



**Tempe City Council  
Ad Hoc Council Committee Meeting  
Governance**

**Harry E. Mitchell Government Center  
Tempe City Hall - Conference Room, 3<sup>rd</sup> Floor  
31 East 5<sup>th</sup> Street, Tempe, Arizona  
Tuesday, December 13, 2011  
9:30 a.m.**

**AGENDA**

1. Proposal for aligning and executing the City Council's 11 Strategic Priorities\*

\*Background material included

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**Ad Hoc Governance Committee**  
**Proposal for Aligning and Executing Council Strategic Priorities**

**Executive Summary**

The purpose of this proposal is to provide the Ad Hoc Governance Committee with a high-level roadmap to garner and link community input to their top priorities. It also recommends establishing four strategic groups (A, B, C, D) generated from the 11 Council Priorities and linked to the six Council Committee Work plans. [Illustration on page 2, provides an example of strategic groups]

This high-level roadmap [pages 15-17] also reflects a process of staff-facilitated sessions conducted for each strategic priority group to: 1) garner community input; 2) merge and prioritize community and council data; 3) ratify the order of priorities for each strategic group and 4) integrate the strategic groups and establish the top organizational priorities. This process allows Council to package the 11 Council Priorities, the Council Committee Work plans and community input into one set of strategic priorities.

Establishing one set of strategic priorities maximizes management's ability to effectively align staff and resources to support and achieve the organization's wildly important goals.

## Ad Hoc Governance Committee

**Suggestion:** Create a common thread by grouping associated priorities and align staff / resources to priority groups  
**What does this accomplish?** Maximizes staff focus in supporting and expediting the execution of all council strategic priorities  
**Outcome:** Council connects all strategic priorities with one grounded, unified voice

**Eleven Council Strategic Priorities, Grouped**  
(Align Staff / Content Experts to Priority Groups)

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**A**  
**FINANCE**  
**STRATEGIC PRIORITY GROUP**

**1 Long-Term Financial Sustainability**

*That we put the processes in place to create a truly sustainable financial/budget model for our City that can weather the storm and still support our needed growth.*

**WHAT IT WOULD LOOK LIKE:**

- Long term financial forecasts are consistent, accurate and easy to understand.
- Financial policies include a sustainable debt policy; appropriate fund balance policies for all funds; regular reports to Council on adherence to and deviation from policy and reasons why; economic development policy; use of contingency and reserve accounts and fees for service.
- Personnel costs are planned for and managed in the context of affordability and sustainability; the ability to attract and retain high quality personnel; demand for service; the right mix of contracted and in-house personnel and conformity with MOU's.
- Plan for evaluating and setting priority for all services by establishing performance standards and true cost of service tied to clearly established community expectations and values.
- Financial plan invests in our future by ensuring that financial decisions drive private investment in the community.

**'A' WORK PLAN ELEMENTS**

Technology, Economic & Community Development Council Committee
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- Keep thermostat at a range of 72-78 in summer and changing custodial schedule to day-cleaning at the 80 city buildings

**COMMUNITY SURVEY POTENTIAL LINKAGES**

No linkages determined.

**B**  
**NEIGHBORHOOD / EDUCATION**  
**STRATEGIC PRIORITY GROUP**  
**(2, 10)**

**2: Neighborhood Enhancement**

*A recognition that the quality of our neighborhoods (including all neighborhood amenities) are a critical component of our community and are safe and desirable*

**10: Education As A Priority**

*Consistent commitment to our schools and our districts with a clear priority on education for our youth*

**WHAT IT WOULD LOOK LIKE:**

- A strategy / life cycle program to renovate/rehabilitate/reinvest all aspects public infrastructure including but not limited to: public rights of way, streets, sidewalks, alleys, canal paths, parks, landscaping and facilities. Tailor renovations to meet needs of neighborhoods.
- A program that offers more programs and opportunities for neighbors and neighborhoods to participate in neighborhood up keep and take greater responsibility (i.e. Adopt a Park, Adopt a Path, expand block watch, and expand neighborhood groups).
- A variety of programs for homeowners to improve their property and homes; tool box program, architectural designs, utility bill assistance.
- A strategy to stabilize neighborhoods by focusing compatible (niche) commercial development.
- An effective and efficient communication and customer service system to enhance and better involve neighbors and city staff to better monitor and report upkeep/appearance of Tempe i.e., use of smart phone applications for reporting purposes.
- A strategy to better allocate staff resources to address problematic community issues such as residential and commercial code enforcement.
- A strategy/approach to better engage our community partners (schools and utilities) in the appearance of Tempe.
- Tempe has the reputation for having an outstanding education system and lifelong learning environment.
- There is a seamless transition from early education through adulthood.
- Tempe is sought after because it has a rich educational environment and we strive to enhance what is already happening.
- We pull it all together; linkage for all of the parts.
- Tempeans achieve their highest educational attainment level.
- Tempe understands what a good education system brings to the community.

**'B' WORK PLAN ELEMENTS**

Sports, Tourism, Recreation, Arts & Cultural Development Council Committee

- Development of new, and improvements to, existing regional parks, including Warner-Hardy sports Complex, Kiwanis Park, and Rio Salado Park area

### Neighborhood Quality of Life & Revitalization Council Committee

- Development, implementation, coordination and assessment of neighborhood parks, streets, alleys and rights of way maintenance efforts, including volunteer efforts;
- Enforcement and assessment of commercial property enhancement codes and neighborhood enhancement and rental housing codes, including working with Arizona State University (ASU), the Tempe Chamber of Commerce, and the Arizona Multi-housing Association to educate students, businesses and landlords about these codes;
- Assist ASU's efforts to improve student housing at ASU and address those efforts' impact on neighborhoods;
- Development, implementation and assessment of programs to eradicate graffiti;
- Development, implementation and assessment of programs to enhance and maintain city and private landscaping requirements;
- Development and implementation of programs to encourage rehabilitation of neighborhood shopping centers and neighborhood-supportive business districts in conjunction with the Technology, Economic and Community Development Council Committee;
- Public safety initiatives for neighborhoods, traffic enforcement to reduce neighborhood speeding and cut-through traffic, enforcement of the loud-party ordinance and other neighborhood focused public safety programs; and
- Explore community gardens in conjunction with the Technology, Economic and Community Development Council Committee.

### Education Partnerships Council Committee

- Facilitate partnering between all education entities and the City;
- Facilitate development of programs to improve schools, including community-in-schools programs and other information resources for parents;
- Facilitate and develop services to provide life-long learning opportunities, including workforce development, drop-out prevention, special education, and literacy programs;
- Develop and provide City services through school facilities;
- Identify and facilitate resource sharing between all elementary and high schools, Arizona State University, Maricopa Community College District and the City;
- Facilitate ASU's and Maricopa Community College District's participation in education improvement in all Tempe schools;
- Identify and consolidate purchasing and maintenance programs between the City and educational agencies;
- Identify and facilitate joint facilities development for school-resident use and joint transportation solutions.

### Technology, Economic & Community

Support the Community Oriented Policing Services Program (COPS). Build on efforts to improve the interoperability of emergency response communication systems which allow first responders to communicate efficiently during emergency situations.

- Approve a lease process for the use of city property for community gardens
- Clarify the current process of allowing community gardens on private property
- Explore the idea of a city community garden program
- Establish a Rebate program for Residential Improvements above Code
- Research the potential implementation of a Storefront Improvement Program
- Research the potential implementation of an Alley Improvement Program

## **COMMUNITY SURVEY POTENTIAL LINKAGES**

- EDUCATION: Feeling of Safety; More Public Involvement
- NEIGHBORHOODS: Feeling of Safety; Maintenance of Property; More Public Involvement
- HOUSING, SOCIAL SERVICES: Feeling of Safety; Econ/Business Development; More Public Involvement

# C

## EFFECTIVE INFRASTRUCTURE STRATEGIC PRIORITY GROUP

(3, 6, 8, 9, 11)

### **3: Effective Infrastructure**

*Systematic planning and update of our core infrastructure to support city services and growth for the future*

### **6: Operational Sustainability and Accountability**

*Accountability measurement in place to measure operational efficiencies, effectiveness and sustainability for all programs and operations.*

### **8: Implementation Alignment**

*That our defined and communicated strategies are clearly aligned with the ability of our staffs and operations to implement those strategies*

### **9: Regional Leverage**

*That we act as a leader and a strong team player on issues that affect our regional cities and communities*

### **11: EFFECTIVE INFRASTRUCTURE**

*As a city we are not only deploying new technologies and systems, but we are making advanced technology a priority for our citizens and businesses*

#### **WHAT IT WOULD LOOK LIKE:**

- Infrastructure investments to preserve and enhance quality of life for Tempe residents.
- Prioritize investments and plan for growth using the CIP to support the level of investment; safety and health hazards; build it right.
- Accountability measures/performance standards in place for prioritizing/sustaining infrastructure; environmental (green project) and financial sustainability.
- Using a life-cycle method, develop methods to implement a long-range capital asset replacement plan.
- Preserving our historic infrastructure; history is important – discussion about whether to include in some fashion with another bullet point.
- Need to prepare a statement for the 11 priorities, an overarching statement that covers all strategic priorities and the purpose of the strategic priorities.
- A performance budget that links performance levels to funding based on Council's strategic priorities, meeting performance standards and community feedback.
- Continuous improvement is delivered through establishing performance standards for all programs and services, establishing goals which move from a specific current benchmark to a higher performance level within a specific timeframe (*x to y by when*).
- Effectiveness is measured through a robust system of community and customer input including direct performance feedback from users on specific services and advanced methods of surveying citizen satisfaction.
- Council has defined strategic priorities and establish not only what will get done, but also, what will be deferred

- City Council and staff jointly agree to establish plans for what will be accomplished with tight parameters for benchmarks and timelines.
- Full City Council ratifies plans for and completion of goals through regularly scheduled feedback sessions between Council and staff.
- Council committee process supports the selection of priorities and execution on goals to accomplish them.
- Tempe represented on all regional policy making and policy developing bodies and has “go to” people on all regional issues.
- Tempe has a strategy on regional issues with the appropriate balance of meeting both Tempe’s and the region’s needs.
- Tempe leads in resource sharing with other entities in order to benefit those we serve including sharing knowledge resources.
- Tempe strives to de-escalate conflict between regional entities.
- Tempe is the regional “Trim-Tab”.
- We have a strong process in place for assessing the needs and expectations for the use of technology for those we serve (e.g. In line vs. online)
- We use technology to achieve more convenient service (e.g. credit card usage) and provide more timely and pertinent information
- We leverage the assets of regional partners, ASU, etc. to save costs and extend beyond our single capacity
- We have an internal governance process in place to ensure that we make the best uses of our technology resources and to maximize the benefits of enterprise solutions.

## **‘C’ WORK PLAN ELEMENTS**

### Neighborhood Quality of Life & Revitalization Council Committee

- Development, implementation and assessment of programs to improve, maintain and reconstruct streets and alleys;

### Sports, Tourism, Recreation, Arts & Cultural Development Council Committee

- Planning, development and implementation, in conjunction with Rio Salado Foundation, of community fundraising for public amenities within the Tempe Papago Park and Lake District;
- Rehabilitation of historic properties;
- Work on hotel conference meeting space in conjunction with the Technology, Economic & Community Development Council Committee;

### Technology, Economic & Community

#### Redevelopment of neighborhood commercial centers

- Explore more ways to make government transparent
- Explore Wi-Fi options
- Explore web town halls
- Evaluate new technological advancements that would improve the efficiency and effectiveness of the work performed by IT and other City departments
- Explore opportunities to introduce technological enhancements that will improve the community's ability to interact with the City

- Provide summarized reports of technological advancements that have been incorporated into the City's operations to improve efficiency and effectiveness
- Update Committee on action plan to implement Active Citizen Request (ACR) citywide and to communicate availability of system to the public
- Implement Active Citizen Request (ACR) Web forms for current service request case types
- Install and test use of ACR Mobile
- Convert website to new Content Management System
- Develop plan to incorporate new federal requirements for accountability and transparency into the website
- Install energy efficient HVAC upgrades, HVAC controls, interior and exterior lighting, water fixture upgrades, and a computer power management system in city buildings and facilities
- Replace aging mechanical equipment with cost savings instead of using the CIP budget
- Review progress on the streetlight induction project and explore options for additional streetlight electric savings

### **COMMUNITY SURVEY POTENTIAL LINKAGES**

SPORTS, TOURISM, ARTS AND CULTURAL: Feeling of Safety; Economic/Business Development; More Public Involvement

TRANSPORTATION: Feeling of Safety; Economic/Business Development; More Public Involvement

TECHNOLOGY, ECONOMIC AND DEVELOPMENT: Feeling of Safety; Econ/Business Development; More Public Involvement

# D

## ECONOMIC, LAKE, DOWNTOWN, ADVANCED TRANSPORTATION STRATEGIC PRIORITY GROUP

(4, 5, 7)

### **4: Sustainable Economic Development**

*Focus on attracting and retaining the right businesses, developing a skilled workforce, and having the right diversity of businesses for Tempe*

### **5: Town Lake Development and Downtown Connectivity**

*Full development of the town lake potential with great connectivity to downtown Tempe and regional parks.*

### **7: Advanced Transportation Infrastructure**

*A truly regional and multi-modal system for Tempe*

#### **WHAT IT WOULD LOOK LIKE:**

- A long term economic development policy is in place that identifies and pursues the best business sectors and business mix for specific locations such as industrial areas, neighborhood commercial centers, office parks and downtown and Town Lake.
- A specific, clean strategy is in place for the appropriate redevelopment of neighborhood commercial centers that incorporates best planning practices, up to date real estate redevelopment practice and significant and prior neighborhood engagement.
- Tempe invests in infrastructure that contributes to attracting and maintaining private development including integrated multi-modal transportation systems, right of landscaping, open space and parks.
- Development and redevelopment projects produce a positive return on investment and contribute to the long term financial sustainability of the City in conformance with City Council policies and parameters.
- The General Plan has been updated to incorporate an economic development strategy for the City as a whole, as well as neighborhoods, based on a significant community engagement of businesses and residents.
- A multi-modal transportation system that connects and integrates the Town Lake and Downtown area including pedestrian access, streetcar, light rail, commuter rail, bus, bike paths, water taxi, bridges, and streets and parking that support the multi-modal network.
- Arizona State University and the City of Tempe working cooperatively to fully maximize stadium district redevelopment.
- The Mill has been appropriately redeveloped as a connector and attraction to downtown.
- An active, attractive environment exists between 3<sup>rd</sup> Street and Tempe Beach Park (Rio Salado Parkway).
- Create an environment between Tempe Beach Park and Tempe Center for the Arts that connect and provide an attractive environment.
- Access and connection from the downtown to the assets and amenities in Papago Park.
- Tempe has maintained at least a 25% fare recovery rate in concert with industry standards and regional policy.
- Plans are in place or projects are underway to ensure that expansion of multi-modal bike and canal pathways connect to all employment centers.

- Tempe has a multi-modal transportation system in place that seamlessly integrates all forms of transportation including light rail, commuter rail, bus, bike paths, canal/walking paths, streetcar, autos, sidewalks, parking, etc.
- Tempe has capitalized on the existing transit system and connectivity and has evaluated and is making improvements to that system.
- The multi-modal transportation system that has been integrated into economic development and redevelopment plans.
- The transportation system ensures through good design and maintenance that both physical and personal safety for system users assured.
- Tempe plays a leadership role in developing an integrated, efficient regional multi-modal system for planning, governance and operations.

### **‘D’ WORK PLAN ELEMENTS**

Neighborhood Quality of Life & Revitalization Council Committee

- Development and implementation of programs to encourage rehabilitation of neighborhood shopping centers and neighborhood-supportive business districts in conjunction with the Technology, Economic and Community Development Council Committee.

Transportation

- Monitoring the Light Rail project;
- Planning, execution, performance and integration of entire city and regional transportation systems, including Valley Metro Rail, RPTA and MAG TPC activities and make recommendations for actions by representatives to regional transportation bodies;
- Planning, promoting, coordination and implementation of: multi-modal transportation elements, including modern street car, bus rapid transit, commuter rail, walking paths, bikeways, and other transportation means. Further, to work in conjunction with the Technology, Economic and Community Development Council Committee with transit-oriented land use/economic development where appropriate;
- Implementation of bus shelters and bus pull-out improvements;
- In conjunction with the Education Partnerships Committee, develop, promote and implement transportation programs directed to assist students in Tempe schools, including seeking regional adoption of Tempe youth transit pass in conjunction with the Regional Public Transportation Authority (RPTA);
- Oversee arterial street and public works programs to reduce city-wide and regional traffic congestion and improve traffic flows;
- Monitor the progress of the transportation and transit fund financial balancing plans and make recommendations regarding specific financial issues affecting these plans; and
- Work with Congressional delegation to secure authorization for a new federal surface transportation program. This program should recognize the central role of transportation to metropolitan and regional economies, include a local voice in planning and project selection, and choose the best mix of transportation options to fit the needs of the region.

Sports, Tourism, Recreation, Arts & Cultural Development Council Committee

- Planning, development and oversight of programs for Historic Museum, Library facilities and Vihel Center;
- Development and implementation of cost-effective youth and amateur sports facilities;
- Efforts to enhance Insight Bowl, Spring Training, and other sporting events

## Technology, Economic & Community

- Address strategies to create economic stabilization and revitalization, including facilitating, and working with ASU for development of High-Tech, Bio-Tech, Nano-Tech facilities within Tempe;
- Drafting an economic development plan for the downtown region and modern street car route in conjunction with the Transportation Council Committee
- Explore, assist and create incubator space
- Cooperatively work with ASU and the U of A to market intellectual property
- Establish an “Action Team” with local partners to identify and remedy technology commercialization problems
- Host informational outreach forums with ASU graduate students focusing on the resources available for business start-ups
- Redevelopment and development services policy formation for recommendation to Council, and implementation of council-approved projects;
- Research the potential implementation of a Small Business and Arts Overlaydistricts to help spur “micro site redevelopment”
- Resolve pre-existing, non-permitted building improvement problems faced by architects/contractors. Research how other cities solve this issue
- Development, implementation and assessment of economic development approaches, projects and proposals;
- Explore legislative support for economic development
- Proactively market the quantitative benefits of operating a business in Tempe.
- Clarify the business operating advantage for business located in Tempe via a coherent economic development marketing strategy
- Strengthen relationships between the local banking community and emerging technology companies
- Centralized web portal for entrepreneurs. (website maintenance)
- Consider and develop environmental design standards that are specifically applicable to the arid, relatively warm, climate of Tempe:
- In conjunction with Sports, Recreation, Arts & Cultural Development Committee, consider economic development associated with hotel and conference facilities, business tourism, arts and culture driven tourism, youth and amateur sports and outdoor and active tourism.
- Consider a Farmer Art District Branding Campaign
- Proactively solicit conference center proposals from private developers
- Promote Tempe in partnership with the Tempe Convention and Visitors Bureau as a destination for Sports, Arts, Culture and Business via web driven, social media and collateral marketing outreach

### **COMMUNITY SURVEY POTENTIAL LINKAGES**

- **TRANSPORTATION:** Feeling of Safety; Economic/Business Development; More Public Involvement
- **TECHNOLOGY, ECONOMIC AND DEVELOPMENT:** Feeling of Safety; Economic/Business Development; More Public Involvement

## WORK PLAN ELEMENTS NOT YET ASSIGNED

### Technology, Economic & Community Development Council

(Expansion of the use and availability of technological enhancements by city Government and Tempe residents and businesses).

- Approve a lease process for the use of city property for community gardens
- Explore and expand green waste compost programs
- Continue to explore new sustainability programs
- Promote City Green Programs through enhanced city website
- Develop a brochure that identifies current city policies and programs on sustainability
- Establish a Construction Recycling
- Move forward on "Grease Project" converting restaurant grease to fuel
- Conduct public outreach of the Energy Conservation Program
- Partner with APS for a solar demonstration project in Tempe Beach Park
- Review progress on the streetlight induction project and explore options for additional streetlight electric savings
- Consider and develop environmental design standards that are specifically applicable to the arid, relatively warm, climate of Tempe:
- Establish a Rebate program for Residential Improvements above Code
- Conduct public outreach of the Energy Conservation Program
- Partner with APS for a solar demonstration project in Tempe Beach Park
- Reconsider application of Fire Prevention Annual Self Inspection Program
- Consider establishing / reinstating a Tempe Historical Tour

### Sports, Tourism, Recreation, Arts & Cultural Development Council Committee

- Development, coordination and assessment of arts programs and services, including programs resulting from partnerships with community and regional organizations, such as MPAC;
- TCA operations;
- Development and implementation of veterans outreach programs and efforts, including, in conjunction with Rio Salado Foundation, planning, development and community fundraising for Veterans Memorial and the Ash Avenue Bridge Outlook;
- Oversee golf program operations and capital improvement programs for enhancing and stabilizing golf program revenues and expenses;
- In conjunction with Arizona State University, to enhance and expand community use of ASU facilities for youth and amateur sports programs, including Senior Olympics, Arizona State Games and similar programs.

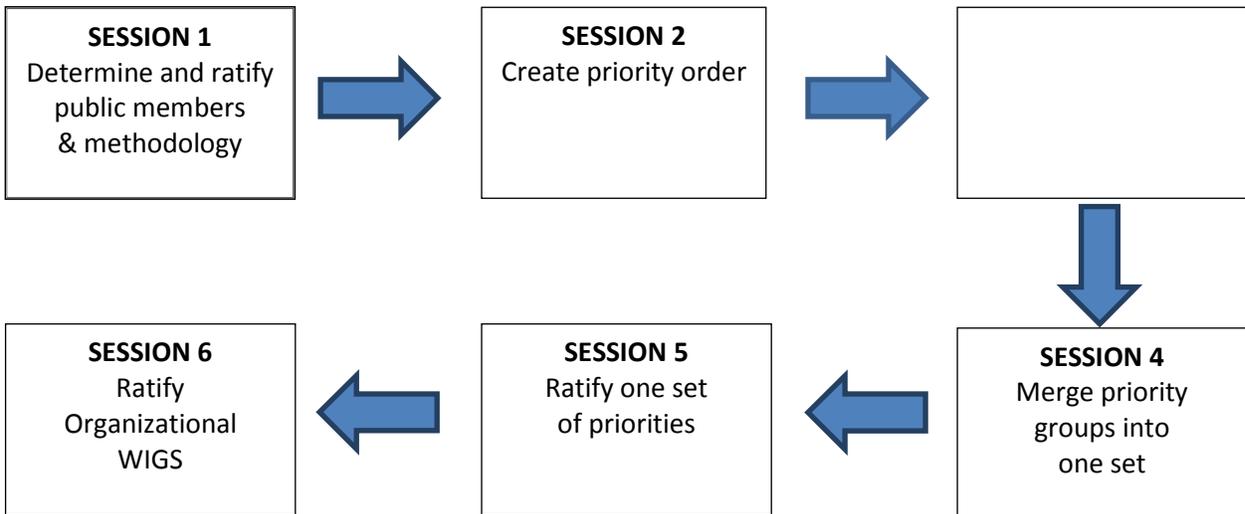
### Transportation

- Monitor activities of Sky Harbor airport and airlines, seek full compliance with the Intergovernmental Agreement on Noise Mitigation Flight Procedures, support programs for residential noise reduction as well as air quality and safety improvements, and continue support of Tempe's adopted program for monitoring aircraft over flights.

#### Housing & Social Service Programs council Committee

- Designing and undertaking a comprehensive public process to consider options and develop broad support for affordable and workforce housing strategies.
- Creating opportunities for City, private sector and non-profit participation in affordable and workforce housing concepts and programs.
- Oversee services targeted at assisting homeless individuals and families to obtain permanent, affordable housing.
- Partnering with Tempe Community Council and other community organizations to develop, coordinate, implement and assess community service programs.
- Identify new funding opportunities for community programs, housing and social service programs.

**AD Hoc Governance Committee  
Suggested Process Roadmap  
(Group Sessions)**



**Ad Hoc Governance Committee  
Suggestion for Proposed Process**

**Role of Staff:** Coordinate and facilitate the process.

**Session 1**

**Purpose:** *Ratify the members of the public and the methodology for gaining input on the grouped strategic priorities and examples of what it would look like.*

**Participants:** Council members identified for each Strategic Priority Group (A, B, C, D)

**Agenda:**

1. Discuss pre-session data.
2. Brainstorm groups and individuals for involvement and input.  
Examples of public members may include:
  - Standing board and commission members; council committees; community groups
  - Subject matter experts (consultants, ASU faculty, internal staff, other agencies or cities, private industry, local/national)
  - Community members (residents, businesses, associations)
3. Ratify the public groups and individuals for involvement and input.
4. Determine the scope and methods to gain involvement and input.  
Examples of methods may include:
  - Surveys to the general community and or targeted groups
  - Focus Group(s)
  - Community brainstorming workshop(s)
5. Authorize staff to facilitate public involvement.

## **Session 2**

**Purpose:** *Create priority order of merged public/council data (What Would It Look Like) for the Strategic Priority Group.*

**Participants:** Council members identified in each Strategic Priority Group (A, B, C, D)

**Pre-Work:** Review public input data (What Would It Look Like).

**Agenda:**

1. Merge public input with Council's data.
2. Create priority order of merged data considering:
  - Impacts on organizational resources
  - Performance standards comparison: Tempe and industry Impact on multiple strategic priorities (what we are doing now to determine what we need to work on in the future)

## **Session 3**

**Purpose:** *Finalize group priority list to present to full Council.*

**Participants:** Council members identified in each Strategic Priority Group (A, B, C, D)

**Pre-Work:** Review merged prioritized list (What Would It Look Like) from Session 2.

**Agenda:**

1. Ratify priority of data for presentation to Council of the Whole.

## **Session 4:**

**Purpose:** *Merge strategy priority groups into one set of priorities.*

**Participants:** Council of the Whole

**Agenda:**

1. Merge each set of the Strategic Priority Groups data (What Would It Look Like).
2. Create priority order of merged data considering:
  - Council Priorities 1 through 11
  - Impacts on organizational resources
  - Performance standards comparison
  - Impact on multiple strategic priorities (what we are doing now to determine what we need to work on in the future)

## **Session 5**

**Purpose:** *Ratify one set of organizational priorities.*

**Participants:** Council of the Whole

**Pre-work:** Council review priorities established in session 4

**Agenda:**

1. Ratify priority order from merged set determined in session 4

## **Session 6**

**Purpose:** *Ratify Organizational WIGS*

**Participants:** Council of the Whole, City Manager

**Agenda:**

1. City Manager presents WIGS (X to Y by When) and WIG Teams based on priority order
2. Council ratifies 1, 2, or 3 organizational WIGS