUTIONS

Rebalance/right-size our staff

1. Council direction essential for budget preparation
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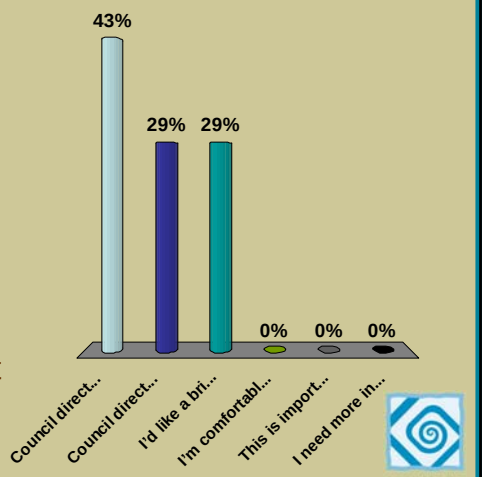

STRATEGIC COMMUNITY SOLUTIONS

Plan for resurfacing of Addison Road

1. Council direction essential for budget preparation
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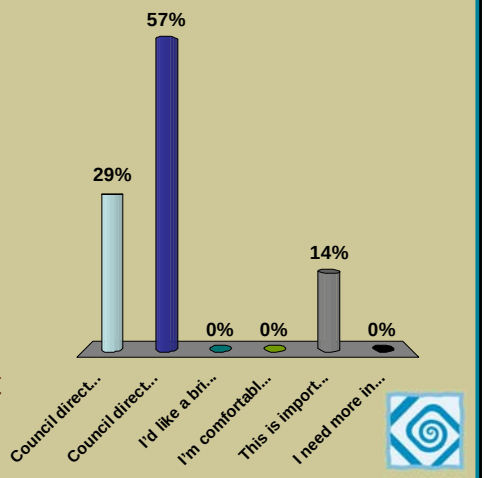

STRATEGIC COMMUNITY SOLUTIONS

Athletic Club upgrade

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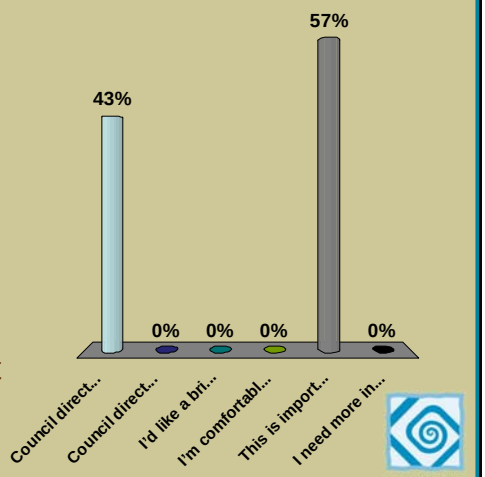

STRATEGIC COMMUNITY SOLUTIONS

Balance of fee simple vs. apts.

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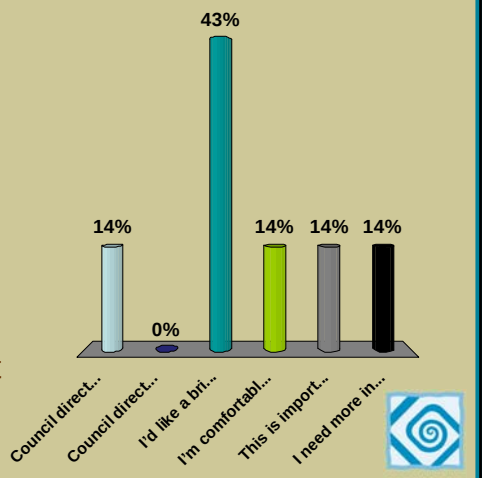

STRATEGIC COMMUNITY SOLUTIONS

Continue to build culture of superior customer service

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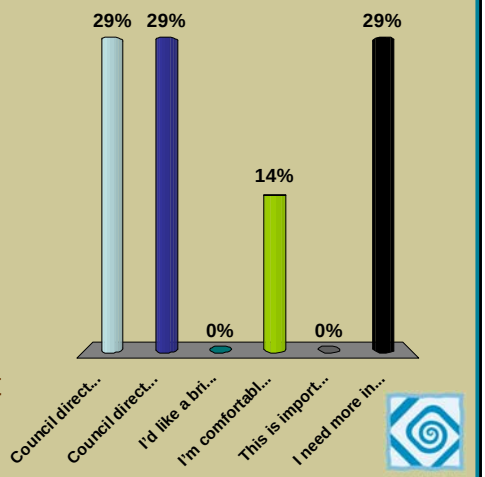

STRATEGIC COMMUNITY SOLUTIONS

Continue to fund Fork and Cork

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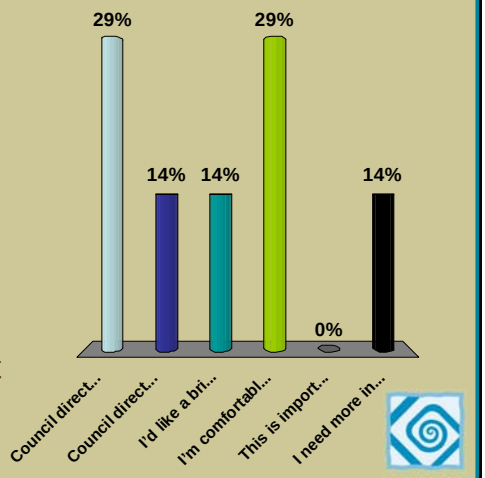

STRATEGIC COMMUNITY SOLUTIONS

Council – staff united in efforts

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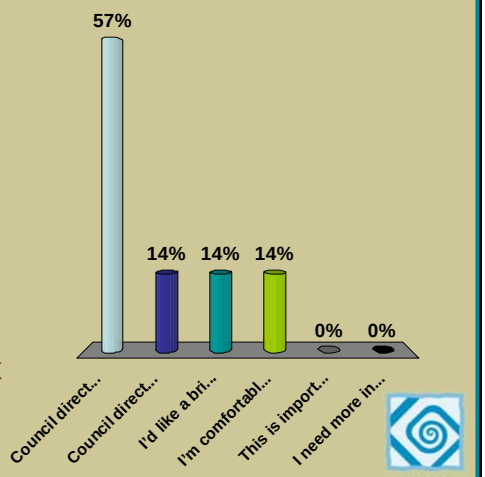

STRATEGIC COMMUNITY SOLUTIONS

Economic development push/pull

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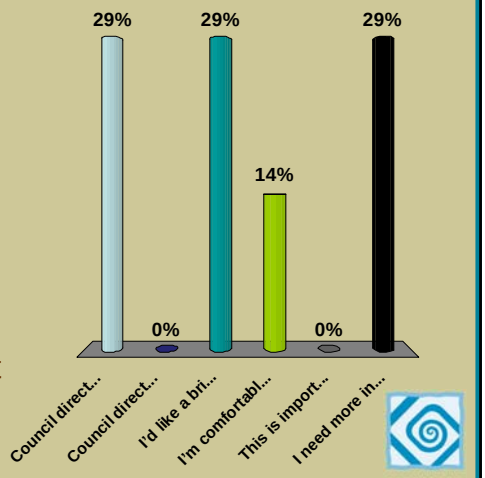

STRATEGIC COMMUNITY SOLUTIONS

Event communications

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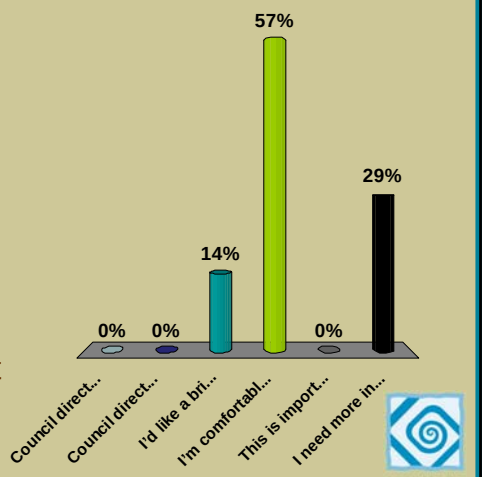

STRATEGIC COMMUNITY SOLUTIONS

Police and fire fully staffed

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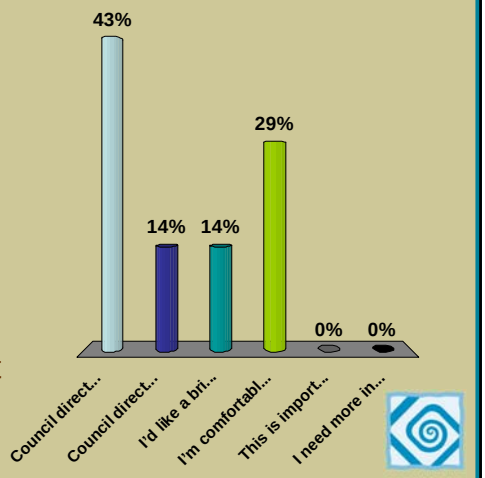

STRATEGIC COMMUNITY SOLUTIONS

Roads

1. Council direction essential for budget preparation
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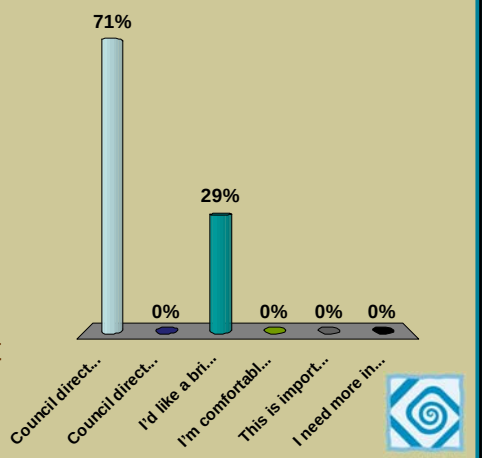

STRATEGIC COMMUNITY SOLUTIONS

Technology to make us better

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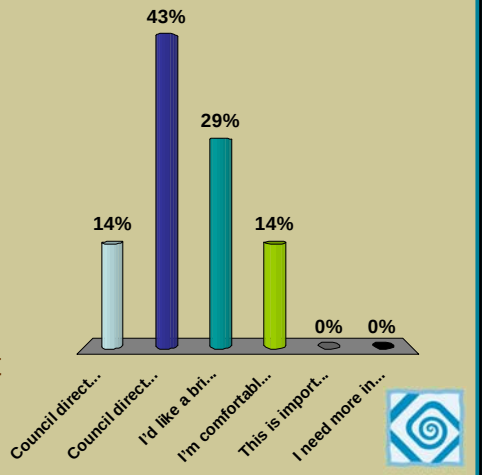

STRATEGIC COMMUNITY SOLUTIONS

Discussion of Priority Items

STRATEGIC COMMUNITY SOLUTIONS

Discussion & Direction for FY15

1. What outcome should be reached by the end of FY15?
2. What decisions need to be made to accomplish this?
3. What research is needed to make these decisions?
4. What actions does staff need to take?
5. What resources (time, $s) need to be allocated?

STRATEGIC COMMUNITY SOLUTIONS

STRATEGIC COMMUNITY SOLUTIONS

Next Steps

STRATEGIC COMMUNITY SOLUTIONS

Other Retreat Results

Preview for future consideration

How We Want To Work Together

STRATEGIC COMMUNITY SOLUTIONS

- Among Council members
- Between Council and staff

We want to: (draft)

- Focus on what's best for Addison and be loyal to Addison
- Rebuild trust
- Have a mutual set of goals
- Have open and timely communication
- Get bad new as quickly as we get good news
- Have everyone 'show up' – participate fully
- Have our perspectives/position heard and be part of the discussion
- Speak honestly
- Refrain from typecasting one another
- Have a way to move forward even when we're not unanimous on a decision
  - We don't have to all agree
  - But we don't have separate agendas even if we have different positions
- Use this transition to our advantage – to accomplish things

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Vision: Addison 2040

STRATEGIC COMMUNITY SOLUTIONS

Addison 2040 Vision (draft)

- Addison has survived and is the benchmark other communities aspire to reach.
- Addison succeeds because of its innovative and creative long-term thinking.
- Addison provides superior customer service to its residents, guests and businesses.
- Land uses are highly desirable.
  - Highest and best mix of uses for properties and throughout community
  - Developments are well designed and/or pristine and/or perfect and/or clean
- The Town is well-connected and very walkable.
  - Residents, businesses and guests are connected to areas in Addison and to regional destinations

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Addison 2040 Vision (draft, cont'd.)

- There is a strong and diverse business ecosystem.
  - Traditional, stable business thrive here, as do entrepreneurial startups like those incubated at the Treehouse
  - The Airport is a regional economic driver and part of this ecosystem
- Addison has reinvented sustainability.
  - It's more than recycling, including a wide range of strategies
  - It is embraced throughout the organization and community
  - Decisions make a statement about leadership and innovation
- Addison's financial practices allow it to be financially independent and opportunistic.
- The Town has gained control of the previously uncontrollable.
- Addison is intentional about planning and providing for the needs of people who will be attracted here, but is not inflexible as times and needs change.

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Council's Vision

To be an attractive, thriving community that delivers the "Addison Way" with superior services, enhanced sense of community, and a safe, high-quality experience for residents, businesses, visitors, and all other stakeholders. Addison will lead the way in creativity, innovation and fiscal responsibility within a culture of excellence and kindness.

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

Short-Term Goals: What Must We Achieve By 2020?

STRATEGIC COMMUNITY SOLUTIONS

Short-Term Goal Topics (draft)

- Physical places in the community
- Services, events and attractions
- How the Town gets things done
- Community engagement
- Other items

Addison City Council Retreat

STRATEGIC COMMUNITY SOLUTIONS

STRATEGIC
COMMUNITY
SOLUTIONS

We're Adjourned

Thank you!

Appendix F: Work Session Results (Flip Chart Notes)

Notes from City Council Work Session (7/8/14)

1. Belt Line (100%)
   Outcomes
   a. Resolve how to fund
   b. Know how much it will cost
   c. Communicate to constituents- to inform or to get feedback
   d. Something should be started- How will we decide this
   e. Decide what it is we're starting
   f. What next steps might be

   Budget Direction: base this on decisions to be made later this evening

2. Compensation (71%)
   Budget Direction: base this on decisions this evening

3. Fiscal Transparency (71%)
   a. Not sure why this is on here- we're pretty accountable
   b. Members need to be in on conversation
   c. Might impact personnel
      a. Cost- realigning
      b. 3rd party

   Outcomes
   a. Review and implement recommendations

   Budget Direction: be prepared to understand and implement recommendations

4. Roads (71%)
   Outcomes
   a. Plan for new, replacement, maintenance, rehabilitation
   b. Inventory developed
      i. Including alley- maybe ranking
   c. Addison Road- determine what the vision is, based on research underway now
   d. Any improvements include bike/ pedestrian

   Budget Direction: staff resources to carry these out

5. Council- Staff united in efforts (57%)
   Outcomes
   a. Not feeling us versus them
      i. How do we tell?
   b. Resolves around communication

        i. Bad news and good
    c. United to come up with solutions
    d. Okay for staff to share bad news even if there isn't a solution yet
    e. Okay even if staff doesn't know all information yet or is still trying to work things out

Budget Direction: Have a check on how things are going partway through the year

6. Long- term plan for capital/ debt (57%)
   Outcomes
    a. Know where we are now and what our options are
    b. Understand how future infrastructure demands will impact
    c. Need to have a general "debt" philosophy
        i. Could include reserve philosophy
    d. How to get to position of financial flexibility
    e. How to take advantage of opportunities
    f. Funds to prepare for future needs

Budget Direction: need to have this dialogue

7. Culture of accountability (57%)
   Outcomes
    a. Everyone is answerable to taxpayers
        i. Should be able to explain what and why
        ii. Information shared without a struggle
    b. We make a decision and then we own it
        i. Responsible for what happens to the organization
        ii. Okay to make mistakes if we learn from them
    c. Departments need to be accountable about what they put in their budgets
    d. Everyone in organization needs communication training
        i. How to get I there and keep it there

Budget Direction: attention to multi-year, bigger picture

8. Wind Turbine Project (43%)
   Discuss later tonight

9. City Manager hiring process in Charter
   Budget Discussion
    a. Include in the budget- easier to take out after further discussion
    b. Broader discussion, not just one
    c. Need discussion of what those are

i. Include money in the budget, discuss during budget, decide whether it's needed by the time the budget is finalized

10. Culture of cost savings- organization wide
    Outcomes
    a. Ask the people who do they know- the staff
    b. Contest
    c. Way to fully engage everyone
    d. Way to fully engage everyone

    Budget Direction: put it in the budget this year

11. Infrastructure Inventory & Evaluation- already covered

12. Rebalance- right- size of our staff
    Outcomes- Do we have what we need
    a. Adequate staff
    b. Succession planning
    c. Restructuring
    d. Look at code enforcement here

13. Athletic Club upgrade- include in the budget

14. Police & Fire fully staffed- succession planning