

Howington, Jane

From: Howington, Jane
Sent: Monday, February 01, 2016 3:20 PM
To: City Council and Mayor
Subject: FW: council retreat notes

Below are the worksheets from the January 23rd retreat.
Jane

Outcomes and Priority Goals

MSC and Public Service Facilities (incorporate energy efficiency in planning)
Alternate revenue source
 Tax credit reduction
 Road program
 Connectivity
 Stormwater / infrastructure
YDC site planning process
Phase 2 of First and Main
ED retention and targeted focus
Park, golf, facilities: direction, mission, potential consolidation
Financial planning and process
Broadband expansion
Transportation and parking improvements and planning

Public Improvement Goals

New MSC (3 to 5 years)
New public service facility (3 to 5 years)
Road program (priority alt funding)
Connectivity (priority alt funding)
Storm water (priority alt funding)
Water systems
Traffic and transportation issues
Long term utility plans

Service and Program Goals

Park – Golf resolution (2/16 council workshop on mission and goals)
Code enforcement
Communications
Customer Service
Sustainable Departments
Succession Planning
Expanded use of IT

Economic Goals

Expand broadband (2016)
Grow jobs

Retention

Phase 2 of 1st and Main (2016)

YDC (2016 site planning, remediation planning and zoning)

Alternative incentive packages (non-school)

Finance Goals

New revenue sources (2016 priority of tax credit)

Budget process/reporting

Financial plans for disasters

Ideas/Comments

Proactive

Identify advantages

Retention

What success looks like

Big picture focus

Muscle memory

Communications

Public education

2017-2018 Broad Based Council – Manager Objectives

January, 2017

Projects

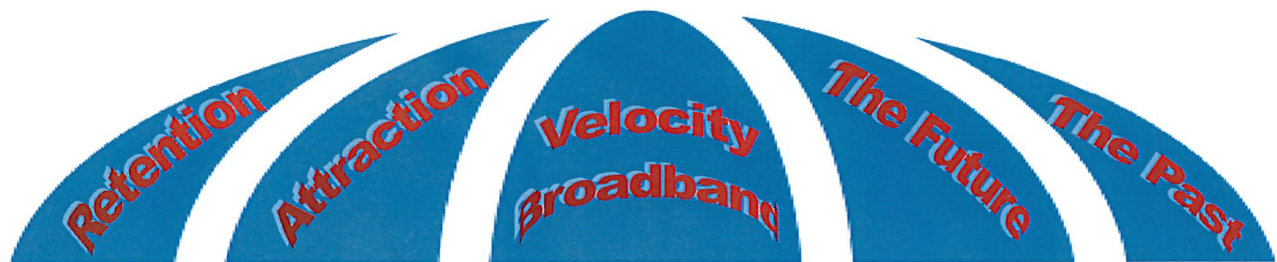
- VBB Implementation: Complete business implementation
 - Fiber build out to commercial areas completed by 3rd Q.
Work groups: staff, contract work
 - Secure 3rd redundant access by end of 2017
Work group: staff
 - Strategic plan for next VBB phase in place by end of 2nd Q
Work group: Council/staff
 - Operations becoming positive cash flow on monthly basis by end 2017
Work group: staff/contract work
- Downtown Phase 2: Visible progress in 2017
 - Purchase of Windstream completed end of 2nd quarter
Work group: staff
 - Complete design phase and begin build out
Work group: staff/Council/contract
 - Relocation of HPP and bus garage/salt dome by end of 2017
Work group: staff/school/contract work
(Delay possible for permitting reasons or economic changes)
- City Facilities Plan: Vacate leased facilities prior to current lease expirations
 - MSC – site selection and design phase begun in 2017
Work group: Council/staff
 - Public Works – Facility design plans and permitting complete by end of 2017
Work group: staff/ contract work
- YDC: Generate an economic return for the City's investment
 - Consolidate completed plans for redevelopment proforma
Work group: staff
- HPP: Provide cost competitive power to residents and businesses
 - Investigate the viability of solar (or other alternatives) power generation or sources located at YDC, other City property and/or buildings
Work group: staff/AMP

Organizational/Structural

- Economic Development: Institutionalize formal analysis and action planning
 - Execute strategic plan as presented to Council on 1/24/17 - attached
Work group: Council/staff
- Community Development/Service: Improve efficiency, transparency and responsiveness
 - Re-deployment of CD staff complete by end of 2nd Q
Work group: staff
 - Review and revise LDC by end of 2017
Work group: staff/ Board and Committees/Council
 - Implement LEAN outcomes for permit review process by end of 2nd Q
Work group: staff
- Public Safety: Ensure continued high quality services
 - Provide a plan for the long term sustainability of EMS to include financial, staffing, facilities and equipment strategies in 3rd Q
Work group: staff

Process/Management

- Financial Planning and Budgeting: Create a more informative and efficient review process in support of Council decision-making
 - Present a revised budget review proposal to Council in 2nd Q
Work group: staff/Council
 - Develop ongoing review opportunities between Council and Departments or projects
Work group: Council/staff
 - Expand and institutionalize department/process performance measures 4th Q
Work Group: Staff
- Development of ongoing customer service and quality control programs by end of 2017
 - Master operations calendar tied to budgetary information (ongoing)
Work group: Staff
 - Quality control process/system (ongoing)
Work group: Staff



Our Opportunity: Reintroduce businesses to Hudson in the next 24 months. This will ensure the success of our ambitious economic and infrastructure goals.

Retention

- ◆ 4-6 formal meetings per month
- ◆ 3-4 impromptu meetings per month
- ◆ Keep an "At Risk" list
- ◆ Full court press (e.g. Akhia)
- ◆ Leverage new infrastructure
- ◆ Use Velocity to RETAIN!

Attraction

- ◆ "Hudson is OPEN for business!"
- ◆ Priorities:
 - ◇ Fill 9 empty industrial lots
 - ◇ 2 office building lots—Hudson Crossing
 - ◇ Phase II office space
 - ◇ YDC—begin to market
 - ◇ Feed them FIBER!

Role of Velocity

- ◆ Use Velocity TO RETAIN AND ATTRACT!
- ◆ Underscores position as intelligent community
- ◆ Ensure all incentivized properties use VBB
- ◆ Finish "base build" to all 4 business areas soon
- ◆ "Target" 2/3 of '17 customers to grow revenue
- ◆ Build to "Tier One" standard by end of summer
- ◆ Connect "Tier One" users in 2017
- ◆ Evaluate cross border collaboration

Managing this Message

- ◆ Revitalized ED content on web, new infographics
- ◆ Use a client facing “voice” in all we do
- ◆ Theme- “Connected to our past, Built for your future”
- ◆ NPR—drive time sponsorship for 6 months
- ◆ Crain’s—on-line content delivery
- ◆ LoopNet—gain national awareness of YDC
- ◆ Social media—LinkedIn, Instagram, Twitter
- ◆ More frequent public updates, guest columns
- ◆ Semi-annual Corporate Leadership Breakfast—May



Preserve & Keep

- ◆ Business Appreciation Breakfast—November
- ◆ Freshen FAM tour and realtor gatherings—Spring
- ◆ Associations/Board memberships
- ◆ Education opportunities
- ◆ Reinvent the HEGB