

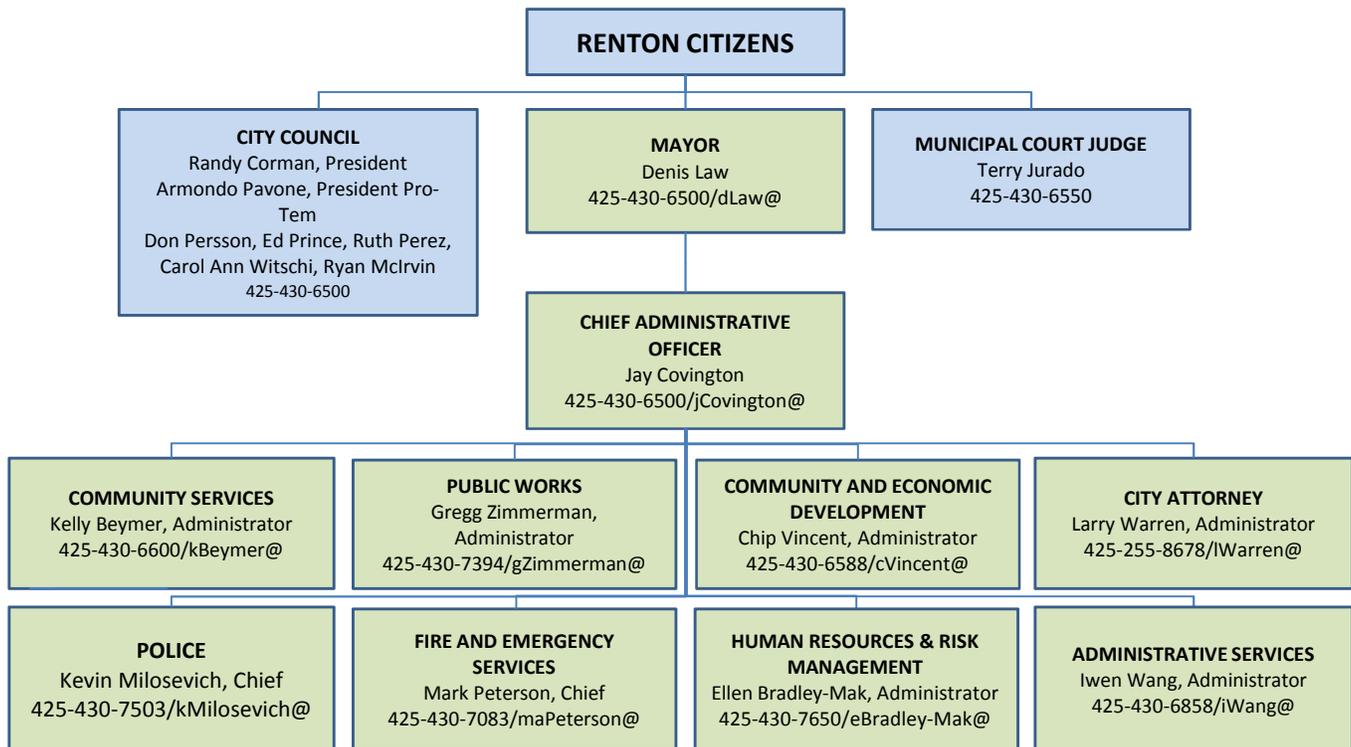


Last Name	First Name	Affiliation	Email	6/9	6/16	6/23	6/30
Amador	Julio	Inclusion Taskforce	AmadoJJ@dshs.wa.gov julioamador2010@hotmail.com				
<i>Baxter</i>	<i>Vicky</i>	Renton Chamber of Commerce	vbaxter@gorenton.com				
<i>Beden</i>	<i>Laurie</i>	Library Advisory Board	LaurieBeden@gmail.com				
<i>Benedetti</i>	<i>Angie</i>	Planning Commission/City Center Plan	abbenedetti@msn.com	x			
<i>Crim</i>	<i>Larry</i>	Earlington Neighborhood Asso, Pres.	elcrim@comcast.net				
Dieckman	Al	Parks Commissioner	dawgs49@comcast.net				
<i>Hill</i>	<i>Janet</i>	Community Rep/Citizen's Academy	Janet_hi11@msn.com				
Jacobson	Don	Community Rep	donandpearl@comcast.net				
Kroeger	David	Renton Community Foundation	kroeger56@comcast.net				
Lee	Joann	Local Business	joann@lopezcapital.com				
<i>Matson</i>	<i>Shannon</i>	Human Services Committee	Scmat13@gmail.com	x			
<i>McCammon</i>	<i>David</i>	Community Rep	dlimccammon@comcast.net				
O'Halloran	Mike	Planning Commission	mvohall@aol.com				
Poff	Jim	Renton Community Foundation	jimpoff@comcast.net				
Rowley	Tom	Liberty Ridge neighborhood	mustangthomas@msn.com				
<i>Searing</i>	<i>Tim</i>	Park Commission/RRD Board/Renton Community Foundation	tjsearing@outlook.com				
<i>Reeder</i>	<i>Bob</i>	Renton Community Foundation	reederr@mac.com				x
Seil	Charles	Planning Commission/Citizen's Academy	cdseil@hotmail.com				
Smith	Linda	REACH Center of Hope	SmithLM55@aol.com		x		
Walker	Colin	Community Rep	colin@colinwalker.org				
<i>Hebron</i>	<i>Paul</i>	Arts Commission	p_hebron@yahoo.com				
Total: 21							
<i>New members: 10</i>							





City of Renton Administration Contact Information



City Admin

City eMail: first initial + Last@Rentonwa.Gov



Budget Advisory Committee

- Meeting 2 -

Tuesday, June 16, 2016, 5-7:00 pm

7th Floor Conferencing Center, Renton City Hall

A G E N D A

1. Renton's Priority Action Areas, overview
Jay Covington (5 Minutes)
2. Priority: Economic Development/City Center Plan & Progress
Chip Vincent (30 minutes)
 - Small group activity (12 minutes)
3. Priority: Inclusion Diversity Initiative
Benita Horn, Preeti Shridhar, Ellen Bradley-Mak (15 Minutes)
 - Small group activity (10 minutes)
4. Priority: Police Effectiveness
Chief Kevin Milosevich (15 Minutes)
 - Small group activity (7 minutes)
5. Priority: Workforce Culture
Ellen Bradley-Mak, Kristi Rowland (18 minutes)
 - Small group activity (7 minutes)

Next Meeting: Thursday, June 23, 5-7 pm

Thank you for being here and supporting our mission: To make Renton the center of opportunity in the Puget Sound Region where families and businesses thrive.

Renton's Priority Action Areas

2017-2018 Budget Advisory Committee
June 16, 2016



1. Economic Development & Code Enforcement

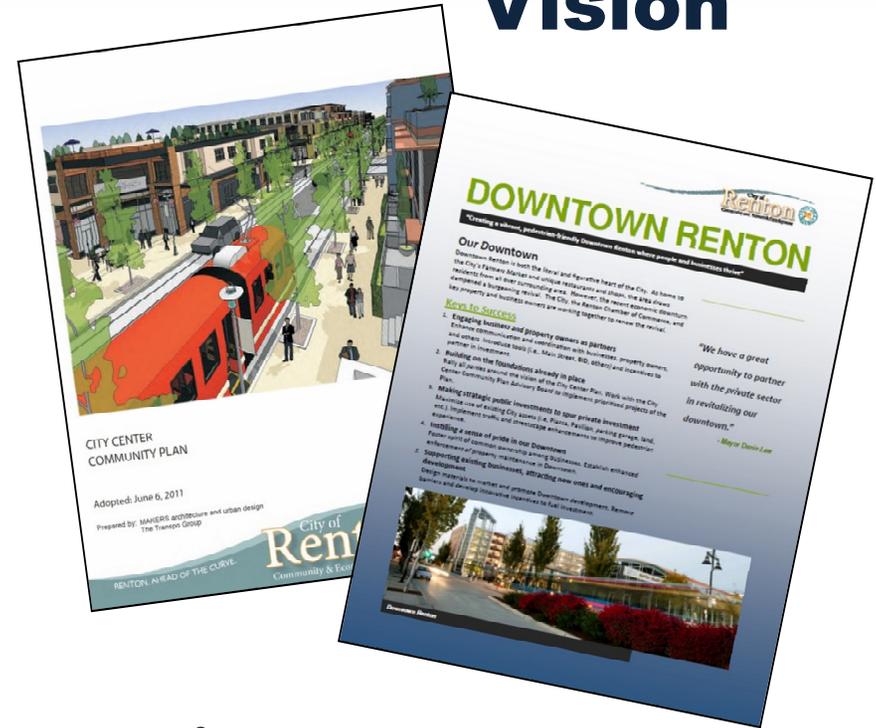
Chip Vincent

Downtown Progress



Vision

- **Vision for Downtown:**
 - *“Create a vibrant, pedestrian-friendly Downtown Renton where people and businesses thrive”*
- **Council adopted the City Center Community Plan: June 6, 2011**
 - Following nearly 2 years of community engagement
- **The City has implemented a multi-pronged approach to stimulate positive change and fulfill the Vision of the Plan**



Implementation

- **Emphasis areas:**
 - **Public safety**
 - **Code enforcement and property maintenance**
 - **Engaging property owners and businesses as partners**
 - **Implementation**
 - **Making strategic public investments**
 - **Special events**
 - **Beautification**
 - **Business recruitment and new development**

Implementation

- **Efforts from many departments**
 - **Police**
 - **Fire**
 - **Community & Economic Development**
 - **Community Services**
 - **Public Works**

Downtown



Public Safety

Strategy: *“Improve overall safety; provide a coordinated crime prevention program to address crime (both real and perceived)”*

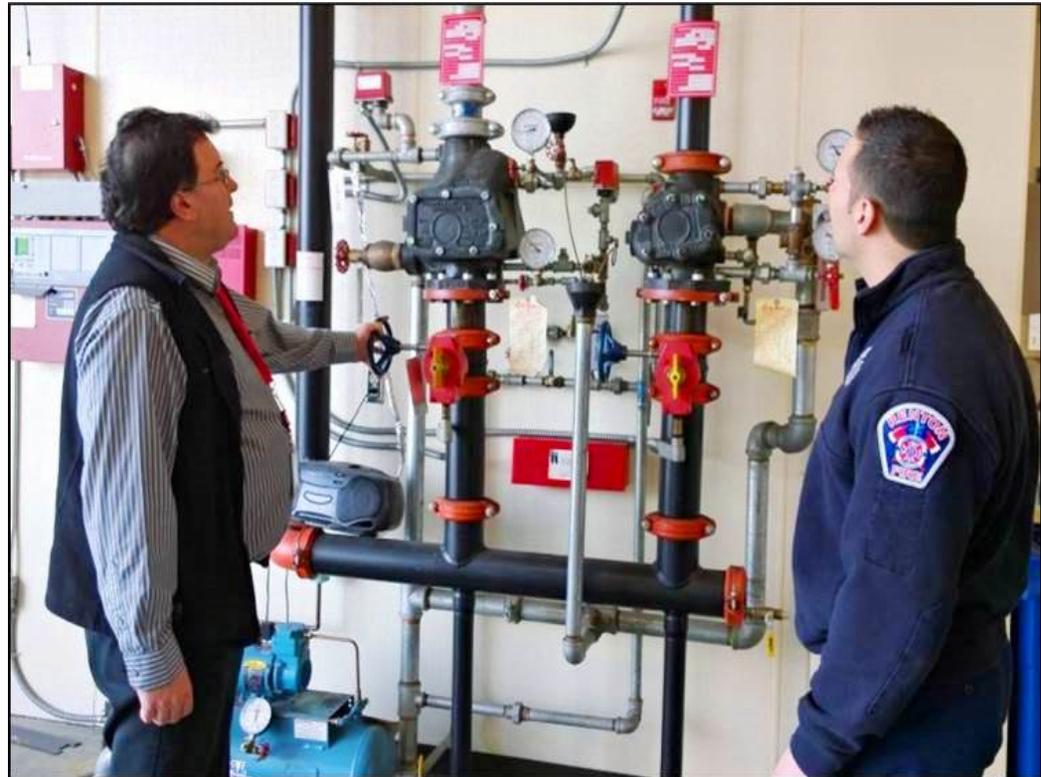
Public Safety

- Increased officer presence
- Focused attention within the parking garage
- No smoking ordinance
- Business outreach



Public Safety

- **Fire & Life Safety Inspections**
- **Fire Risk Analysis of Downtown Core**
- **Partner with other Renton City Departments**

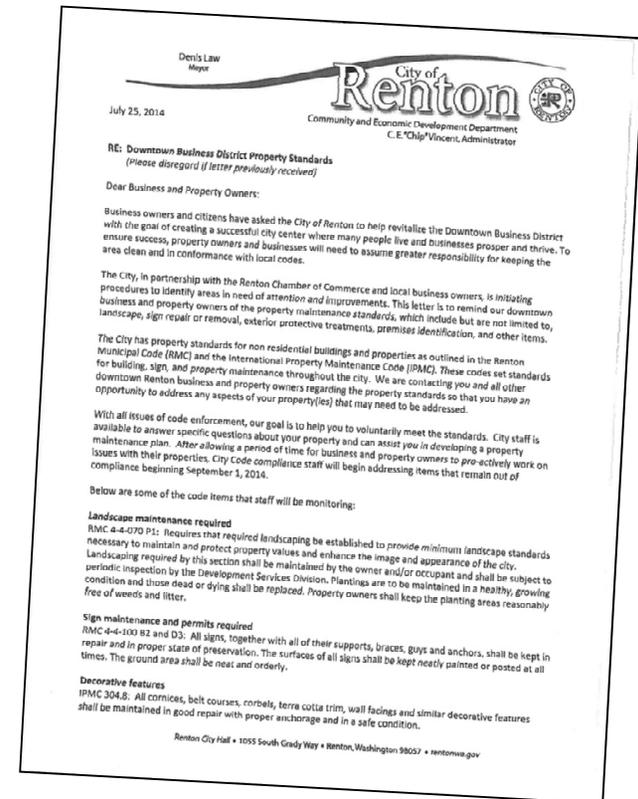


Code Enforcement & Property Maintenance

Strategy: *“Instill a sense of pride; promote improved visual appearance of properties”*

Code Enforcement & Property Maintenance

- Inventoried property maintenance issues
- Cooperative code compliance
 - Sent letters to every property owner asking owners to review their property and remedy any issues
- CED and Police meet weekly to coordinate ongoing efforts



Code Enforcement & Property Maintenance

- **5 most common violations**
 - **General property maintenance:**
 - **Peeling paint, outdoor storage, torn awnings, etc.**
 - **Broken windows**
 - **Weeds**
 - **Litter/trash**
 - **Signs**

Code Enforcement & Property Maintenance



Code Enforcement & Property Maintenance



Engaging Property Owners & Businesses as Partners

Strategy: “Enhance communication and coordination; create mechanisms to help implement the goals and priorities of the businesses”

Engaging Property Owners & Businesses as Partners

- Retention of established businesses
- Renton Downtown Partnership
- www.RentonDowntown.com

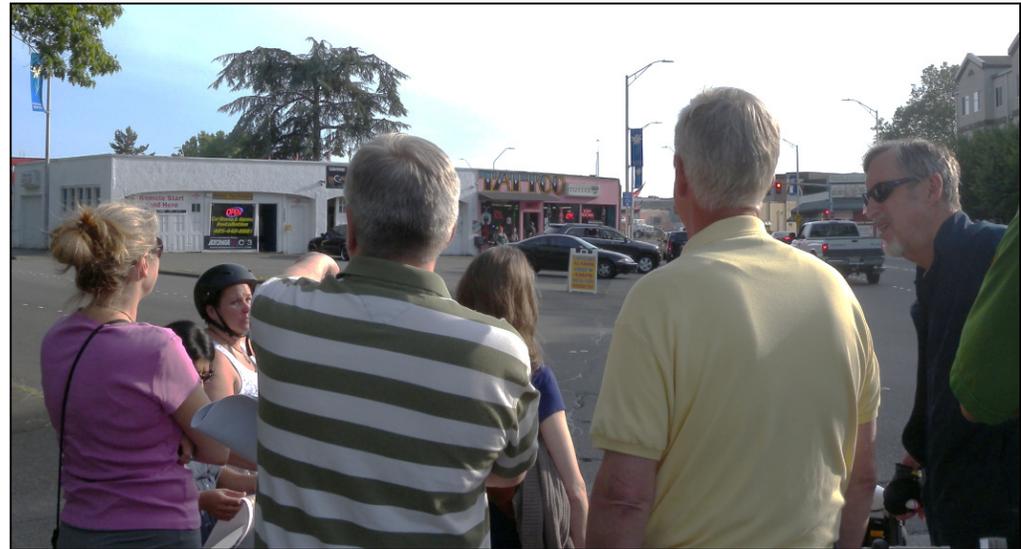
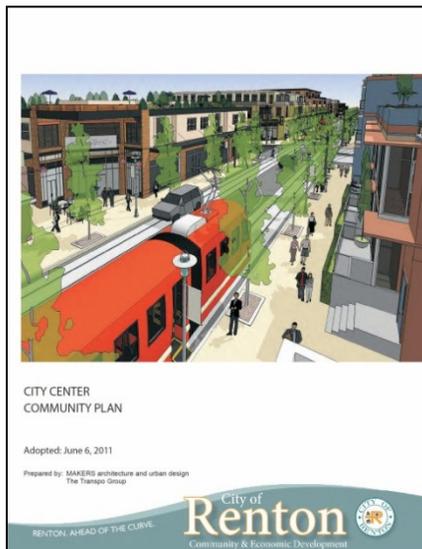


Implementation

Strategy: *“Build on the foundations already in place”*

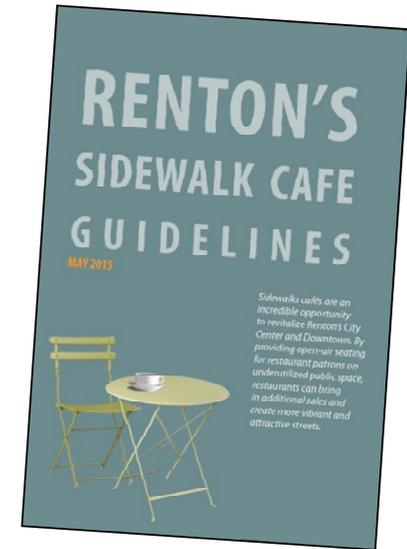
Implementation

- City Center Community Plan lays out many strategies being implemented
- Advisory Board comprised of residents, property owners, business owners, business leaders, and other organizations
 - Ensure implementation and make recommendations to Council on priorities



Implementation

- **Initiate sidewalk café case study and develop regulations tailored to Downtown**
 - 100% complete
- **Update design standards to ensure new development will fulfill the vision**
 - Initiation pending
- **Create cohesive design standards for public realm**
 - 90% complete, anticipate completion by August 2016



Implementation

- **Consider rezoning single family area of South Renton**
 - 100% complete
- **Complete a conceptual plan for the civic node**
 - Initiation pending
- **Establish priority bicycle improvements with the Trails and Bicycle Master Plan within City Center**
 - 5% complete, update to Master Plan just initiated



Implementation

- **Implement the Arts and Culture Master Plan**
 - On-going, many completed projects and more pending
- **Create a building improvement program**
 - 25% complete, Façade improvement only in Downtown and additional programs could be implemented
- **Continue to improve incentives to encourage investment**
 - On-going, exploring additional incentives to implement
- **Determine the necessary utilities and infrastructure**
 - 10% complete, work has been initiated

Implementation

- **Continue to support community events in Downtown**
 - Ongoing; (examples later in powerpoint)
- **Conduct detailed design study for Park Ave N**
 - Initiation pending
- **Implement the Trails and Bicycle Master Plan**
 - Ongoing; Current projects include the Lake to Sound Trail link at Black River Riparian Forest

Making Strategic Public Investments

Strategy: *“Maximize use of public assets; make investments to spur private investment”*

Making Strategic Public Investments

- Pursuing transportation grants from TIB and PSRC
- Acquired Main, 2nd, and 3rd from State
- Conversion of Main to two way traffic



Making Strategic Public Investments



Making Strategic Public Investments

- Request for Interest
 - 200 Mill Avenue
- Request for Proposals
 - Civic Core Vision and Action Strategy
- Sartori Elementary School



Making Strategic Public Investments



- Façade improvement loan program
- Parklets
- Wayfinding



Making Strategic Public Investments

- **Downtown Library**

- Award Winning

- 2016 *Library Building Award* from American Institute of Architects and American Library Association

- 2016 *Governor's Smart Communities Award*
 - (2012 *Governor's Smart Communities Award* – City Center Community Plan)

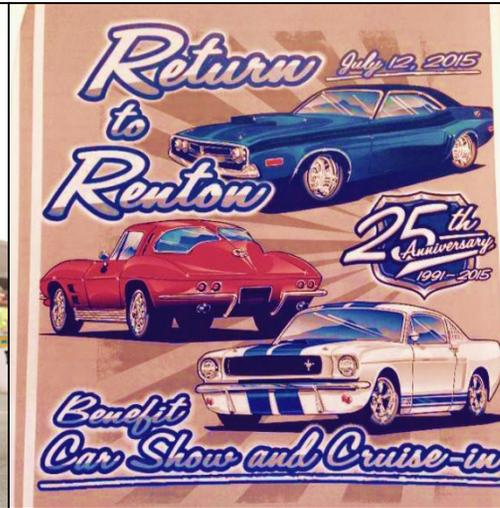


Special Events

Strategy: *“Support opportunities to create a more vibrant Downtown; support community events in Downtown”*

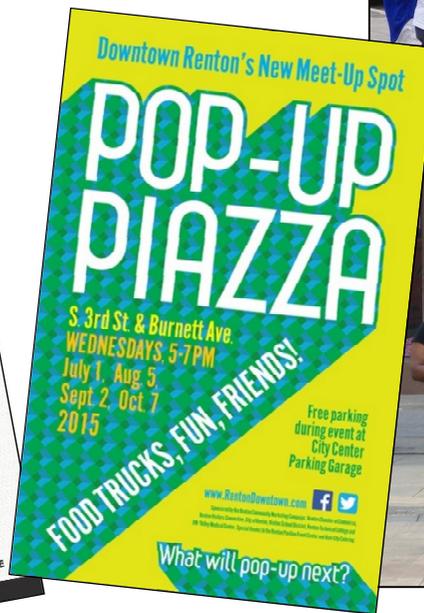
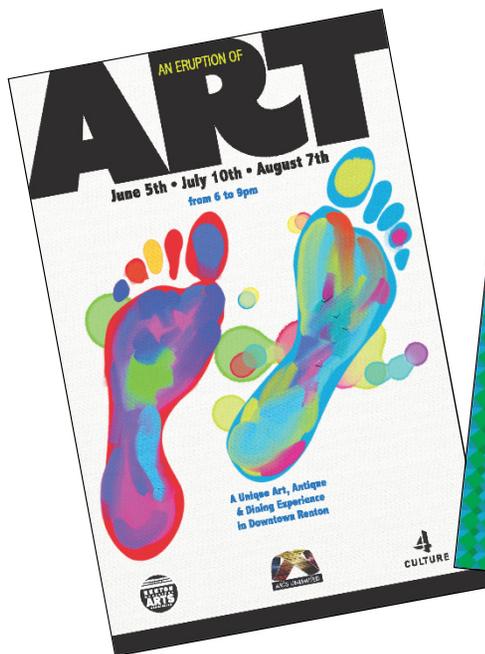
Special Events

- Supporting established events:
 - Farmers Market
 - Return to Renton Car Show
 - Fall/Spring Festival
 - Holiday Lighting
 - Oktoberfest
 - River Days Parade
 - Downtown clean-ups
 - Movies at Piazza Park



Special Events

- Facilitating new events:
 - Pop-Up Piazza
 - Eruption of Art



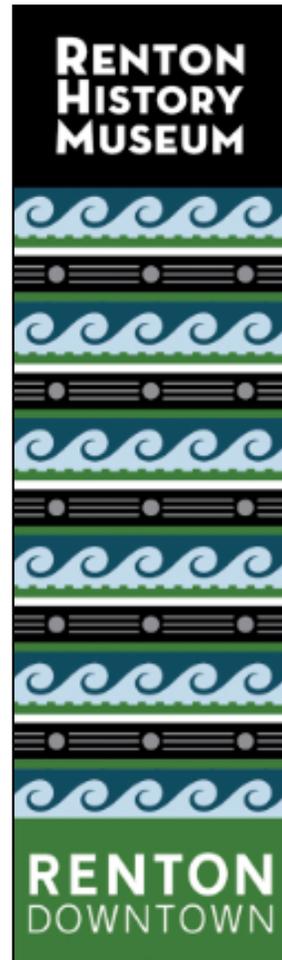
Beautification

Strategy: *“Improve the overall visual character”*

Beautification



RENTON
WASHINGTON
Ahead of the Curve



- Temporary art in vacant buildings
- Banners
- Flower baskets
- Utility box wraps



Next Steps

- **Each department will continue focus areas**
- **Exploring additional tools for property maintenance standards**
- **Actively recruiting new development and businesses**

Business Recruitment & New Development

***Strategy: “Attract new businesses;
encourage development, investment, and
employment; support business district
marketing efforts”***

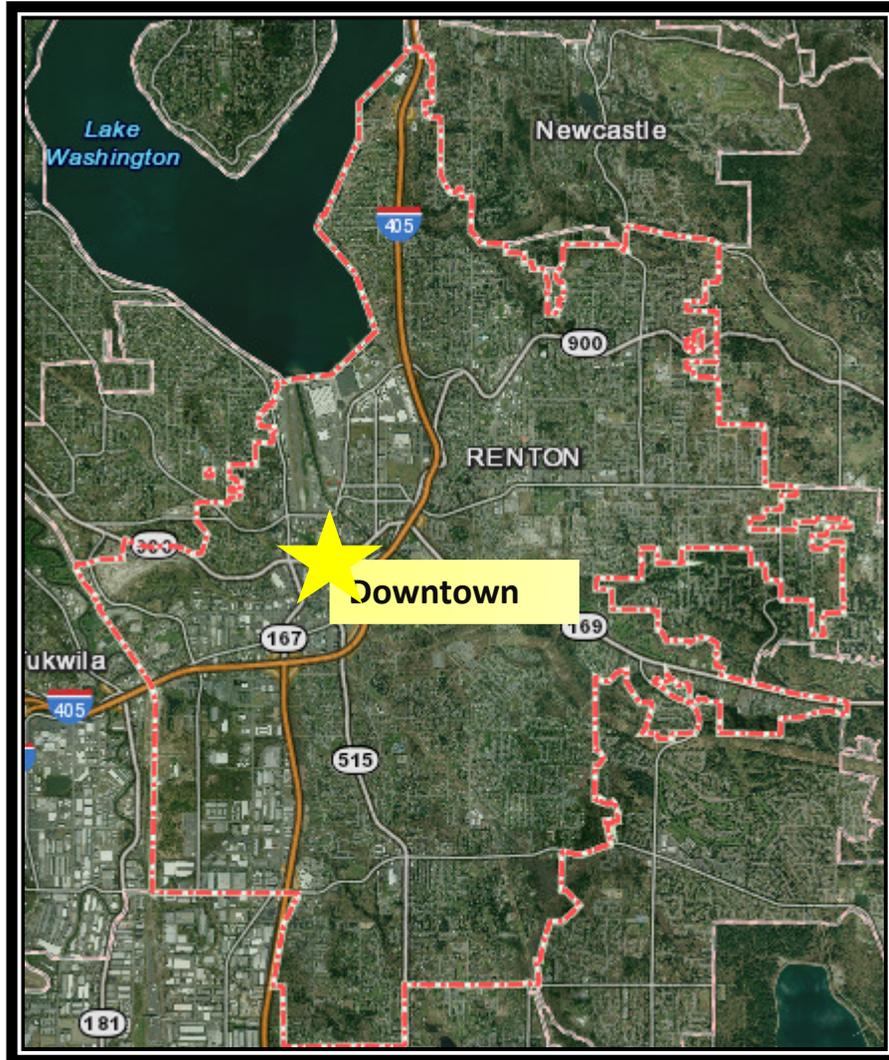
New Development

- Downtown
- Single Family Residential
- Multi-Family Residential
- Retail and Commercial
- Manufacturing
- Hospitality
- Office
- Sunset Highlands

CITY OF
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DOWNTOWN



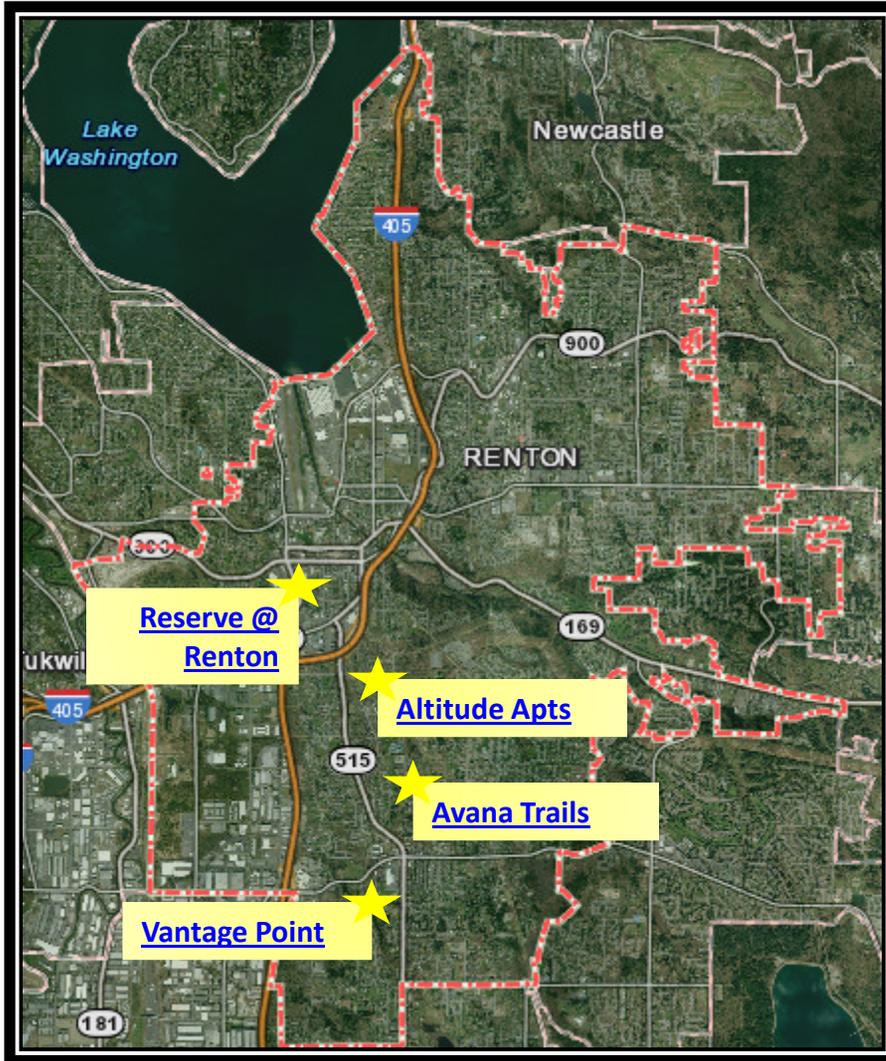
- CD Zone
- Projects
 - [Cedar River Library](#)
 - [Lofts at 2nd & Main](#)
 - [Cortona Building \(Renton Western Wear\)](#)
 - [Four Generals Brewing](#)
 - [Vigor Ground Fitness](#)
- Design
 - Superior Streetscapes
 - Enhanced Street Facades
 - High Quality Materials
 - Parking

SINGLE-FAMILY RESIDENTIAL



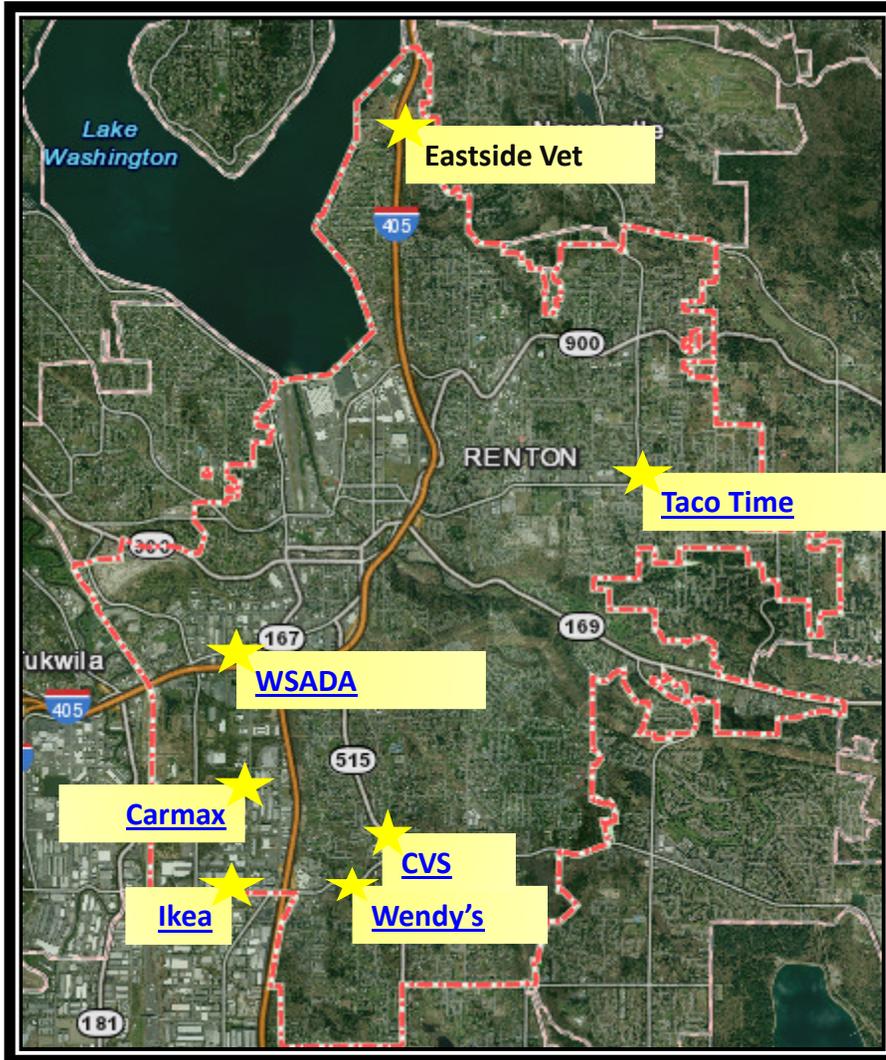
- R-4 and R-8 Zones
- Complete Street Standards
 - Street Connectivity
 - Alleys
- Single Family Design Standards
 - Visual Interest Along Street Facades
 - Color Variation
 - Corner Orientation
 - Varied Roof Profiles
 - High quality materials
 - Height
 - Reduction of Garage Presence
- Critical Area Preservation
- Tree Preservation

MULTI-FAMILY RESIDENTIAL



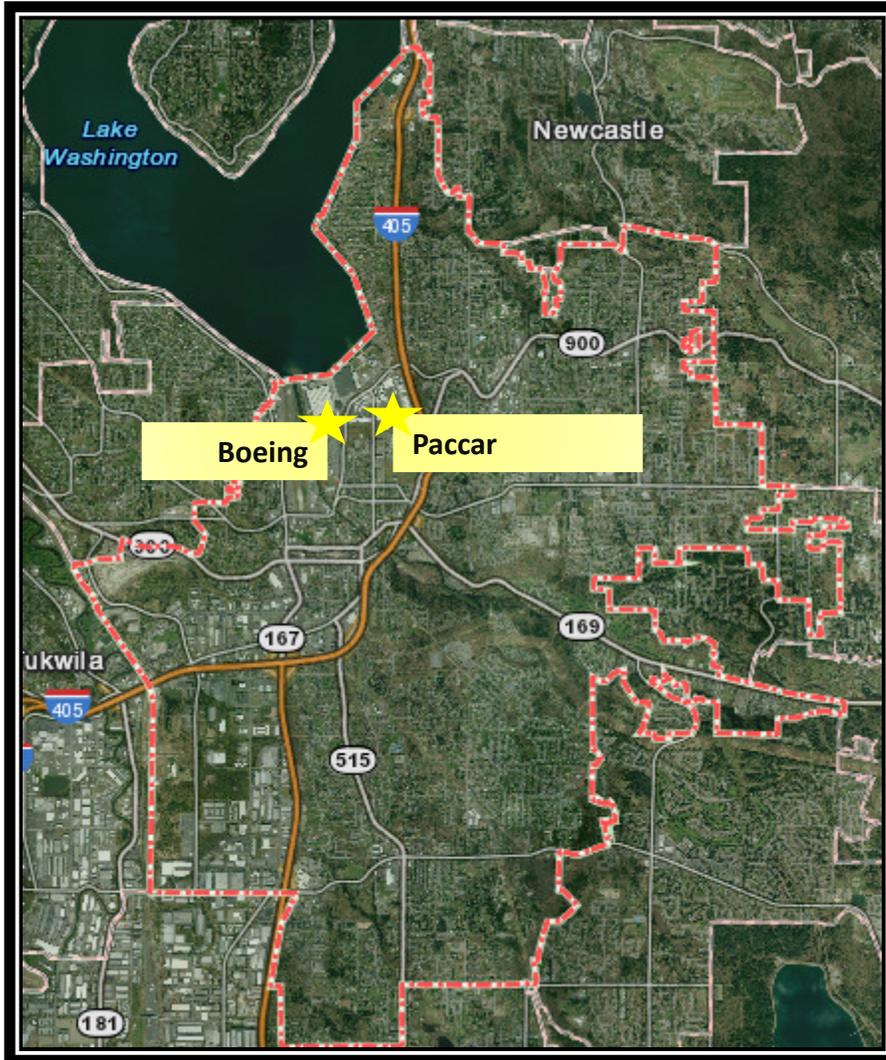
- R-14, RMF, and CA Zones
- Site Planning
 - Pedestrian Connectivity
 - Open Space
 - Lighting
- Multi- Family Design Standards
 - Visual Interest Along Street Facades
 - Façade Modulation
 - Corner Orientation
 - Varied Roof Profiles
 - High Quality Materials
 - Reduction of Garage /Parking Presence
- Critical Area Preservation
- Tree Preservation

RETAIL AND COMMERCIAL



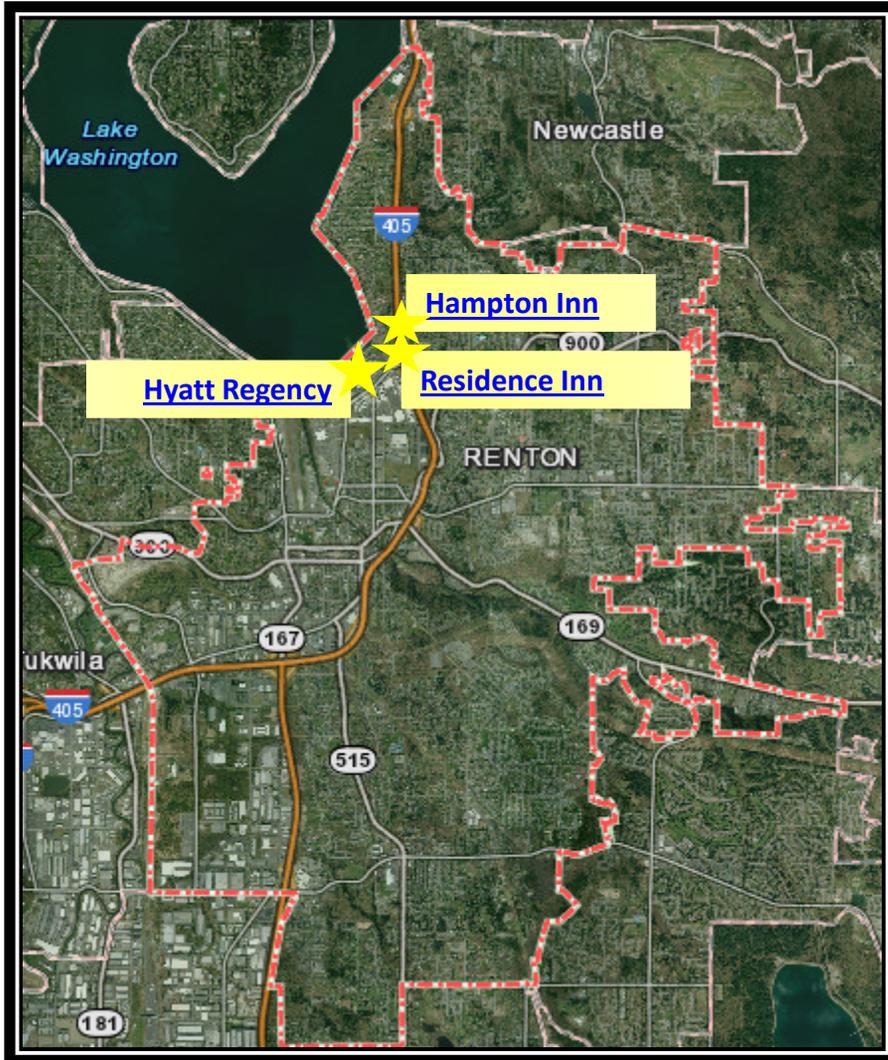
- CA, IL, and IM Zones
- Site Planning
 - Pedestrian Connectivity
 - Landscaping
 - Lighting
 - Scale
- Commercial Design Standards
 - Visual Interest Along Street Facades
 - Façade Modulation
 - Corner Orientation
 - Varied Roof Profiles
 - High Quality Materials
 - Reduction of Garage /Parking Presence
- Critical Area Preservation
- Tree Preservation

MANUFACTURING



- IM and IH Zones
- Site Planning
 - Pedestrian Connectivity
 - Landscaping
 - Lighting
- Design
 - Visual Interest Along Street Facades
 - High Quality Materials
 - Reduction of Garage /Parking Presence

HOSPITALITY



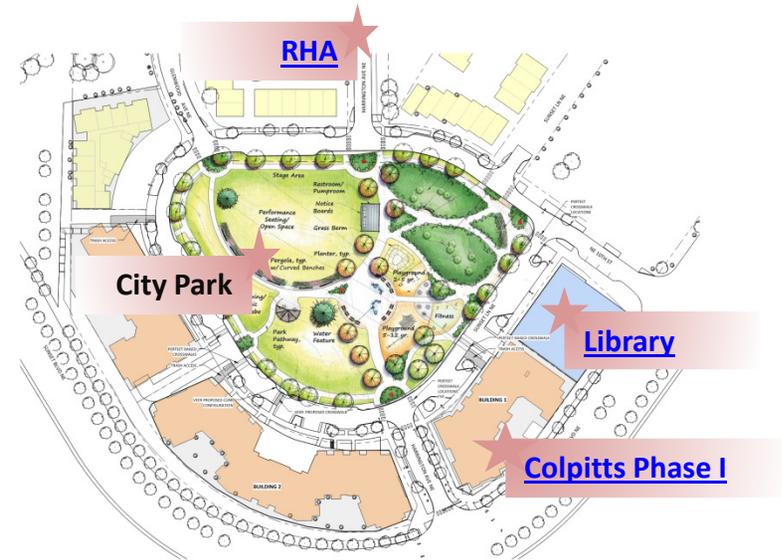
- UCN Zone
- Site Planning
 - Access
 - Pedestrian Connectivity
 - Landscaping
 - Pedestrian Scale
 - Lighting
- Design Standards
 - Visual Interest Along Street Facades
 - Façade Modulation
 - Lake Washington Orientation
 - High Quality Materials
 - Reduction of Garage /Parking Presence
- Tree Preservation

OFFICE



- CO and UCN Zones
- Site Planning
 - Pedestrian connectivity
 - Landscaping
 - Lighting
 - Scale
- Commercial Design Standards
 - Visual interest along street facades
 - Façade Modulation
 - Varied roof profiles
 - High quality materials
 - Reduction of garage /parking presence

SUNSET HIGHLANDS



- R-14 and CV Zones
- 722 multifamily units
- 19,500 SF of commercial
 - Including 15,000 SF Library
- 3.2 acre park
- New loop road – Sunset Lane

Small Group Discussion

1. What additional actions could be taken to advance the vision of downtown?
2. What businesses would you like to see downtown?
3. Are there important issues in your neighborhood that could be addressed by improved code enforcement, or alternatives to code enforcement?

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2. Inclusion/Diversity

Preeti Shridhar

Benita Horn

Ellen Bradley-Mak

Inclusion/Diversity Initiative

- **Citywide employee training**
 - Implicit Bias Training, 19 sessions planned
 - Poverty Simulation training held at Spring Quarterly Manager Meeting
- **Complete structural barrier removal**
 - Language line; implementing equity lens; comprehensive roadmap; indicators
- **Tell Our Story**
 - Community forums; coordination with RAAP; Inclusion Task Force; Latino community; Neighborhoods and Inclusion

Inclusion/Diversity Initiative

- **Multi-cultural World Fair**

- October 1, 2016

- **Career Opportunities**

- Career Fair with RTC, Chamber, WorkSource

- Community Services hosted job fair earlier this year, marketed to various diverse communities

- **School outreach**

- Internships, Summer Jobs; Renton School District Career Day; Lindbergh High School Career Fair; Police working with schools on physical fitness

- **Working with Public Safety Testing**



Inclusion/Diversity Initiative

- **Expand Recruiting**

- Examine Internships/summer jobs
- Work on strategies to introduce careers in middle school and high school
- Examine use of Washington State Work Study program
- Consider additional sources for advertising positions, i.e., LinkedIn and other professional forms of social media

SMALL GROUP DISCUSSION

1. What additional ideas do you have to help the city to remove structural barriers to city services?
2. What are some of the ways to better connect / engage with youth/young adults in the community?

3. Police Effectiveness & Community Engagement

Police Effectiveness/Community Engagement

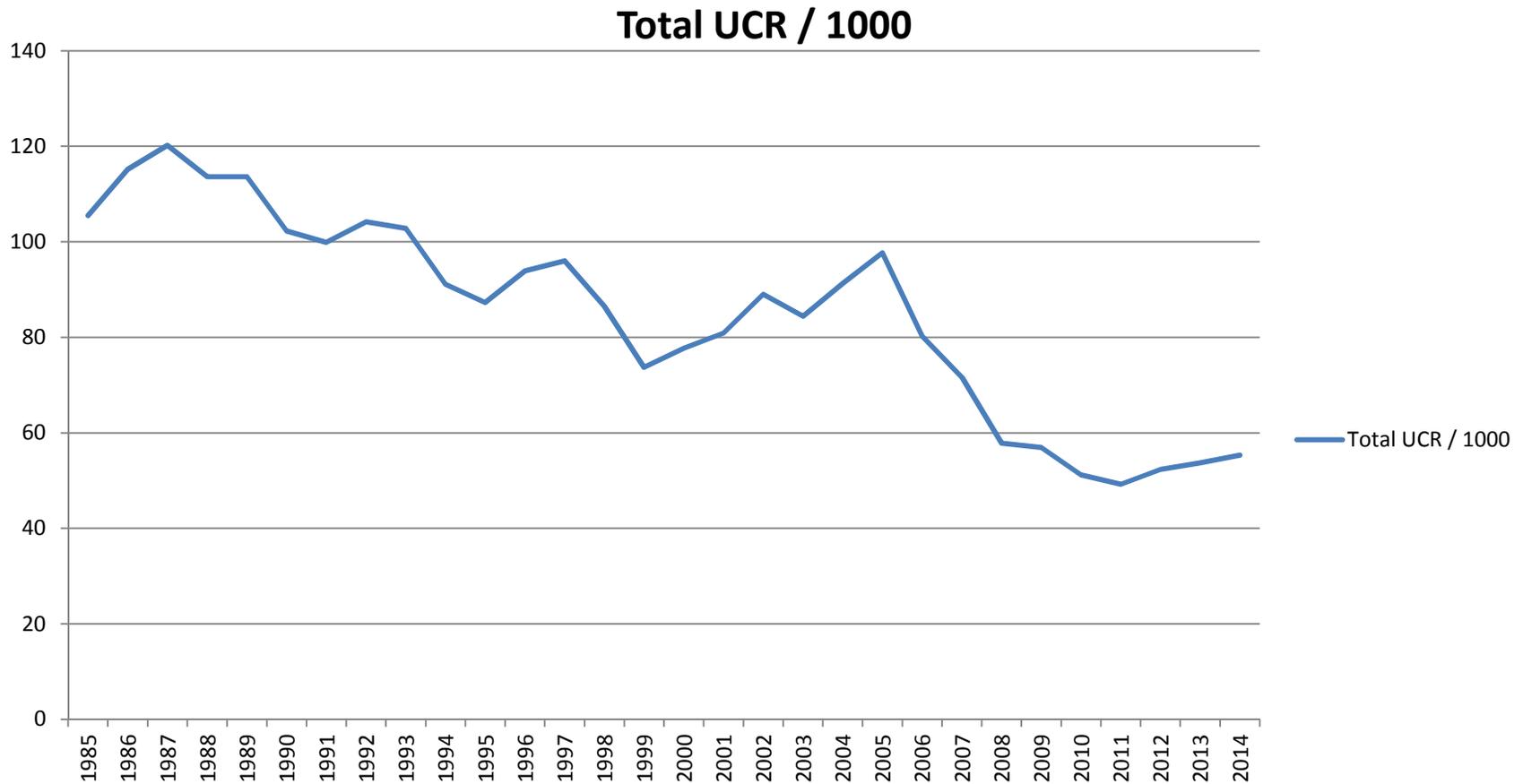
- **Community Engagement**

- Joint events with RAAP to connect with youth in the community
- Hispanic/Latino outreach
- School Resources Officers increased interaction with school officials, students and parents
- Increase use of social media
- Increase community outreach efforts

Police Effectiveness/Community Engagement

- **Feel Safe in Neighborhood/Downtown/Parks and Trails**
 - Increased visible police officer presence in the Downtown core with our Bike Patrol
 - Increased police presence in libraries, parks, trails
 - Expand community programs: e.g. Block watch/Business watch, volunteer vacant home watch, security surveys
 - Alcohol Impact Ordinance
 - Increased effectiveness with new technology

Police Effectiveness / Crime Trends



SMALL GROUP DISCUSSION

The perception of our crime rate is that it has *increased* when it has actually *reduced substantially*. Our crime rate (homicide, rape, robbery, assault, theft, burglary, and auto theft) peaked in 1987 when we recorded 120 crimes per 1000 population.

In 2015:

- Our crime rate was 58 crimes per 1000 population (a 52% *decrease* in the last 30 years)
- Our crime rate was lower than Seattle, Tukwila, Kent, Auburn, and Federal Way.

1. What do you think is the most effective way to reduce the “perception” of crime in Renton?



4. Workforce Culture

Ellen Bradley-Mak

Kristi Rowland

Workforce Culture

- **Update Training Curriculum**

- Halogen/Path to where we are today and next steps
- Competencies/today and plan for updating, etc.
- Sharing our stories
- Update Training Curriculum
 - Curriculum/Calendar
 - ✓ HPO Elements (1) Culture and Competencies; (2) Leadership

Ongoing Opportunities (cont.)

Renton Culture Curriculum/Orientation

Developed and presented by a team of Renton staff members and leaders, this half-day session is intended to answer the questions: What makes Renton the Best City in King County? Who are we? What do we stand for? Who makes us the best? How do we do it?

Who should attend? New employees will attend as an orientation. Seasoned employees are also encouraged to attend!

Instructors: Varies
Time: Schedule TBD

Halogen Training

In this course you will learn about the software and how it can assist you in actively managing the performance of your staff and *your own*. The session will open with general information and end with a supervisor focus.

Who should attend? All employees

Instructor: Angela Thomas
Time: 3rd Wednesday 9-11, monthly 9-11

Mandatory Training

Quarterly Management Meetings

Managers get together on a quarterly basis to learn about contemporary issues and strategies to improve aspects of their work and that of their employees.

Organizers: volunteers
Time: 8-12, quarterly (specific times TBA)

All employees are required to participate in the following which will be offered as needed:

- Unlawful Harassment Training
- Halogen Performance Management Software

You will be contacted when you need to attend.

Optional Enrichment

Renton Ahead



A small group of folks from different departments are getting together weekly over a 'brown bag' lunch hour. Our goal is to informally share ideas with each other in a neutral place that will allow us to learn from and support each other. Our focus is on techniques for improving performance, workplace culture and collaboration - topics are selected by the group.

Who should attend? This group is open to anyone interested in learning and sharing in support of their own professional or personal growth.

Organizers: Kristi Rowland, Deb Needham and Patrick Zellner
Time: Thursdays, 11:30-12:30 (on your own time)

Renton Beyond Words



An employee book club! This is another experiment at creating a learning environment that crosses departments and roles. A spin-off of the *Renton Ahead* concept, this group dives deeper into key topics that will help us in our quest for continuous improvement and learning - professionally, personally and as an organization. The selected books are provided to those who will participate in the organized discussion groups. A library is also available for those choosing to read on their own.

Who should attend? This group is open to anyone interested in learning and sharing in support of their own professional or personal growth.

Organizers: Kristi Rowland, Megan Gregor and Abdoul Gafour
Time: 2nd Tues 12-1, monthly (on your own time)

For more information see the HRRM training calendar at www.rentonwa.net/help/HRRM



For items with this symbol, please visit the Renton

2016 City-Wide Training Opportunities



Ongoing opportunities

Introduction to *Renton Lean* (twice annually or upon request)



Renton Lean is about continuously learning and improving. In this course you will learn the history of lean, lean principles and tools, as well as some practical application of the tools in your day-to-day.

Who should attend? Anyone who has thought “why do we do things this way?” and is looking for some tools to figure out WHY a given process is not smooth and HOW to make it better.

Instructor: Kristi Rowland
Time: 3-4 hours
Size: 10-50 people

Rapid Office Kaizen (ROK) (provided upon request)



ROK is a Lean training program which is a very simple, easy to follow and hands on workshop where you will learn how to document and improve your own work processes. This is a low tech, simple training that any group can relate to.

Who should attend? Intact work groups with a shared process to improve.

Instructor: Kristi Rowland
Time: 6-8 hours
Size: 10-20 people (teams of 5, ideally)

Success Signals “Colors” (provided upon request)

Everyone has different communication styles and preferences. In this course, you will define your own communication style, discover how this impacts your interactions with others and how others may perceive you.

Who should attend? Intact work groups with a shared desire to improve interdepartmental relations and promote team-building.

Instructor: Maria Boggs
Time: 6-8 hours

Customer Service (twice annually)

Whether you work for an internal services department or service the citizens of Renton, our goal is the same – provide excellent customer service. In this course you will learn tips and tools for providing superior customer service.

Who should attend? All employees who have not yet taken this course.

Instructor: Michael Bushmole
Time: 6-8 hours
Size: 10-50 people

Behavioral Based Interviewing* (four times annually)

This behavior-based interviewing training workshop provides a critical step toward using the right hiring process, making the right hiring decisions, and avoiding costly hiring mistakes. Participants learn to apply the recognized principle that past and present behavior is the best indicator of future performance.

Who should attend? All employees interested in developing their interviewing skills.

Instructor: TBD
Time: 6-8 hours
Size: 10-50 people

Presentation Skills (twice annually)

In this interactive course, you will learn how to be an effective presenter, by practicing tools and receiving feedback.

Who should attend? Anyone who has thought or said, “I hate getting up in front of groups of people.”

Instructor: Michael Bushmole
Time: 6-8 hours
Size: 10-15 people

Coaching Skills* (twice annually)

Whether you are a manager or simply a leader of your department (or both) it’s important to help others to help themselves. In this course, learn how to be an effective coach.

Who should attend? Supervisors, an leaders interested in the *Pathway to Supervision*.*

Instructor: Janaki
Time: 6-8 hours
Size: 10-50 people

Inclusion* (twice annually)

One of the business goals of the City is inclusion for all. In this workshop you will gain awareness of the historical evolution of institutional racism, how it creates barriers to inclusion, and the impact of historical inequities on Renton. We will explore ways to overcome these barriers and achieve equity and inclusion.

Who should attend? All employees, supervisors and other leaders.

Instructor: Benita Horn
Time: 6-8 hours
Size: 10-50 people

**Pathway to Supervision allows those interested in supervising to participate in training to obtain skills necessary to do this type of work. Training will also include:*

- Conflict Resolution
- Team Building
- Budget & Finance
- Supervisory Skills
- New Supervisor Training

Workforce Culture (continued)

- Expanding *Renton Results* Efforts



Continuous Improvement & Learning

Leadership

Strategic Awareness

Productivity

Workforce Culture (continued)



Leadership

Workforce Culture (continued)



2017-2022 GOALS



Provide a safe, healthy, vibrant community



Promote economic vitality and strategically position Renton for the future



Support planned growth and influence decisions that impact the city



Building an inclusive informed city with opportunities for all



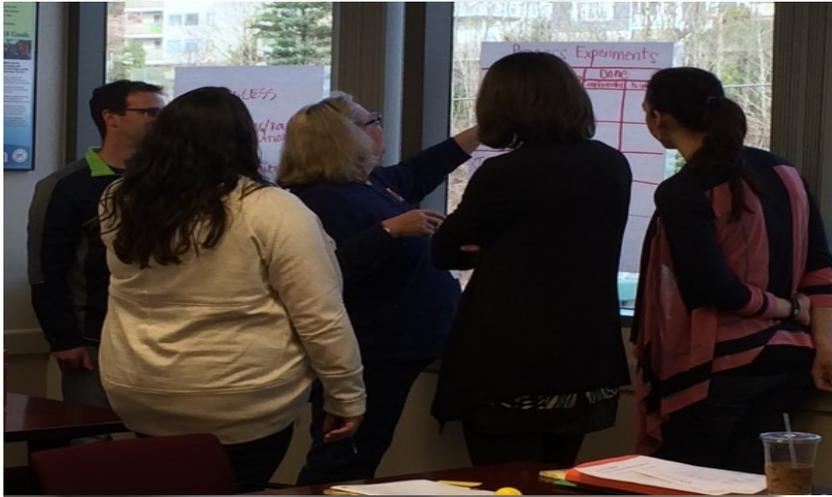
Meet service demands and provide high quality customer service



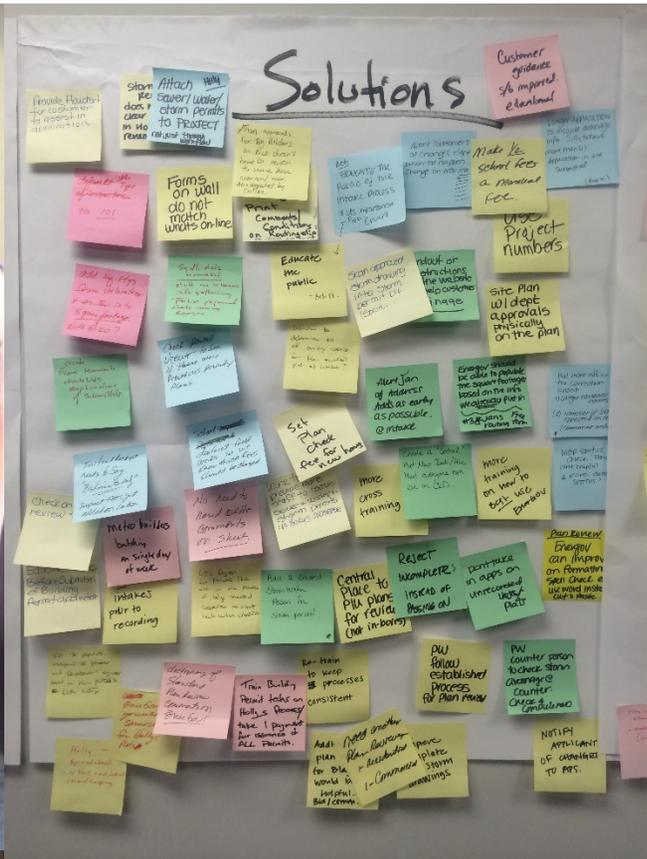
Strategic Awareness



Workforce Culture (continued)



Productivity



Workforce Culture (continued)



For the Love of Renton “Ted Talk”/Lunch

with over 90 in attendance



Workforce Culture (continued)



Youth outreach
(budgeting, local government services, policing and more)



Workforce Culture (continued)

Government Performance Consortium Membership

Some of the benefits:

- Community of Practice: Regional Data Comparison
- Community of Practice: Lean in Local Government
- Community of Practice: Storytelling
- Regional, high quality learning opportunities:



Ken Miller
May 2015



Rebecca Ryan
October 2015



Peter Kageyama
May 2016

Next Forum: Lean Symposium, October 2016



Workforce Culture (continued)

Renton Results Next Steps

- Increase staff engagement/leadership
- Storytelling
 - Share the results of the work of our programs in data and stories
 - Share the results of our internal improvement efforts (lean, learning, etc.)
 - Share the results of our external connections

SMALL GROUP DISCUSSION

1. What do you think are the most effective ways of improving organizational performance?
2. What are the most important things the city can do to build a healthy organization?

Thank you
for your time and participation!

Next week:

- Quality of Life/Serving the Vulnerable/Homelessness
- City's budget and financial position and the Effect on capacity with RFA



Renton Results, in review

More than data collection and program metrics...

Renton Results expanded in 2015 to provide tools and support to city staff by providing process improvement project facilitation, training, development and other learning opportunities in support of our mission as identified 2010:

*To measurably improve the overall quality of life in Renton through **continually improving our delivery of city services**, programs and amenities in a way that can be documented and reported to our tax payers.*

Organizational impact..

One of the largest benefits to all of the items described below is that through each of the individual Renton Result efforts there is RELATIONSHIP building.

By design, there is a mix of departments/divisions, roles and ranks, longevity, etc. We regularly see an introduction or an “I didn’t know that you are the one who does that!” followed with good discussion and laughter. No, not everyone finds a new ‘BFF’ but people are getting to know each other - *outside of task-driven moments* –which allows them to ask questions, learn from each other and have a *deeper understanding* of a person, or a service or a group than they did before. In many cases, some would never meet because their daily work doesn’t bring them into contact with each other.

So, while the core content put forth by all of the individual pieces (described below) make these efforts *very rich*, the real “gravy” is that *together* we are weaving a fabric of people together who have the *best of intentions* across all departments and ranks. This has potential to make a strong *positive* impact on the culture of our organization, in the long term.

Renton Ahead

Renton Ahead is an informal, lightly facilitated brown bag lunch with a single topic focus each week, selected by the group and is held every Thursday. This group is open to all who are interested in to supporting and learning from each other. We start this experiment in July 2015 and have not lost steam yet! Weekly participation ranges from 8-12 people from *all departments and roles*.

Our goal: to share ideas with each other in a neutral place.

Our focus: techniques for improving performance, workplace culture and collaboration.



Renton Results, in review

More than data collection and program metrics...

Topics covered to date:

- Succession Planning & Survival
- Resilience After Failure
- Mentoring
- Death by Meeting/Successful strategies (x2)
- The Productive Zone of Distress
- Communicating with Empathy (x2)
- Challenging but crucial conversations (will be repeated) Attitudes that Feed Good Customer Service
- Asking to Understand (Humble Inquiry, Renton Beyond Words Book Club follow up)
- Work-Life Balance or Blend? (x2)
- Resilience after FAILURE
- Do you take your lunch? Vacation?
- Team Building in a Diverse Work Group
- Engagement
- Emotional Intelligence
- Equality versus Parent/Child Relationships at work
- Unconscious Bias
- Career Advancement: Who is responsible?
- Managing Up
- Hiring and Promoting the Right People
- Competent BUT compatible?
- Bridging the Generation Gap
- Employee Recognition
- Making Performance Evals Useful
- Motivation
- Coaching
- Debrief GPC Forum: From Public Good to Public Great
- Debrief on the GPC Forum: The Future of Government
- Collaboration
- Storytelling

Partners: Deb Needham (Fire & ES) and Patrick Zellner (PW)

Renton Beyond Words

This group is another experiment at creating a learning environment that crosses departments and roles. A spin-off of the Renton Ahead Brown Bag lunch discussions, this group dives deeper to learn more about key topics that will help us in our quest for continuous improvement and learning - professionally, personally and as an organization. Books are purchased for those who plan to attend the monthly, one-hour lunchtime club meeting. Books are also being added to a shared library for those who cannot attend but wish to read the books. There are approximately 25 participants from all departments and varying roles. We anticipate 2-3 books a year if this experiment continues to be well received.

Current and future books:

- *Humble Inquiry, the Gentle Art of Asking Instead of Telling* by Edgar H. Schein (finish on 1/12)
- *Change Leadership Emotional Intelligence (CLEI): Using Change Strategies that Work!* By Cyndi Schaeffer PhD (starts in February)
- *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni

Partners: Megan Gregor (ASD) and Abdoul Gafour (PW)



Renton Results, in review

More than data collection and program metrics...

Renton *Lean & Innovation*

Improvement projects are undertaken by work groups with a specific process to review or to better understand and, ideally, to *improve*. These projects are initiated by directors or managers of a process and include all parties that are involved or impacted by the process. Projects result in a comprehensive understanding of *current* state of the process, an team-defined ideal/future state, and a list of quick fixes and mid-to-longer term projects that will be pursued by the Champion (with key people) in order to achieve the future state.

Renton Lean & Innovation Projects:

2014

Multi-day, kaizen style events.

- **Finance Laserfiche Implementation for A/P Invoices** (Champion, Kari Roller; Team members from Finance, Police, PW, and IT; also special thanks to City of Kent A/P for tour of their process)
- **MULTI-DEPARTMENT: Budgeting Process Review** (Champion, Iwen Wang; Team members from all departments, multiple divisions)

2015

Multi-day, kaizen style events.

- **HR Employee Onboarding Process** (Champion, Cathryn Laird; Team members and interviews included staff from HR, Finance, IT, Police, Fire, Community Services)
- **CED Single Family Residence Permitting Process** (Champion, Craig Burnell; Team members and interviews included Permit Techs, Plan Reviewers, IT, Finance, Fire; also special thanks to external customers Bob Wenzel and Dalton Smith)
- **Finance Grant A/R Invoicing Process** (Champion, Jamie Thomas; Team members and interviews included staff from Finance, PW, Police, Airport, and Community Services)

Continuing efforts in 2016

PW Fleet, Preventative Maintenance Process (Champion, Ron Kahler; full fleet staff participation)

Clerk, Internal Contract Processing (Champion, Megan Gregor; full staff participation)

CED Utility Construction Permitting Process (Champion, Brianne Bannwarth, full staff Utility Plan Reviewer participation, PW Utility and PW Maintenance participation)

Police Dept: Conceals Weapons Permit transition to online processing; innovation (Champion, Stephanie Cour)



Renton Results, in review

More than data collection and program metrics...

MULTI-DEPARTMENT: Bill of Sale Process Review and Improvements (initiated by Jamie Thomas and Chip Vincent; team includes PW-Maintenance, PW-Water, PW-Surface Water, PW-Wastewater, PW-Transportation, CED-Plan Review, Clerk, and Finance)

Lean Learning Lab's will begin in July 2016. Once-per-month, hour-long instructional and hands on learning around the practical application of Lean tools.

Others under discussion:

Community Services TBD

New "Lean Team" partners: Megan Gregor (ASD), Deb Needham (Fire & ES) and Maria Boggs (HR) each earned their Green Belts in Lean Six Sigma to aid in similar projects.

Data and metrics

Data has now been centrally collected for four years and will again be included in full within the Biennial Budget 2017-18. Data is provided by staff on a monthly, quarterly or annual basis. Our data is reported in our budget document as well posted on our **Open Data Portal**.

Collaboration with the Executive office on the Community Survey will ensure we have data for some of our key performance indicators which require survey results.

Training and Development

Internal and External Training opportunities have been abundant this year. We have some excellent partnerships which have brought us some fantastic opportunities for learning. These include the Washington State Auditor's Office of Local Government Performance Center (LGPC) and the Government Performance Consortium, explained below.

Training and development opportunities:

- 1/2015 Accountability and Ethics – Quarterly Managers Meeting (LGPC)
- 3/2015 Introduction to Lean Principals – PW Maintenance Division (LGPC)
- 5/2015 From Public Good to Public Great – GPC Forum at UW, all departments (GPC)
- 5/2015 Introduction to Lean Principals – Quarterly Managers Meeting (LGPC)
- 6/2015 Rapid Office Kaizen (ROK) Workshop – Street Maint, Clerk, Finance, HR and Plan Review (LGPC)
- 6/2015 Introduction to Lean Principals – City Attorney Department Retreat (internal)
- 10/2015 The Future of Government – GPC Forum at UW, all departments (LGPC)
- 5/2016 For the Love of Cities – GPC Forum at Pavilion, all departments (LGPC)
- 5/2016 For the Love of Renton – Renton-Focus events, all departments and community



Renton Results, in review

More than data collection and program metrics...

Government Performance Consortium

We participate in the **Government Performance Consortium** along with five other cities, MRSC, WA SAO/LGPC – we actively sit on the steering committee. This group has brought some high caliber opportunities to us (above) such as Ken Miller and Rebecca Ryan and this year will include other equally inspiring opportunities. *In May of 2016 the forum keynote will be the author of “For the Love of Cities”, Peter Kageyama. We are hosting it here in Renton (Pavilion) and will have a bonus day with the author meeting with city staff, executive leadership, council and community groups.*

Spin-offs from GPC

- The **Data Collection and Comparison Project** is a (new) voluntary effort to identify and coordinate local government service area performance measures with the intent to benchmark changes over time with the capacity to compare to other jurisdictions. We are an active participant.
- The **Alliance Ambassador group** is a small group of volunteers from the larger group who will work together to continue the mission of the GPC, share ideas and learning and bring these things back to our cities. We are an active participant.
- The **Lean Community of Practice** will hold its first planning meeting on June 23rd here in Renton. We hope to plan for another GPC forum, this time a Lean Symposium open to all local governments in the region.

Collaboration with HR on:

- A “**Culture Curriculum**” to be used, initially, as an employee Orientation program and, once fine-tuned, delivered as a refresher to existing employees about who we are, why and how.
- A **training calendar** for 2016 that assures all elements that make us a high performing organization are being met.



RENTON RESULTS PROGRAM PERFORMANCE & DATA

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Mission of Renton Results

Measurably improve the overall quality of life in Renton through continually improving our delivery of city services, programs and amenities that we provide in a way that can be **documented and reported to our tax payers on a regular basis**



WHERE WE'VE BEEN: 2007-TODAY

- ❖ Identified six core service areas (five direct, one internal)
- ❖ Defined results that matter most to the community (“I want...”)
- ❖ Identified service strategies to achieve results
- ❖ Zero-based-budget focused on these results
- ❖ Identified measures of progress to achieve results
- ❖ Refined measures with input from those that do the work (2011, ongoing)
- ❖ Centralized data collection (2012-today)

✓ **DESIRED RESULTS FOR CSA's**

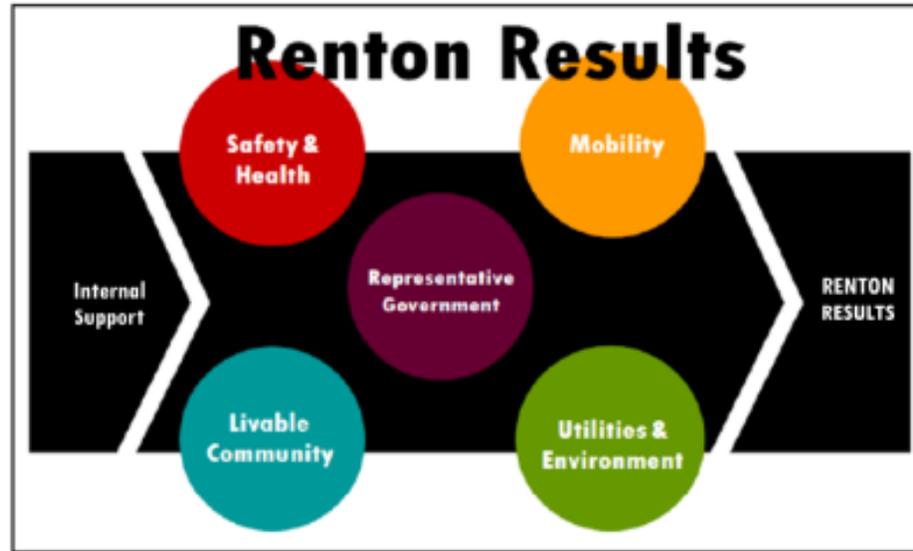
- Safety and Health: I want a safe and healthy community.
- Livable Community: I want access to high quality facilities, services and public resources that enrich the lives of everyone in the community.
- Representative Government: I want Renton to be a responsible and responsive government.
- Mobility: I want safe and efficient access to all desired destinations, now and in the future.
- Utilities and Environment: I want to live, learn, work and play in a clean and green environment with reliable, affordable utility service.
- Internal Services: I want City departments to have the means to operate efficiently and effectively in a safe and sustainable manner.

RENTON'S BUDGET IS STRUCTURED AROUND CITY SERVICE AREAS (CSA'S)

Why?

- ❖ Allows resource decisions to be based in part on the service priorities of the Citizens
- ❖ Alignment of our Programs and resources with what we are trying to accomplish as a City
- ❖ Citizens can more easily see the cost of services within our budget document
- ❖ Program performance measures may be used as a management tool and are found in multiple areas:
 - ❖ Budget documents
 - ❖ Renton Results data
 - ❖ Halogen Employee Performance Management Tool

THE DESIRED RESULTS (IDEAL OUTCOME) OF OUR DAY-TO-DAY WORK



MOVES THE CITY IN THE RIGHT DIRECTION...

2017-2022 GOALS



Provide a safe, healthy, vibrant community



Promote economic vitality and strategically position Renton for the future



Support planned growth and influence decisions that impact the city

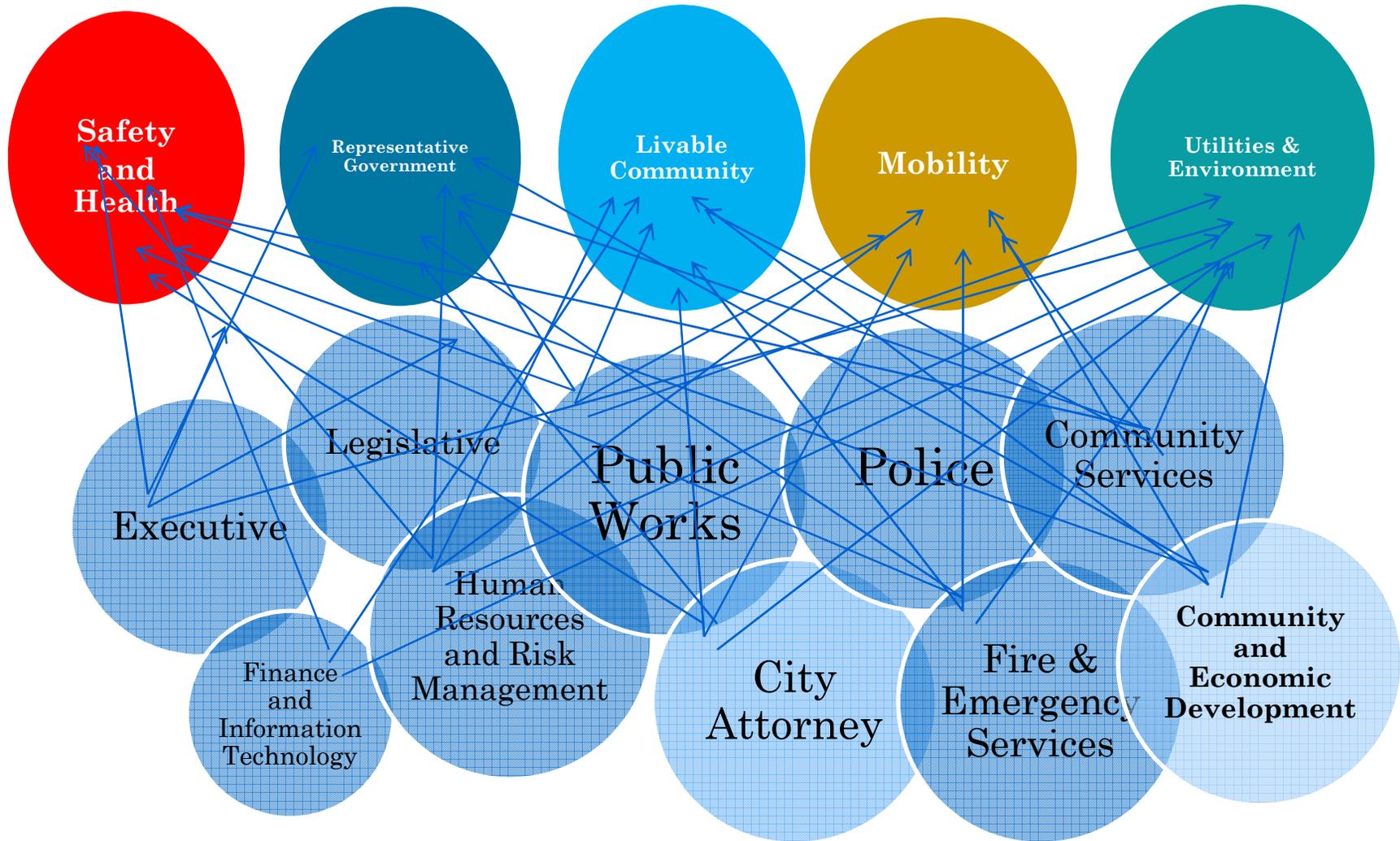


Building an inclusive informed city with opportunities for all



Meet service demands and provide high quality customer service

✓ PROGRAMS (PEOPLE) ARE CONNECTED TO CSA'S



Internal Support

CITY PRIORITY EMPHASIS

1. Economic Development
2. Inclusion/Diversity
3. Police Effectiveness/Community Relations
4. Workforce Culture 
5. Quality of Life/Serving Vulnerable Population/Homelessness

CONTINUOUS IMPROVEMENT, LEARNING



People

Continuous learning and improving



Processes

Continuous learning and improving

RENTON RESULTS METRICS ARE A TOOL

To serve as a *tool* to...

1. Measurably improve delivery of city services in a way that can be **documented and reported** to our tax payers.
2. Learn our strengths, weaknesses, and **opportunities to improve.**
3. Create a positive public perception of local government in Renton through the efforts of a dedicated workforce committed to **providing quality customer service** to all of our citizens

RENTON RESULTS IS NOT

1. Hammer
2. Isolated to a single person, process, program, division or even *department!*

EXTERNAL INFLUENCES THAT MAY IMPACT RESULTS:

1. Process Change
2. Technology Implementation
3. Turnover/New Staff/Reorganization
4. Change in resources
5. Change in Customer Base (who, how many, priorities)
6. Change in Economic Climate
7. Weather!

METHODOLOGY

- Various means of data collection
(automation is goal)
- Monthly, quarterly and annual reporting
- Measures in place to quantify the effort and gauge the effectiveness of our work
- *Refinement is ongoing*

✓ STRATEGIES FOR CITY SERVICE AREA (CSA)

I want Renton to be a safe and healthy community.

- Encourage a self reliant community through programs and education
- Timely responsiveness and “projection of effort” when the community cannot help itself
- Recovery and restoration of the community after a disaster
- Encourage the community to comply with local, state and federal laws

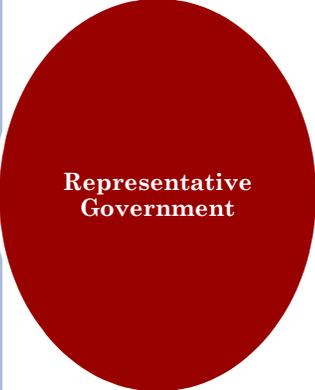


**Safety
and
Health**

✓ STRATEGIES FOR CITY SERVICE AREA (CSA)

I want a responsive and responsible government

- Policy and program decisions reflecting community values
- Opportunities for the public to engage and influence City government
- Advocate community interest in regional, state, and federal forums
- Open accessible and consistent (administrative and judicial) decision process
- Clear and effective communications
- Policy and fiscal accountability
- Partner with community organizations to leverage resources



Representative
Government

✓ STRATEGIES FOR CITY SERVICE AREA (CSA)

I want access to high quality facilities, services, and public resources that enrich the lives of everyone in the community.



- Encourage and foster a vibrant and diverse economy
- Manage growth in a manner consistent with community values
- Encourage and foster a strong sense of community
- Provide or make available diverse learning and enrichment opportunities
- Provide clean, safe, healthy and well-maintained places

✓ Strategies for City Service Area (CSA)

I WANT SAFE AND EFFICIENT ACCESS TO ALL DESIRED DESTINATIONS, NOW AND IN THE FUTURE.



- Provide a comprehensive mobility network that connects the public to desired destinations
- Provide a well-maintained condition of the mobility infrastructure
- Provide efficient and safe operations of the mobility infrastructure

✓ Strategies for City Service Area (CSA)

I WANT TO LIVE, LEARN, WORK AND PLAY IN A CLEAN AND GREEN ENVIRONMENT WITH RELIABLE, AFFORDABLE, UTILITY SERVICE.



Utilities &
Environment

- Well maintained neighborhoods, properties and environment
- Manage solid waste
- Operate and maintain piped utility infrastructure
- Environmental conservation, education and outreach
- Compliance with environmental standards and laws
- Protection of open space/acquisition

✓ Strategies for City Service Area (CSA)

I WANT CITY DEPARTMENTS TO HAVE THE MEANS TO OPERATE EFFICIENTLY AND EFFECTIVELY IN A SAFE AND SUSTAINABLE MANNER.



**Internal
Support**

- Highly qualified, healthy, well-trained and productive workforce
- Functional work environment
- Fiscal Support and Accountability
- Safeguard public interests and assets
- Equipment and data that is reliable and accessible

RENTON RESULTS DAY TO DAY

Continue Collecting Data (automate where possible)

1. Analyze data and identify trends over time (increase reporting frequency where possible)
2. Compare data to benchmarks/other entities
3. Refine measures and mine data for more meaningful information

Perform **Process Improvement** Activities

1. Using Renton Results data analysis *and other sources* (*Employee suggestions encouraged!*) deploy Process Improvement efforts (big and small)
2. Implement improvement
3. Measure again!