

**FIRCREST CITY COUNCIL  
SPECIAL MEETING AGENDA**

**TUESDAY, JANUARY 16, 2018  
6:00 P.M.**

**COUNCIL CHAMBERS  
FIRCREST CITY HALL, 115 RAMSDELL STREET**

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- 1. Call To Order**
- 2. Pledge Of Allegiance**
- 3. Roll Call**
- 4. Agenda Modifications**
- 5. City Council/Staff Teamwork and Housekeeping**
- 6. 2018 Work Plan**
- 7. Community Center and Pool**
- 8. Adjournment**

## **Pingel's Philosophy 2017**

I have found that taking the time to share a little bit about my leadership philosophy is a great way to start a working relationship. If something doesn't make sense, please don't hesitate to ask me to clarify. With the exception of the first two topics, these are not in any kind of order of importance. One thing I will ask of you—I am going to share with you how I think I do business, as we work together if I am not operating under the philosophy as presented, I hope you will let me know so I can get back on target.

**Who we work for?** The City of Fircrest, which I view as the people of Fircrest, we must never forget that our efforts are funded by the taxpayers of the community—they pay our salaries and we owe it to them to do it right every day.

**Integrity is very important**—I won't lie to you, and demand that you don't lie to me. This is not negotiable. We are all in a position of public trust, and we will not violate that trust. When you tell me something, I take that as fact and act on it or pass it on to the City Council or the community. We must be accurate.

**Leadership approach to management**—I view my job as setting clear expectations; providing you the resources you need; coaching and mentoring as needed; and getting out of your way so you can do your job. I don't intend to manage your departments for you, I have a job of my own to do and if I am doing yours then something is wrong.

**Questions and learning.** While I have worked in Washington before, it was in a much more limited capacity, so I am basically new to Washington. I am going to have a lot of questions about what we do and why we do it. Please realize that my questions are to help me understand—not to say I think you are doing it wrong. I also will share the way things are done in other places so you will have a feel for what I am used to—this way you can tell me what is different here. I am trying to learn so please be patient with me.

**Teamwork—we will work as a team.** To that end we will use what I have come to call my “Argue with me, then fully support my decision” approach. This is the same approach I will use with the City Council. It is OK to disagree on things, and we will make better decisions if we feel comfortable having good, professional discussions about the pros and cons of an idea. I know from past experience that I will have a great idea one day and a lousy one the next, and that sometimes I can't tell the difference. That is why I need you to be willing to engage in a frank discussion with me. We might disagree, but we will be respectful of each other. Under this approach, once the decision is made we owe it to the organization and each other to get behind the decision and give it our best. If it turns out it was a poor decision, feel free to come back and tell me “I told you so” later. But when you come, I would expect two things: that you truly gave it your best shot and that you have a solution ready to act on to fix things.

**Decisions and learning.** No decision is a decision and is almost always the wrong one. As leaders it is your job to make decisions and run your department within the policy guidelines adopted by the City Council. I will support you—if you make a poor decision we may talk about judgment and how you can do it better next time, but I will never fault you for making a decision when one needs to be made. I like to say we are all in training—we are learning how to do our jobs and part of that is making mistakes and learning from them. I say WE on purpose, I will make mistakes and would hope that you will be there to tell me how I can do it better next time as well.

I am not a yeller and screamer and don't like to be yelled at.

**No hidden agendas—don't play games, won't beat around the bush.** If I have a concern, I will address it with you in a timely fashion. If I think you are doing well, you will know that too. If you have a concern regarding me, please give me the same courtesy—we can't work as a team if we don't communicate. Often all it takes is a few minutes to share information and the problem is solved.

**Communication is key;** bring me your ideas, keep me informed, let me know how I can improve, and let me know if I am about to do something stupid. I know it may be more fun to watch me walk off the cliff, but I really would appreciate it if you told me before I fall. 😊

**Authority vs. Responsibility.** You can delegate authority but not responsibility—when you are given a task, you are responsible for making it happen. If you delegate the authority to your subordinate staff, I still hold you responsible for making it happen. This is also the way I view my role as it relates to the City Council—if they give me a task and I delegate it to you, I am still responsible to the City Council.

My first City Manager, when I first started in Federal Way, allowed me to basically run with the responsibilities and assignments I was given until I sought out help or needed direction or failed and had an opportunity to learn from that failure. The point is that we are leaders and I expect that we act within the level of authority that we are given in order to get things done. As department heads, you have a great deal of authority and latitude to do the right thing for the City. Stay within budget, stay legal, be a team player, and protect our citizens. I will support you as you make it happen but please keep me informed.

**Documentation is important**—performance counseling, detailed personnel evaluations. More than once I have found that not taking the time to properly document something has come back to bite me. If you need to correct someone's behavior, don't forget to document it. If you need to praise behavior, document that too! Remember, evaluations should not have any surprises, if your team member doesn't know on a daily basis how they are doing you need to do a better job of communicating with them. And also keep in mind that we should always criticize in private and praise in public.

**Follow up**—if it is worth asking about it is worth following up on. Save us both time by closing the loop and answering the questions I have asked. Also, don't let me off the hook, if I owe you an answer, you have every right to follow up—in fact, I expect you to.

**Customer Focus.** We are in the customer service business, but unlike most businesses, our customers can't go somewhere else for the same service. But we should treat them like they can, so let's make sure we take good care of them. We also have some departments that provide customer service to members of the City team. Finance and the City Clerk are two easy examples. My expectation is that we provide the same level of outstanding customer service to our internal customers as we do our citizen customers.

**No one likes surprises—bad news doesn't improve with age.** I don't shoot the messenger when bad news is the message but do tend to get unhappy if I find out from someone else before you tell me. The last thing I want to have happen is for a member of the City Council to learn something important on the street that I knew about and didn't share it with them. That translates to you keeping me informed so I can keep them informed. One key thing here, use the chain of command, if I am not available and it is something time sensitive that you know the Council should know, then it is OK to call or e-mail them directly, but your first call should always be to me. We will figure out what warrants a call, but until we do use the front page of the newspaper test—if it is going to make the front page, call. An aside, if it is going to make any page in the paper and we are going to have to explain what happened, also make that call. My first call will be to you for things that are in your department when I hear about it first.

**Communication with the Mayor and Council.** This is one area that has to be revisited with each new elected official, City Manager, and Department Director. What I have found works the best for everyone is to remember that we have a chain of command, and that things work the best when we use it--both up and down the chain. And we can't work as a team if department heads are going outside the chain of command.

Let me be clear, the City Council members are our elected representatives, and as such, we all have a right and an obligation to discuss concerns we have about our City. That isn't the communication I am referring to here. My expectation of you is to use the chain of command on work related issues. If you were the librarian I would expect you to contact me about the need for a new computer in next year's budget. Contacting members of the City Council to lobby for a new computer would undermine the team and would be unacceptable to me. If you are the librarian and you want to lobby for more recreation programs, that is your right as a member of the community.

As I figure out the needs and preferences of our current council, we can revisit this as necessary. I will discuss specific things with our City Council. I want them to understand their role and we need to understand our role. They should not attempt to direct the staff or ask for things that require any significant expenditure of resources. If they call, it should be with information only queries and I encourage you to respond to those. I also expect you to then let me know about those calls because, if necessary, we will make sure all our elected officials know what the question and answer was—we should do our best to treat them all equally at all times.

If and when members of the City Council do call and ask you to do something, a general rule of thumb is—if ANY citizen were to call you and ask you to do it, and you would, just do it. Anything else would fall into the call Scott category. (Good example is the trash can that has

tipped over in a City park and is scattering litter all around—you would fix that regardless of who called to let you know.) Again, this is something that we will feel out as most situations will not be that straightforward.

We may find that we share resources between agencies or do favors for other agencies or departments. I think this is important, that we work as part of the larger community; I do need to be aware of what we are doing. It must be legal and we must protect our taxpayers.

**My door is open**, both to you, and to every member of the City team. Sometimes members of your staff will take advantage of this when they have a problem with you. If they do I will not tolerate any retaliation against team members who exercise this option. Let's keep in mind that if an employee has a valid complaint, then we have a problem to solve and we should thank them for giving us the chance to solve it. If they are uncomfortable taking it to you, and bring it to me, you have an opportunity to build trust. You can view it as an opportunity to gain the trust of the team member by thanking them for bringing it to someone's attention and then working with that team member to solve the problem together. Then, the next time they just may come to you and let you help solve the problem.

And in case you were wondering, the right thing to do if you disagree with me or have a problem with me: first, I would hope you would come and tell me, but my boss is the City Council and that is your next stop on the chain of command. From a practical standpoint, the person to contact would be the Mayor and we will sort out what to do from there. My goal, however, is to establish a working relationship of trust and mutual respect that eliminates the need to move things up the chain.

Scott Pingel  
Fircrest City Manager

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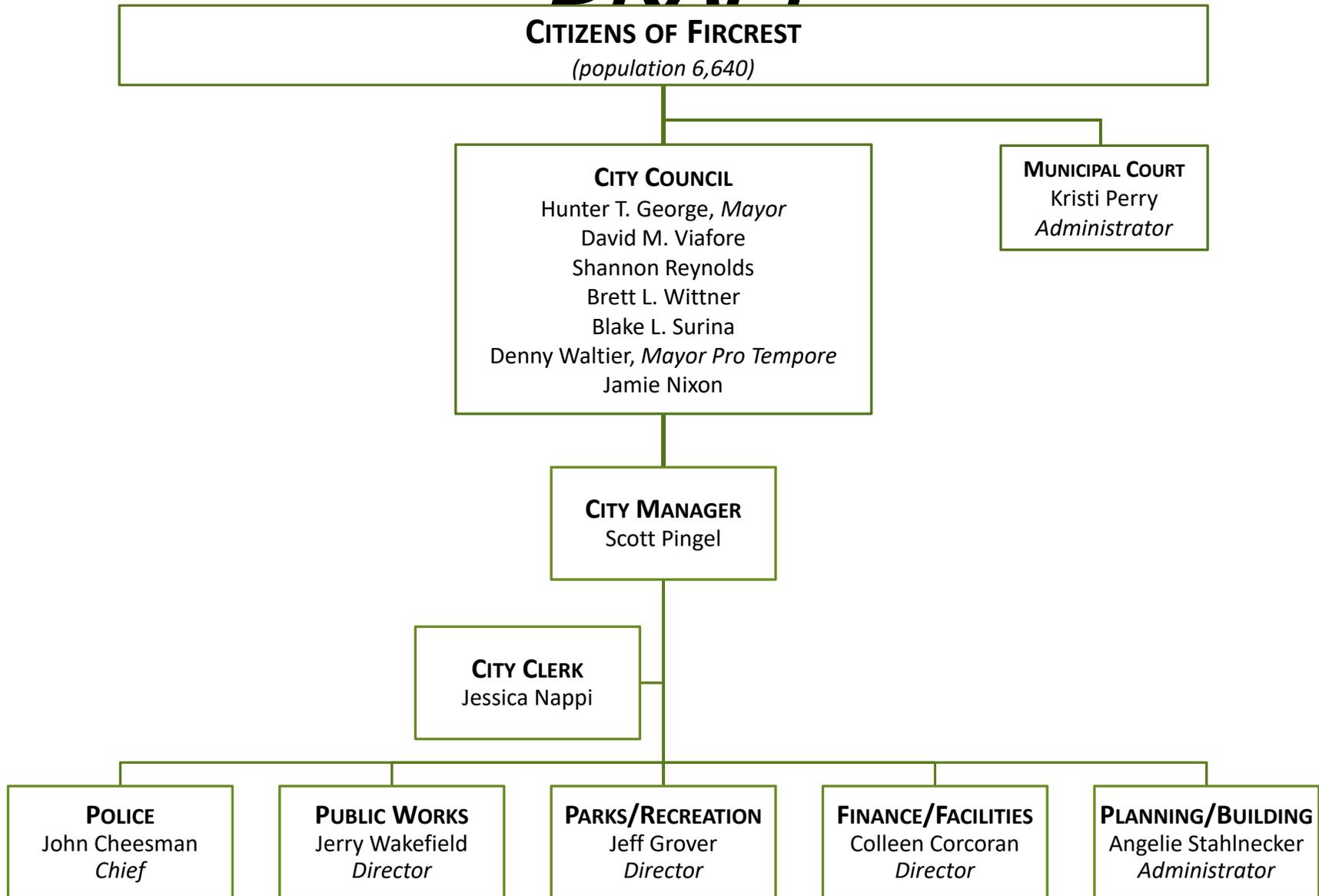
# 2018 WORK PLAN

## STAFF PRESENTATIONS

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Tuesday, January 16, 2018

# DRAFT



# DRAFT

## 2018 WORK PLAN:

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### City Clerk

- Council Rules and Procedures Update: 2<sup>nd</sup> Quarter

### Personnel

- Salary Survey: 2<sup>nd</sup> Quarter
- Staffing Study: 3<sup>rd</sup> Quarter
- Personnel Manual and Procedures Update: 4<sup>th</sup> Quarter

### Public Records

- Public Records Policy: 2<sup>nd</sup> Quarter
- Fee Schedule Update: 2<sup>nd</sup> Quarter

### Risk Management

- Risk/Safety Audit: 2<sup>nd</sup> Quarter
- Staff Education/Training Workshops: On-going

### Title VI

- Nondiscrimination Agreement: 1st Quarter
- Complaint Procedures: 1st Quarter
- Annual Report: 1st Quarter

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## **2018 WORK PLAN: MUNICIPAL COURT**

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- 4<sup>th</sup> Quarter** {
  - Research/implement a beneficial interlocal agreement with the City of Ruston to provide Municipal Court services
- On-going** {
  - Review and implement any enacted 2018 legislation affecting the Court
- On-going** {
  - Continue to cross train Court clerks
- On-going** {
  - Research/implement methods in becoming a more “paperless” court
- 4<sup>th</sup> Quarter** {
  - Update Court manuals regarding policies and procedures
- On-going** {
  - Research methods to provide cost savings in the Judicial and Criminal Justice budgets

# DRAFT

## 2018 WORK PLAN:

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### Finance

- Update Financial policies: 1<sup>st</sup> Quarter
- Implement Internship Program: 1<sup>st</sup> Quarter
- Assist Recreation and Building departments for online registration and payment services: 1<sup>st</sup> Quarter
- Research Paperless Accounts Payable Process: 2<sup>nd</sup> Quarter
- 2015/2016/2017 State Audit: 4<sup>th</sup> Quarter

### Information Systems

- Replace office computers: 1<sup>st</sup> Quarter
- Replace Police server: 1<sup>st</sup> Quarter

### Facilities

- Landscape Contract: 1<sup>st</sup> Quarter

# DRAFT

## 2018 WORK PLAN: PARKS & RECREATION

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On-going	<ul style="list-style-type: none"><li>• Bring new and community focused events to Fircrest Park &amp; Community Center</li><li>• Hire Community Event Specialist: 1<sup>st</sup> Quarter</li></ul>
On-going	<ul style="list-style-type: none"><li>• Facilitate Community Center &amp; Pool planning and design process</li></ul>
1 <sup>st</sup> , 2 <sup>nd</sup> Quarters	<ul style="list-style-type: none"><li>• Improve field irrigation at Whittier Park</li></ul>
1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> Quarters	<ul style="list-style-type: none"><li>• Replace play structure at Fircrest Park</li></ul>
1 <sup>st</sup> , 2 <sup>nd</sup> Quarters	<ul style="list-style-type: none"><li>• Whittier Tennis Court Improvements</li></ul>
On-going	<ul style="list-style-type: none"><li>• Research online registration and payment services</li></ul>

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## **2018 WORK PLAN: PLANNING & BUILDING**

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**1<sup>st</sup> Quarter**

- Update Planning & Building Fee Schedule
- Review Administrative Use Permit Process
- Outdoor Vehicle Storage/RVs

**2<sup>nd</sup> Quarter**

- Review Commercial Districts
- Research Online Permits
- GIS Online

**3<sup>rd</sup> Quarter**

- Review Code Compliance
- Annual Review: Comprehensive Plan/Development Code

**Returning to  
Council for  
Further Direction**

- Residential Rental License
- Hearings Examiner

# DRAFT

## 2018 WORK PLAN: PUBLIC SAFETY

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### Police

- Department Statistics: 1<sup>st</sup> Quarter
- TRACED Assignments Update: 1<sup>st</sup> Quarter
- Complete ACCESS Audit: 1<sup>st</sup> Quarter
- Real Time Crime Mapping: 2<sup>nd</sup> Quarter
- Update Police Policy Procedures: Year-round
- Conduct Lock Down Drills/Schools: 4<sup>th</sup> Quarter
- CIT – Training all Officers/24 hours: Year-round
- Host & Participate in City Events: Year-round
- Citizen Checks: 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> Quarters
- Catalogue Cameras: 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> Quarters
- Coffee with the Chief: 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> Quarters

### Emergency Management

- Complete Update of City CEMP: Year-round
- Host Training – City Employees: 2<sup>nd</sup> Quarter
- Hosting Training – City Council: 3<sup>rd</sup> Quarter
- Host Citywide Preparedness Class: 4<sup>th</sup> Quarter

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## 2018 WORK PLAN: PUBLIC WORKS

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<b>Water</b>	<ul style="list-style-type: none"><li>• Ramsdell Water Replacement Project: 2<sup>nd</sup>, 3<sup>rd</sup> Quarters</li><li>• High Tank Exterior Painting: 2<sup>nd</sup>, 3<sup>rd</sup> Quarters</li></ul>
<b>Sanitary Sewer</b>	<ul style="list-style-type: none"><li>• Alameda Lift Station: 1<sup>st</sup> Quarter</li><li>• Drake Street Lift Station: 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> Quarters</li></ul>
<b>Storm Sewer</b>	<ul style="list-style-type: none"><li>• NPDES Permit Compliance<ul style="list-style-type: none"><li>• Storm Water Management Plan Update: 1<sup>st</sup>, 2<sup>nd</sup> Quarters</li><li>• Public Outreach/Calendars: 3<sup>rd</sup>, 4<sup>th</sup> Quarters</li></ul></li></ul>
<b>Streets</b>	<ul style="list-style-type: none"><li>• Traffic Light Improvement Project: 1<sup>st</sup>, 2<sup>nd</sup> Quarters</li><li>• Street Light LED Conversions: 3<sup>rd</sup>, 4<sup>th</sup> Quarters</li><li>• Grind and Overlay Contra Costa: 3<sup>rd</sup> Quarter</li></ul>
<b>Six-Year TIP</b>	<ul style="list-style-type: none"><li>• Transportation Improvement Program: 2<sup>nd</sup> Quarter</li></ul>

## Fircrest Pool/Community Center Project Timeline

This is a preliminary timeline from which to begin the conversation of how we go from today to the ballot and bond issuance

### **1/16/18 City Council Study Session**

- City Council to discuss Community Center/Pool project and tentative timeline.
- City Council to discuss establishing a steering committee for the project.

### **Week of Jan. 15-19**

- Mayor, City Manager, and Parks and Rec Director to meet with Names Family Foundation to discuss the project.

### **1/23/18 City Council Regular Meeting**

- Bond Underwriter to provide bond financial information to the City Council.
- City Council to select an architectural firm for design services.
- City Council to approve City Manager to sign engagement letter for Bond Counsel services.
- City Council to approve Bond Reimbursement Resolution.

### **2/13/18 City Council Regular Meeting**

- City Council to approve agreement with selected architectural firm for design services.

### **Mid to late February**

- Capital Budget Request Due.
- Staff to attend webinar regarding RCO grant.
- Steering Committee to begin meeting with the design team.

**By March 1, 2018** – Notify Bond Counsel to begin drafting the ballot title.

**3/19/18 City Council Study Session** (or a separate public meeting) – Held at the Community Center to discuss the project and receive feedback from the Public. At this meeting, we should have financials to present as well as what improvements or replacements we can get and for how much money. We should also be prepared to answer questions from the public (or outright present) regarding potential ways to pay for the project as far as what funds on hand the City has that may or may not be used.

### **4/17/18 City Council Study Session** (or a separate public meeting)

- This would potentially be another opportunity to present to the public regarding the project prior to the steering committee coming back to the council to ask for further direction.

### **4/24/18 City Council Regular Meeting**

- Steering Committee/City staff to ask for City Council guidance on a cost range for the pool and CC project considering potential levy rates, property tax impacts to properties, steering committee information and feedback from the public. The timeline question here is how much the City wants to publicize the information presented and gathered at the public

meetings prior to bringing these questions back to the City Council to take action and provide further direction.

- Council will also consider information from the architect regarding what we can realistically get in improvements for the money we are willing to spend. Council will also need to provide direction on phasing (or not) of the project, which is a major catalyst for the direction we head from there.

**End of April** – Potential RCO Grant Application Due.

**April to November 2018** – Public Education and Outreach regarding the plan. At this point, we should have a basic direction we are headed upon which we can further educate the public.

**June 12, 2018** – City Council reviews 1<sup>st</sup> draft of ballot title and resolution.

**July 10, 2018** – City Council approves the ballot title and resolution.

**July 27, 2018** – City Manager or Finance Director file the ballot title with Pierce County.

**August 7, 2018** – Ballot title filing deadline with the Pierce County Auditor.

**October 19, 2018** – Approximate date that the ballots are mailed out to voters.

**November 6, 2018** – Election Day

We will also be applying for various **foundation grants**, which have various due dates and timetables.