

# District Council Audit Work Plan Linear View Color Guide

The District Council Audit Work Plan has been additionally formatted as a linear document - the key actions have been colored to identify them easily, as have the measures, milestones and targets along with the due dates and responsible parties.

<p><b>Goal 1: Clarify and develop vision</b>  <u>Develop common understanding of existing legislation</u></p> <ul style="list-style-type: none"> <li>Establish where legislation is clear</li> </ul>	<p><b>GOALS AND OBJECTIVES</b>  <u>Desired Outcomes</u></p>
<p>1) <b>DON to work with City Attorney's Office to assess current legislation and City Attorney's Office to review any prior legal opinions</b></p> <p>2) <b>Outline current and past City's objectives with assistance from Council and Mayor's Office; and</b></p>	<p><b>Key Actions</b></p>
<ul style="list-style-type: none"> <li><i>Make preparation for Fall discussions (legal context/city objectives/staff survey)</i></li> </ul>	<p><b>Measures, Targets, Milestones</b></p>
<ul style="list-style-type: none"> <li>Summer 2010</li> <li>NDC Manager to Lead and City Attorney's Office</li> </ul>	<p><b>Due Date (month/year) Who - Responsible Parties</b></p>

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*page 1 - color key*

*pages 2 through 8 - linear listing of 2009 District Council Audit Response Work Plan*

*page 9-10 - listing of Key Actions (only)*

*pages 11-12 - listing of Goals and Desired Outcomes (only)*

**Goal 1: Clarify and develop vision for District Councils and governance therein. This should be consistent with City Objectives, District Councils Visioning, and larger Community input. (Audit Paragraph 1, 2, 6 recommendations)**

**Develop common understanding of existing legislation**

- Establish where legislation is clear
- Establish where legislation is silent
- 1) **DON to work with City Attorney's Office to assess current legislation and City Attorney's Office to review any prior legal opinions**
- 2) **Outline current and past City objectives with assistance from Council and Mayor's Office; and**
- *Make preparation for Fall discussions (legal context/city objectives/staff survey)*
  - Summer 2010
  - NDC Manager to Lead and City Attorney's Office
- *Create Statement of City Objectives for discussion at District Council/CNC Chairs meeting.*
  - Summer 2010-Fall 2010
  - NDC Manager to initiate with/CM O'Brien's Office, and Mayor's Office
- *Establish routine/ (Annual/TBD) District Chairs/CNC Chairs meeting with DON and at first meeting provide: Overview of existing legislation, City Objectives, and discuss baseline staffing.*
- *Overview of existing legislation, City Objectives, brainstorm survey questions for key stakeholders, and begin baseline staffing discussions. Review overall work plan timeline.*
  - Fall 2010
  - DON to host (Possible participation by Executive and CM O'Brien's Office)

**Establish areas needed for clarification from various stakeholders**

- 1) District Councils
- 2) Past Members
- 3) DON Staff and Manager supporting Councils
- 4) Elected(s)

**1) Survey current councils and past members that participate in the District Council System**

**2) Develop list of areas for clarification by stakeholders**

- *Assess Resources*
  - *Identify resources: i.e. identify online survey resources;*
  - *Identify resources for written survey of face-to-face focus groups*
  - Summer 2010
  - NDC Manager with NDC(s) and Intern in partnership with CNC and District Council Workgroup (TBD)
- *Create Survey Tool*
  - Summer 2010-Fall 2010
  - NDC Manager with NDC(s) and Intern in partnership with CNC and District Council Workgroup (TBD)
- *Conduct Survey*
  - Summer 2010-Fall 2010
  - NDC Manager with NDC(s) and Intern in partnership with CNC and District Council Workgroup (TBD)
- *Perform Analysis and Share results*
  - Winter 2010
  - NDC Manager with NDC(s) and Intern in partnership with CNC and District Council Workgroup (TBD)

**Goal 1: Clarify and develop vision for District Councils and governance therein. This should be consistent with City Objectives, District Councils Visioning, and larger Community input. (Audit Paragraph 1, 2, 6 recommendations)**

**Develop common understanding of current practices and self directed vision of District Councils**

- Compare common practices across councils
- CNC & DON to work with District Councils on voluntary basis to identify long-term vision goals into the future -5,10, 20 year vision; and areas for greater alignment (i.e. Neighborhood Planning)

**Determine current community understanding of District Council purpose and receive input on vision and areas needed for greater clarification**

**Based on City Objectives, analysis from survey of key stakeholders (District Councils, past participants, staff and broader community) consider new legislation, administrative rules, and/or key programmatic changes**

- Utilize Neighborhood District Coordinators to develop matrices to compare and contrast current practices
  - Develop format for Matrices of current practices and visioning exercise for review by DON and District Council Chairs and CNC
  - Summer 2010
  - NDC Manager to lead and NDC staff with support from District Councils
- Conduct visioning exercise - DON Neighborhood District Coordinators with District Councils and CNC
  - Populate Matrices and summarize outcomes of vision exercises and note commonalities and differences
  - Fall 2010 –Winter 2010
  - NDC Staff and District Councils (Voluntary)
- Survey Broader Community
  - Assess Resources
    - Identify resources: i.e. identify online survey resources;
    - Identify resources for written survey of face-to-face focus groups; and
    - Identify translation interpretation needs and resources for survey and outreach
  - Create Survey Tool
  - Conduct Survey
  - Perform Analysis
  - Create summary report for distribution to District Councils and CNC
  - Summer 2010
  - DON Intern
- Ensure specific focus on under-represented communities toward increased participation
- Host forum to discuss legislation options
  - Develop format for forum, participant invites and location
  - Time period yet to be determined
  - CM O'Brien's Office in partnership with CNC (TBD)
- Develop framework for 2012 vision; and consider modifications and additions to the work plan and/or decision point for new legislation.
  - Debrief Session with District Council Chair, CNC Chair, and City (DON, Executive, City Council)

## **Goal 2: Review existing guidelines and City Objectives and (if necessary) revisit/develop more consistent guidelines for District Councils & CNC (Audit Paragraph 3 recommendation)**

Identify areas for which guidelines are needed (*various stakeholders perspectives should be included in identifying areas for guidelines, utilize survey tools from Goal 1 and analysis therein*); and ensure key areas are addressed

### **A. Outreach and public engagement activities are discussed as**

- Public engagement activities should be intentionally inclusive and culturally appropriate. Communities' cultural assets and knowledge are better utilized, and participation by people of color increases.

### **B. Representation and methods therein as**

- All boards and commissions reflect the broader social and economic diversity of Seattle's communities

- 1) Review data from surveys
- 2) Develop draft guidelines for review and input by District Councils, Mayor's Office and CM O'Brien's Office
- 3) Finalize guidelines and revisit annually through established decision making mechanism
- 4) Create orientations for new District Councils members and the community at large
- 5) Provide open and transparent access to guidelines

- *Analysis Completed*
- *Conduct a follow up survey if needed*
- *Develop guidelines and circulate to District Council Chairs and DON Department Director*
  - *Spring 2011*
  - *CNC Chair and NDC Manager to lead*
- *Finalize guidelines and establish annual review process (TBD )*

### **Update and keep current District Council resource and District-wide contacts list**

- 1) District Council December notice for Officer updates
- 2) Establish composition/baseline for Community contacts list updates

- *Ongoing function of NDC staff (Establish uniformly of process)*
  - *Quarterly*
  - *NDC(s)*
- *Staff workgroups assigned to recommend baseline*
  - *Spring 2010*
  - *NDC(s)*
- *Baseline Recommendations Provided and input solicited by District Councils*
  - *Fall 2010 –Winter 2010*
  - *NDC(s) and District Councils*
- *Baseline and frequency of update established*
  - *Winter 2010-2011*
  - *DON Director and Mayor's Office*

### **Develop listing of web and technological resources**

- 1) List District Council and Community Council web sites, (including Face book, Yahoo Groups, etc.)
- 2) List other technological resources (mail lists, NING and WiKi services, etc.)

- *Work with DoIT to post resources to DON website as part of larger toolkit for District Councils*
  - *Spring 2010 and Ongoing*
  - *DOIT Intern, CNC, and DON Intern*

**Goal 3: Establish baseline staffing function that supports District Councils (provide uniformity across system, guides expectations, staff operations, and provides method of public records retention.) (Audit paragraph 9, 10 recommendations)**

**Define and establish basic level of support for City Support for CNC and District Councils, and Establish ongoing conditions or commitments to continued support of District Councils and CNC**

- A. Identify facilities and equipment requirements and determine advance appropriate level of support
- B. CNC and District Councils have basic needs for meeting space - identify needs and determine supports
  - Baseline support recommendations provided (based on District Councils input, City Objectives, mindful of DON and larger City budget constraints); and
  - DON and Mayor's Office review (include Local 17 Union) and establish baseline
  - Baseline support published and outlined in program descriptions, guidelines documents, and NDC (s) staff work plans
  - Summer-Winter 2011
  - NDC Manager
  - District Councils evaluate through key customer service satisfaction survey tool in preparation for annual baseline support conversations
  - Baseline support to be revisited at Annual District Council Chair, Councilmember O'Brien, and Mayor's Office.
  - Early 2012
  - District Councils DON, Mayor's Office, CM O'Brien

**Explore and establish ongoing role of technology in support of District Councils**

- C. Develop CNC and District Council website support survey include questions related to volunteer opportunities
- D. Work with City IT department to identify resources and training
- E. Review level of staff support from DON and determine true needs requirement
- F. DON to establish budget and staff limitations; and work collaboratively to prioritize key functions.
  - Analysis of Website support survey
  - Establish and utilize Annual District Chairs meeting to develop baseline, reinforce respective expectations and credentials of District Councils
  - Revisit annual baseline staffing and credentials of District Councils
  - Time period to be determined
  - Volunteers

## Goal 4a: Establish District Councils & CNC's role in City's vision of community engagement (Audit paragraph 5, 7 recommendations)

### Better prepare members of the District Council system for their roles and educate potential new members and community leaders

- 1) Outline resources across District Councils (Overlaps with Goal 4b)
- 2) Develop orientation packets/training for new members of DC system and community councils
  - 2a. Roles within District Councils
  - 2b. Purpose/Mission of District Councils
  - 2c. Options for decision making, meeting formats
  - 2d. Recruitment and methods of community building (based on toolkit)
    - Develop Resource List for District Council/NDC resources
    - Fall 2010
    - DON Intern
    - Develop orientation materials
    - Time to be determined
    - NDC(s) workgroup with District Councils (TBD)
    - Leadership development training for new and future District Council members
    - Time to be determined
    - NDC(s) workgroup with District Councils (TBD)
    - Market training to larger community
    - Time to be determined
    - NDC(s) workgroup with District Councils (TBD)

### Increase participation from under-represented populations

- 1) Identify these members - including youth, business community members
- 2) Disseminate workbook materials and tools developed by Angela Powell as pilot project with District Councils to other Councils
- 3) Consider utilizing key programs or decision making around grant funds as an opportunity for community to community engagement. Developing cross culture peer to peer models
- 4) Identify pro bono translation groups
  - *Perform demographic data analysis*
    - a. *List of translators*
    - b. *List of meeting locations*
    - c. *List of key community social groups*
  - Begin Spring 2010
  - NDC(s) and District Council's Executive Officers
  - *Develop (ongoing) outreach strategies and integrate into leadership training*
    - a. *Specifically address issues of capacity building and consider use of NMF or other grant funds*  
*Market training opportunities*
  - Time to be determined
  - NDC(s) and District Council's Executive Officers

**Goal 4a: Establish District Councils & CNC's role in City's vision of community engagement (Audit paragraph 5, 7 recommendations)**

**Increase meaningful decision-making and/or visibility of District Councils in allocation of City Resources, which may include:**

- A. **Role of consultation within decision making processes for current funds administration via DON**
  - B. **Greater deliberative role in decision making across City's various Departments**
  - C. **Direct administrative role in funds distribution**
  - D. **Enhanced communication and feedback processes Explore Large Project Fund NMF current process and lessons learned related to standards creation for ratings processes and volunteerism**
- 1) Explore and consider other community engagement practices such as Porte Alegre, Brazil, as town where citizens directly disburse grant funds.
    - Time to be determined
    - Staffing to be determined
  - 2) Revisit current practices where District Councils play a routine role and clearly outline current visibility and decision making for District Councils in all respects
    - Small and Simple Fund:** provide DCs with review documentation and provide training so DCs can assist in preparation of Small & Simple requests from their district
    - Matching Fund Grants:** Increase participation of DCs in technology matching fund
    - Street Fund:** Increase participation of DCs in Street Fund reviews
      - a. Design Process – that includes consultation sources
      - b. And connects back to decision making and user friendly process for District xxxx + xxxx
    - Time to be determined
    - Staffing to be determined
    - Develop Flow Charts/Venn Diagrams:
      - a. Create Decision tree for existing processes
      - b. Outline Current Process Modifications underway and lessons learned
      - c. Codify any additional specific request(s) and support for such across all thirteen councils and keys aspects of process.
    - Time to be determined
    - Staffing to be determined
    - Revisit direct connect to SDOT, Parks related to Neighborhood Project Funds (formerly Neighborhood Street Fund)
      - Time to be determined
      - staffing to be determined
    - Review by-laws with regard to appropriateness or consider addition to toolbox as special purpose guidelines
      - Time to be determined
      - Staffing to be determined
    - Incorporate newly developed NMF/LPF process and lessons learned around process changes into District Council toolkit
      - Time to be determined
      - Staffing to be determined

## **Goal 4b: Enable a best practice methodology (Audit paragraph 4, 8 recommendation)**

### **Determine degree of uniformity and consistency desired**

- 1) Survey by-laws and create District Council matrix
- 2) Review matrix to identify level of differentiation
- 3) Based on City objectives, integrate DON guideline discussion and work with staff to create a balance of uniformity/consistency in method typologies or standards; in addition to clearly establishing and isolating areas for autonomy and community ownership over process and functionality of District Councils.
  - Create framework for toolkit and cull from current practices of District Councils and CNC
  - Timing to be determined
  - Staffing to be determined

### **Identify standards in key areas:** Example of a key area is routine distribution of information and ratings processes

- 1) Identify individual District Council toolbox processes or methodologies and create matrix of toolbox resources
- 2) Identify CNC toolbox items
- 3) Crosswalk this work with outcomes from Goal 1 and ensure toolbox is comprehensive
  - Provide content materials and develop toolkit
  - Develop method(s) for publishing and access points for toolkit
  - Timing to be determined
  - Staffing to be determined

### **Establish conflict resolution resources**

#### Items:

- Create specific component of toolkit dedicated to conflict resolution
- Outline roles of various stakeholders
- Outline current resources
- Timing to be determined
- Staffing to be determined

### **Identify commonalities in position statements (pres, vp, treas, sec.)**

- 1) Survey existing by-laws and tally descriptions
- 2) Review with General Council to verify efficacy and whether by-laws are complete
  - Provide menu of options for District Councils related to positions, types and duties, and specific processes required to stay in compliance with current legislation
  - Timing to be determined
  - Staffing to be determined

## Listing of Key Actions Only

- DON to work with City Attorney's Office to assess current legislation and City Attorney's Office to review any prior legal opinions
- Outline current and past City objectives with assistance from Council and Mayor's Office; and
- Survey current councils and past members that participate in the District Council System
- Develop list of areas for clarification by Stakeholders
- Utilize Neighborhood District Coordinators to develop matrices to compare and contrast current practices
- Conduct visioning exercise - DON Neighborhood District Coordinators with District Councils and CNC
- Survey Broader Community
- Ensure specific focus on under-represented communities toward increased participation
- Host forum to discuss legislation options
- Develop framework for 2012 vision; and consider modifications and additions to the work plan and/or decision point for new legislation.
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- Develop draft guidelines for review and input by District Councils, Mayor's Office and CM O'Brien's Office
- Finalize guidelines and revisit annually through established decision making mechanism
- Create orientations for new District Councils members and the community at large
- Provide open and transparent access to guidelines
- District Council December notice for Officer updates
- Establish composition/baseline for Community contacts list updates
- List District Council and Community Council web sites, (including Facebook, Yahoo Groups, etc.)
- List other technological resources (mail lists, NING and WiKi services, etc.)
- CNC and District Councils to work with NDC(s) workgroups and Department Director to develop recommendations. These recommendations should highlight and identify the following:
  - a. Baseline level of support - review existing support and identify additional support possible and desired by District Councils
  - b. Identify financial support desired and compare with existing staff requirements and constraints
  - c. Identify facilities and equipment requirements and determine advance appropriate level of support
  - d. CNC and District Councils have basic needs for meeting space - identify needs and determine supports
- Develop CNC and District Council website support survey include questions related to volunteer opportunities
- Work with City IT department to identify resources and training
- Review level of staff support from DON and determine true needs requirement
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- Identify individual District Council toolbox processes or methodologies and create matrix of toolbox resources
- Identify CNC toolbox items
- Crosswalk this work with outcomes from Goal 1 and ensure toolbox is comprehensive
- Conflict Items (TBD)
- Create conflict-resolution toolbox
- Previous CNCs served as mediator, review and identify possible toolbox items
- Survey existing by-laws and tally descriptions
- Review with General Council to verify efficacy and whether by-laws are complete

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