

# 2010-2012 District Councils/ DON Work Plan For Audit Response

Desired Outcome(s)	Key Actions (s)	Measures, Targets, Milestones	Due Date(s) Month/year	Who
<b>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 recommendation)</b>				
<b>Develop common understanding of existing legislation</b> <ul style="list-style-type: none"> <li>• Establish where legislation is clear</li> <li>• Establish where legislation is silent</li> </ul>	1) DON to work with City Attorney's Office to assess current legislation and City Attorney's Office to review any prior legal opinions	<ul style="list-style-type: none"> <li>• <i>Make preparation for Fall discussions(legal context/city objectives/staff survey)</i></li> </ul>	Summer 2010	NDC Manager to Lead and City Attorney's Office
	2) Outline current and past City objectives with assistance from Council and Mayor's Office	<ul style="list-style-type: none"> <li>• <i>Create Statement of City Objectives for discussion at District Council/CNC Chairs meeting.</i></li> </ul>	Summer 2010-Fall 2010	NDC Manager to initiate with/CM O'Brien's Office, and Mayor's Office
		<ul style="list-style-type: none"> <li>• <i>Establish routine meeting of (frequency to be determined) District Chairs and CNC Chair with DON and possible participation by Executive and CM O'Brien's Office ; and at first meeting provide: Overview of existing legislation, City objectives, brainstorm survey questions for key stakeholders, and begin baseline staffing discussions. Review overall work plan timeline.</i></li> </ul>	Fall 2010	DON to host

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<p><b>Establish areas needed for clarification from various stakeholders</b></p> <p>1). District Councils 2). Past Members 3). DON Staff and Manager supporting Councils 4.) Elected (s)</p>	<p>Survey current councils and past members that participate in the District Council System</p> <p>Develop list of areas for clarification by Stakeholders</p>	<ul style="list-style-type: none"> <li>• <i>Assess Resources</i> <ul style="list-style-type: none"> <li>a. <i>Identify resources: i.e. identify online survey resources;</i></li> <li>b. <i>Identify resources for written survey of face to face focus groups; and</i></li> </ul> </li> <li>• <i>Create Survey Tool</i></li> <li>• <i>Conduct Survey</i></li> <li>• <i>Perform Analysis and Share results</i></li> </ul>	<p>Summer 2010</p> <p>Summer 2010- Fall 2010</p> <p>Winter 2010</p>	<p>NDC Manager to with NDC(s) and Intern in partnership with CNC and District Council Workgroup (TBD)</p>
<p><b>Develop common understanding of current practices and self directed vision of District Councils</b></p> <ul style="list-style-type: none"> <li>• Compare common practices across councils</li> <li>• CNC &amp; 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)</li> </ul>	<p>1) Utilize Neighborhood District Coordinators to develop matrices to compare and contrast current practices</p> <p>2) Conduct visioning exercise - DON Neighborhood District Coordinators with District Councils and CNC</p>	<p><i>Develop format for Matrices of current practices and visioning exercise for review by DON and District Councils Chairs and CNC</i></p> <p><i>Populate Matrices and summarize outcomes of vision exercises and note commonalities and differences</i></p>	<p>Summer 2010</p> <p>Fall 2010 – Winter 2010</p>	<p>NDC Manager to lead and NDC staff and with support from District Councils</p> <p>NDC Staff and District Councils (Voluntary) DON Intern</p>

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<p><b>Determine current community understanding of District Council purpose and receive input on vision and areas needed for greater clarification</b></p>	<p>3) Survey Broader Community</p> <p>4) Ensure specific focus on under-represented communities toward increased participation</p>	<ul style="list-style-type: none"> <li>• <i>Assess Resources</i> <ul style="list-style-type: none"> <li>c. <i>Identify resources: i.e. identify online survey resources;</i></li> <li>d. <i>Identify resources for written survey of face to face focus groups; and</i></li> <li>a. <i>Identify translation interpretation needs and resources for survey and outreach</i></li> </ul> </li> <li>• <i>Create Survey Tool</i></li> <li>• <i>Conduct Survey</i></li> <li>• <i>Perform Analysis</i></li> <li>• <i>Create summary report for distribution to District Councils and CNC</i></li> </ul>	<p>Summer 2010</p>	<p>DON Intern</p>
	<p>5) Host forum to discuss legislation options</p> <p>6) Develop framework for 2012 vision; and consider modifications and additions to the work plan and/or decision point for new legislation.</p>	<p><i>Develop format for forum, participant invites and location</i></p> <p><i>Debrief Session with District Council Chair, CNC Chair, and City (DON, Executive, City Council)</i></p>	<p>Summer 2010 (TBD) (TBD)</p> <p>(TBD)</p> <p>(TBD)</p>	
<p><b>Based on City Objectives, analysis from survey of key stakeholders (District Councils, past participants, staff and broader community and District Councils consider new legislation, administrative rules, and/or key programmatic changes</b></p>				

# 2010-2011 District Councils/ DoN Work Plan For Audit Response

Desired Outcome(s)	Key Actions (s)	Measures, Targets, Milestones	Due Date(s) Month/year	Who
<b>Goal 2: Review existing guidelines and City Objectives and (if necessary) revisit/develop more consistent guidelines for District Councils &amp; CNC (Audit Paragraph 3 recommendation)</b>				
<p>Identify areas for which guidelines are needed (<i>various stakeholders' perspectives should be included in identifying areas for guidelines, utilize survey tools from Goal 1 and analysis therein</i>); and ensure key areas are addressed</p> <p><b>A. Outreach and public engagement activities are discussed as</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>B. Representation and methods therein as</b></p> <ul style="list-style-type: none"> <li>All boards and commissions reflect the broader social and economic diversity of Seattle's communities</li> </ul>	<ol style="list-style-type: none"> <li>Review data from surveys</li> <li>Develop draft guidelines for review and input by District Councils, Mayor's Office and CM O'Brien's Office</li> <li>Finalize guidelines and revisit annually through established decision making mechanism .(District Council Chairs meeting)</li> <li>Create orientations for new District Councils members and the community at large</li> <li>Provide open and transparent access to guidelines</li> </ol>	<ul style="list-style-type: none"> <li><i>Analysis Completed</i></li> <li><i>Conduct a follow up survey if needed ;</i></li> <li><i>Develop guidelines and circulate to District Council Chairs and DON Department Director.</i></li> <li><i>Finalize guidelines and establish annual review process (TBD )</i></li> </ul>	<p>Spring 2011</p>	<p>CNC Chair and NDC Manager to lead</p>

<p><b>Update and keep current District Council resource and District-wide contacts list</b></p>	<ol style="list-style-type: none"> <li>1) District Council December notice for Officer updates</li> <li>2) Establish composition/baseline for Community contacts list updates</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Ongoing function of NDC staff; (Establish uniformity of process)</i></li> <li>• <i>Staff workgroups assigned to recommend baseline</i></li> <li>• <i>Baseline Recommendations Provided and input solicited by District Councils</i></li> <li>• <i>Baseline and frequency of update established</i></li> </ul>	<p>Quarterly</p> <p>Spring 2010</p> <p>Fall 2010 – Winter 2010</p> <p>Winter 2010-2011</p>	<p>NDC(s)</p> <p>NDC (s)</p> <p>NDC(s) and District Councils</p> <p>DON Director and Mayor's Office</p>
<p><b>Develop listing of web and technological resources</b></p>	<ol style="list-style-type: none"> <li>1) List District Council and Community Council web sites, (including Facebook, Yahoo Groups, etc.)</li> <li>2) List other technological resources (mail lists, NING and WiKi services, etc.)</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Work with DoIT to post resources to DON website as part of larger toolkit for District Councils</i></li> </ul>	<p>Spring 2010</p> <p>And</p> <p>Ongoing</p>	<p>DOIT Intern, CNC, and DON Intern</p>

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<b>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)</b>				
<p><b>Define and establish basic level of support for City Support for CNC and District Councils,</b></p> <p><b>and</b></p> <p><b>Establish ongoing conditions or commitments to continued support of District Councils and CNC</b></p>	<p>1) CNC and District Councils to work with NDC(s) workgroups and Department Director to develop recommendations. These recommendations should highlight and identify the following:</p> <p>A. Baseline level of support - review existing support and identify additional support possible and desired by District Councils</p> <p>B. Identify financial support desired and compare with existing staff requirements and constraints</p> <p>C. Identify facilities and equipment requirements and determine advance appropriate level of support</p> <p>D. CNC and District Councils have basic needs for meeting space - identify needs and determine supports</p>	<ul style="list-style-type: none"> <li>• <i>Baseline support recommendations provided (based on District Councils input, City Objectives, mindful of DON and larger City budget constraints); and</i></li> <li>• <i>DON and Mayor's Office review (include Local 17 Union) and establish baseline</i></li> <li>• <i>Baseline support published and outlined in program descriptions, guidelines documents, and NDC (s) staff work plans</i></li> <li>• <i>District Councils evaluate through key customer service satisfaction survey tool in preparation for annual baseline support conversations</i></li> <li>• <i>Baseline support to be revisited at Annual District Council Chair, Council Member O'Brien, and Mayors Office.</i></li> </ul>	<p>(TBD)</p> <p>Winter 2010- Early 2011</p> <p>Summer- Winter 2011</p> <p>Early 2012</p>	<p>(TBD- District Council ); and NDC workgroup</p> <p>NDC Manager</p> <p>NDC Manager</p> <p>District Councils DON, Mayor's Office, CM O'Brien,</p>

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<p><b>Explore and establish ongoing role of technology in support of District Councils.</b></p>	<ol style="list-style-type: none"> <li>1) Develop CNC and District Council website support survey include questions related to volunteer opportunities</li> <li>2) Work with City IT department to identify resources and training</li> <li>3) Review level of staff support from DoN and determine true needs requirement</li> <li>4) DoN to establish budget and staff limitations; and work collaboratively to prioritize key functions</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Analysis of Website support survey</i></li> <li>• <i>Establish and utilize Annual District Chairs meeting to develop baseline reinforce respective expectations and credentials of District Councils</i></li> <li>• <i>Revisit annual baseline staffing and credentials of District Councils</i></li> </ul>	<p>(TBD)</p>	<p>(TBD)- District Council workgroup/ volunteers</p>

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<b>Goal 4a: Establish District Councils &amp; CNC's role in City's vision of community engagement (Audit paragraph 5, 7 recommendations)</b>				
<b>Better prepare members of the District Council system for their roles and educate potential new members and community leaders</b>	<ol style="list-style-type: none"> <li>1) Outline resources across District Councils, (Overlaps with Goal 4b)</li> <li>2) Develop orientation packets/training for new members of DC system and community councils               <ol style="list-style-type: none"> <li>2a. Roles within District Councils</li> <li>2b. Purpose/Mission of District Councils</li> <li>2c. Options for decision making, meeting formats</li> <li>2d. Recruitment and methods of community building (based on toolkit)</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• <i>Develop Resource List for District Council/NDC resources</i></li> <li>• <i>Develop orientation materials; and</i></li> <li>• <i>Leadership development training for new and future District Council members</i></li> <li>• <i>Market training to larger community</i></li> </ul>	Fall 2010 (TBD)  (TBD)  (TBD)	DON Intern, NDC (s) workgroup with District Councils (TBD)
<b>Increase participation from under-represented populations</b>	<ol style="list-style-type: none"> <li>1) Identify these members - including youth, business community members</li> <li>2) Disseminate workbook materials and tools developed by Angela Powell as pilot project with District Councils to other Councils</li> <li>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</li> <li>4) Identify pro bono translation groups</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Perform demographic data analysis</i> <ol style="list-style-type: none"> <li>a. <i>List of translators</i></li> <li>b. <i>List of meeting locations</i></li> <li>c. <i>List of key community social groups</i></li> </ol> </li> <li>• <i>Develop (ongoing) outreach strategies and integrate into leadership training</i> <ol style="list-style-type: none"> <li>a. <i>Specifically address issues of capacity building and consider use of NMF or other grant funds</i></li> <li>b. <i>Market training opportunities</i></li> </ol> </li> </ul>	Begins Spring 2010  (TBD)  (TBD)	NDC(s) and District Council's Executive Officers

<p><b>Increase meaningful decision-making and/or visibility of District Councils in allocation of City Resources which may include:</b></p> <p><b>A. Role of consultation within decision making processes for current funds administration via DON</b></p> <p><b>B. Greater deliberative role in decision making across City's various Departments</b></p> <p><b>C. Direct administrative role in funds distribution</b></p> <p><b>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</b></p>	<p>1) Explore and consider other community engagement practices such as Porte Alegre, Brazil, as town where citizens directly disburse grant funds.</p> <p>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</p> <p><b>Small and Simple Fund:</b> provide DCs with review documentation and provide training so DCs can assist in preparation of Small &amp; Simple grant requests from their district</p> <p><b>Matching Fund Grants:</b> Increase participation of DCs in technology matching fund</p> <p><b>Street Fund:</b> Increase participation of DCs in Street Fund reviews</p> <p>a. Design Process – that includes consultation sources</p> <p>b. And connects back to decision making and user friendly process for District xxxx + xxxx</p>	<p><i>Develop Flow Charts/Venn Diagrams:</i></p> <p>a. <i>Create Decision tree for existing processes –</i></p> <p>b. <i>Outline Current Process Modifications underway and lessons learned</i></p> <p>c. <i>Codify any additional specific request(s) and support for such across all thirteen councils and keys aspects of process.</i></p> <p><i>Revisit direct connect to SDOT, Parks related to Neighborhood Project Funds (formerly Neighborhood Street Fund)</i></p> <p>Review by-laws with regard to appropriateness or consider addition to toolbox as special purpose guidelines</p> <p>Incorporate newly developed NMF/LPF process and lessons learned around process changes into District Council toolkit</p>	<p>(TBD)</p> <p>(TBD)</p> <p>(TBD)</p>	
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<b>Goal 4b: Enable a best practice methodology (Audit paragraph 4, 8 recommendation)</b>				
<b>Determine degree of uniformity and consistency desired</b>	<ol style="list-style-type: none"> <li>1) Survey by-laws and create District Council matrix</li> <li>2) Review matrix to identify level of differentiation</li> <li>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.</li> </ol>	<ul style="list-style-type: none"> <li>• Create framework for toolkit and cull from current practices of District Councils and CNC</li> </ul>	(TBD)	(TBD)
<b>Identify standards in key areas:</b> Example of a key area is routine distribution of information and ratings processes	<ol style="list-style-type: none"> <li>1) Identify individual District Council toolbox processes or methodologies and create matrix of toolbox resources</li> <li>2) Identify CNC toolbox items</li> <li>3) Crosswalk this work with outcomes from Goal 1 and ensure toolbox is comprehensive</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Provide content materials and develop toolkit</i></li> <li>• <i>Develop method(s) for publishing and access points for toolkit</i></li> </ul>	(TBD)	(TBD)
<b>Establish conflict resolution resources</b>	<ol style="list-style-type: none"> <li>1) Create conflict-resolution toolbox</li> <li>2) Previous CNCs served as mediator, review and identify possible toolbox items</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Create specific component of toolkit dedicated to conflict resolution</i>                -Outline roles of various stakeholders                -Outline current resources</li> </ul>	(TBD)	(TBD)

<b>Identify commonalities in position statements (pres, vp, treas, sec.)</b>	<ol style="list-style-type: none"> <li>1) Survey existing by-laws and tally descriptions</li> <li>2) Review with General Council to verify efficacy and whether by-laws are complete</li> </ol>	<ul style="list-style-type: none"> <li>• <i>Provide menu of options for District Councils related to positions, types and duties, and specific processes required to stay in compliance with current legislation</i></li> </ul>	(TBD)	(TBD)
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