CITY COUNCIL RETREAT SUMMARY

From shared *direction* to visible progress.

GV
GRANDVIEW
WASHINGTON

A story of what Grandview heard, chose, and can now carry forward together.

Prepared for the City of Grandview

Prepared by Layci Nelson

01 / THE OPENING FRAME

A good retreat does more than name priorities. It gives them somewhere to go.

On August 26, Grandview's Council, Mayor, City Administrator, and department heads spent a full working day together at the Grandview Library. The room moved from shared reflection, to real departmental needs, to a ranked set of priorities with people attached and deadlines named.

> *"Being all together, mission, community and goal is the same."*
>
> RETREAT PARTICIPANT

9.32	6	4	Nov 1
Average rating (out of 10)	Priorities in the Goal Tracker	Forward priorities with deadlines	First major decision deadline

02 / THE NORTH STAR

Grandview's work starts with a clear promise.

"Grandview will be a vibrant, safe, and economically strong community by promoting sustainable growth, enhancing public safety, and ensuring high-quality services for all residents."

Shared vision statement, reaffirmed as the foundation for the day

The group unpacked what "vibrant" actually means in Grandview: alive, excitement, growth, lights downtown, parks and library that are beautiful, low crime. They named evidence that vibrancy can increase: downtown storefronts, celebration of community culture, and a shared definition of city identity that has not been created yet.

What the room said is already working

- Meeting community where they are on social media AND hard copies
- Open and consistent communication
- Transparent and approachable leadership
- Resourcing people as needed, turning no one away
- Community leaders engaging the public with intentionality
- Getting input from community via surveys
- Essential services creating physical and mental safety
- Vital groundwork laid around trust

03 / COUNCIL VOICES

What we learned about priorities, and where we got in our own way.

Each Council member reflected on what they learned from managing prior priorities and where the group got stuck.

What we learned

Joan

Importance of having the right information in teachable, digestible pieces that can be shared with others.

Robert

Get aligned and focused on a few priorities. Take them one at a time.

Laura

Patience. Listen to department heads. Base decisions on mission and values. We are responsible for fiduciary health.

Bill

Four goals from the strategic plan over five years, and we are gaining on all of them.

Ashley

Breaking it into manageable pieces. Trusting and supporting department heads.

David

The increased fees worked because we did the market research and presented it well.

Ramona

Listen to department heads. Ask great questions.

Where we got stuck

Laura

Not allocating enough time to the work of the Council.

Bill

Waiting on others. Looking for divergent pathways instead of acting.

Robert

The dance of politics and relationship building. Need to share alignment, not walk through concrete.

Ashley

We need a clearly defined vision for our identity.

David

Being proactive. Need to push in person for the money and not take no for an answer.

Joan

Recognizing we are not only a community of one type. We are the 3rd largest population in Yakima County.

04 / CLOSING THE DAY

The room scored the retreat a 9.32 out of 10.

9.5
Very productive day and I got to get out of the office.

9
Important to have tools to do our work.

9
Very productive and sees the unity.

9.6
First opportunity to speak to everyone.

9.8
First time all together. Real sense of togetherness, same goals.

10
Glad we got together and focused on 3 things.

10.1
Being all together, mission, community and goal is the same.

9.5
Loved the team discussions, the plan, the accountability tools.

05 / STAFF REPORT-OUTS

Every department came with the same message: the work is growing faster than the resources.

Finance

- Current expense fund only grows through taxes and limiting expenditures.

Public Works

- Need investment in major equipment for in-house maintenance.
- Still losing money on garbage with no recovery plan.
- Irrigation infrastructure will need upgrades.
- Deferred maintenance gets more expensive.

Parks & Rec

- Reviewing group categories, fees, alcohol policies, and banquet permits.
- Exploring whether to shift the event form and fee structure.

Fire & EMS

- Call volume doubled since 2011 (400 to 900).
- Fleet replacements needed, no funding plan.
- 5-year runway for ambulance services presented.

Library

- Decide: grow or stay level, and do it intentionally.
- Request for F/T Programs coordinator or 2 P/T pages.

Police

- Can wait now but not forever. Equipment must match officer numbers.
- Current building is full; new facility coming.

THE THROUGH-LINE

Don't lose sight of essential service delivery. Safe means physical AND mental safety.

06 / PRIOR-YEAR PROGRESS

The room had plenty to be proud of.

Laura

People are noticing the committee work. Proud of how the group communicates.

Robert

Opened communication with the governor, pulled in more money, made a congressional request.

Mayor Ashley

Become more comfortable with the concept of trying new things.

David

Proud of supporting the museum and amphitheater. New business into the port.

Bill

The whole community is proud and the Council is listening. People are getting engaged.

Joan

Advocating for those not tech-savvy. Including their voices and educating with patience.

07 / FORWARD PRIORITIES

Four priorities, named owners, real deadlines.

Mayor Ashley committed to bring status update requests to Council and staff on each of these.

01

DECISION BY NOV. 1, 2026

Finalize EMT / Emergency Response Plan

CHAMPION
George (Council)

STAFF LEAD
Bill Moore

- Decide whether to partner with Sunnyside or not by November 1.
- If yes: build implementation timeline, raise ERU rates, plan public education and outreach, request Sunnyside contract for review by June 30, 2027.
- If no: maintain status quo.

02

ONGOING

Continue Momentum for Police Station Build

CHAMPION
Robert Ozuna

STAFF LEAD
Kal Fuller

- Submit additional requests for state and federal funding.
- Review ARC plans and get Council input.
- Continue education for Council to lead public outreach.

03

BUDGET CYCLE

Police Staffing, Then Equipment

CHAMPION
Laura Flores

STAFF LEAD
Kal Fuller

- Approve budget request for FTE line item.
- Post-hire: equipment purchase timeline and funding plan.

04

REAL NUMBERS BY JUNE 2027

Invest in Irrigation Infrastructure Upgrade

CHAMPION

John

STAFF LEAD

Joan Souders

- Request education/info session on needed upgrades and order of operations.
- Create a plan to educate the public on needed upgrades and associated expense.
- By end of June 2027, have real numbers for tax increase ready for the public.

Six priorities. Six points of ownership. One shared direction.

01 — PUBLIC SAFETY

New Police Facility

Move from need to concept: lead the committee work that will define the architectural direction and bring it back to Council.

CHAMPION	STAFF LEAD
Bill Moore	Shane Fisher

02 — PUBLIC SAFETY

Staffing

Keep the staffing conversation visible, including the Council considerations needed to support hiring one additional officer.

CHAMPION	STAFF LEAD
Joan Souders	Police Chief

03 — FISCAL SUSTAINABILITY

Fee Study

Clear the roadblocks, compare peer cities, and bring the research back to Council for a grounded decision.

CHAMPION	STAFF LEAD
Robert Ozuna	Matt Cordray

04 — ECONOMIC DEVELOPMENT

Business Retention

Build relationships with the city's top employers and surface regulatory or infrastructure concerns.

CHAMPION	STAFF LEAD
David Diaz	Shane Fisher

05 — COMMUNITY ENGAGEMENT

Bilingual Outreach

Support the hire or contract for a bilingual outreach coordinator so engagement can match Grandview's community.

CHAMPION	STAFF LEAD
Laura Flores	Shane Fisher

06 — COUNCIL GOVERNANCE

Operating Norms

Adopt and post operating norms, then use the tracker to keep commitments from disappearing between meetings.

CHAMPION	STAFF LEAD
Mayor Lara	Shane Fisher

09 / Q1 & Q2 GOAL TRACKER

Current action items and status at a glance.

WHO	WHAT	STATUS
Bill Moore	Lead Committee to finalize architectural concept and present to Council	➡️ ON TRACK
Joan Souders	Ensure council considerations are made to facilitate the hire of 1 additional officer (2026 budget)	➡️ ON TRACK
Robert Ozuna	Clear any roadblocks that impede the research on impact fees and compare to peer cities	➡️ ON TRACK
Robert Ozuna	Work with key staff to confirm date of report-out and get in agenda	➡️ ON TRACK
David Diaz	Build relationships with Top 10 Employers and identify regulatory/infrastructure concerns	➡️ ON TRACK
David Diaz	Ensure findings are reported to City Council once all visits are complete	➡️ ON TRACK
Laura Flores	Support staff in expediting the hire or contract of bilingual outreach coordinator	➡️ ON TRACK
Mayor Lara	Adopt and post Council operating norms	🔲 PENDING

➡️ ON TRACK 🔲 PENDING ❌ BEHIND ✅ DONE 🔄 PAUSE

The tracker is not a report. It is a meeting habit.

The goal tracker works when it is used as a decision tool, not filed as a status artifact.

01

BEFORE EACH COUNCIL MEETING

Update the tracker

Shane refreshes status, dates, and blockers. Champions review their priority before the meeting.

02

WORKSHOP PORTION

Run the high-level check-in

Spend a deliberate block on what moved, what stalled, and what Council needs to decide or unblock.

03

EVERY 90 DAYS

Revisit, don't rehash

Refresh milestones and identify the next 90-day moves. Quarterly is the strongest rhythm.

04

AT SIX MONTHS

Take a deeper reset

If budget or capacity makes quarterly unrealistic, use a six-month refresh to recalibrate priorities and ownership.

A SIMPLE COUNCIL CHECK-IN

"Where are we, what changed, and what do you need?"

1 Status

On track, paused, behind, or done?

2 Evidence

What moved since the last check-in?

3 Blocker

What decision or support is needed?

Continued implementation support to keep Grandview's momentum visible.

The retreat produced the priorities, the tracker, and the ownership. What comes next is the rhythm that keeps all of it alive.

RECOMMENDED

Quarterly Implementation Sessions

EVERY 90 DAYS

The strongest rhythm for maintaining momentum. Each quarter, TLC returns to facilitate a focused working session where Council revisits its priorities, updates milestones, addresses what stalled, and sets the next 90-day action steps.

EACH SESSION INCLUDES

- Priority progress review with champions and staff leads
- Goal tracker update and recalibration
- Development of a Grandview-specific Council Scorecard: a monthly health-check tool designed collaboratively with Council (an example was introduced at the retreat; the real version would be built through this process)
- Facilitated discussion on blockers, budget impacts, and decisions needed
- Updated 90-day action plan with clear owners and deadlines

> *Quarterly keeps the "we're paying for this, we better be doing it" accountability effect. It also gives enough time between sessions for real progress to happen.*

Six-Month Refresh

MID-YEAR CHECK-IN

If budget or capacity makes quarterly sessions unrealistic, a six-month refresh provides a single, deeper reset to recalibrate priorities and rebuild the action plan.

THE SESSION INCLUDES

- Full priority and goal tracker review
- Scorecard development (if not yet adopted)
- Facilitated reset of milestones and ownership
- Guidance on sustaining the check-in rhythm independently

> *Six months is the practical alternative. The risk is that momentum fades, which is exactly the historical challenge the room identified.*

What happens now

Shane will gather Council feedback on this summary and on the preferred cadence at the next Council meeting. Once Council has had time to digest the materials, the decision on quarterly or six-month support can be confirmed and budgeted accordingly.

THE CLOSE

Grandview already has the direction. *Now make it visible.*

The retreat gave you the priorities, the tracker, and the ownership. Implementation support gives you the rhythm, the facilitation, and the accountability tools to make sure none of it disappears between meetings.

Layci Nelson

TRANSCEND LEADERSHIP COLLECTIVE