Strategic Priorities
2021

District of Sooke

Strategic ALIGNMENT

Strategic alignment is the strength of the link between the municipality's vision for the future and, the policy decisions and resource allocations that guide the organization today. It reflects the organization's ability to identify strategic priorities consistent with its resource capacity.

A s***trategic priority setting*** is a specific element of strategic planning. A strategic plan is often a long-range document focusing on the overall purpose and goals of an organization. Priority setting is the process of turning strategy into results by aligning aims with actions, tactics with responsibilities, and resources with timelines.
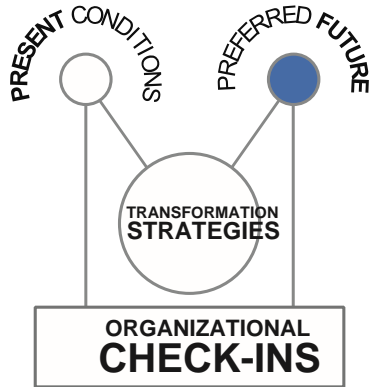

STRATEGIC
PRIORITIES CHART

WORK PROGRAM

Strategic alignment is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations, and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are *on the same page!*

The priority setting process employed by the District of Sooke was undertaken on June 29, 2020, and August 7, 2020. Participants began with establishing a shared understanding of the organization's purpose and vision for the community. **Issues and opportunities** were identified and reviewed to arrive at **Strategic Topics** for further consideration.

Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency, and responsibility criteria were applied to each emerging **Strategic Possibility** to determine the priorities ranking: **NOW** or **NEXT** or **LATER**. Operational strategies were also put forward by Administration, these along with Council's priorities have been placed in the **Strategic Priorities Identification** worksheet found in Appendix 2 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions, and celebration - ensuring Council and staff are on the same page.

Strategic FUTURE

Council's strategic priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described based on elected official contact with a wide range of residents and groups as well as previous municipal planning documents and studies, along with the 2019 Strategic Plan.

Gordon McIntosh, a consultant who facilitated the workshop, shared insights into trends facing local governments across Canada. These emerging shifts exposed participants to ideas beyond local boundaries to prompt ideas for strategic consideration (*see below*).

Council, along with staff input, discussed ideas about the current state and future expectations utilizing four pillars of a sustainable community – Economy, Environment, Infrastructure, and Social factors.

The discussion provided a broad scan of the community as a basis to identify key issues and opportunities. The **Vision Dialogue** (*see Appendix 1*) was used to gather expectations for the future - views on 'What is Working Well' and 'Areas for Attention'. A Vision Checkup-can be conducted annually as part of Council's priority-setting process.

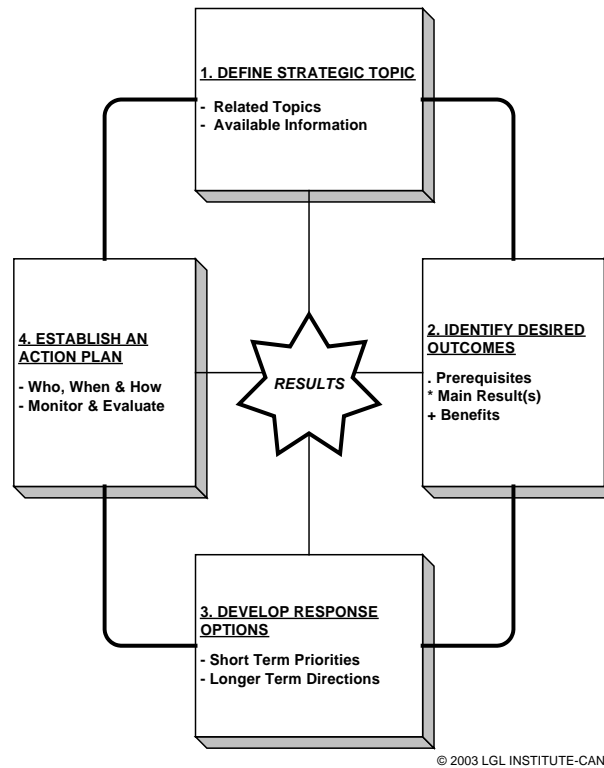| TRENDS IMPACTING LOCAL GOVERNMENT NATIONALLY	
Environmental Stewardship • Climate change leadership • Waste management • Wildlife habitat protection • Alternate energy	**Service Capacity** • Value for money rationale • Service excellence efforts • Core service reviews • Internal & external collaboration
Social Agenda • Medical and social service access • Social and attainable housing • Policing and crime prevention • Age-friendly - *cradle to grave*	**Business Like** • Increase user pay • Alternate revenue opportunities • Red tape reduction • Entrepreneurial initiatives
Economic Readiness • Business-friendly environment • Local business support • Housing diversity • Repurpose downtown	**A New Deal** • Enhanced municipal powers & respect • Increased & predictable funding transfers • Local access to provincial services • First Nation relations
Crisis Response • The vulnerability of volunteer responders • Emergency response preparedness • Disaster prevention measures • Inter-jurisdictional approach	**Decline in Civility** • Inappropriate elected official behavior • Declining elected official & staff relations • Chasing distractions • Siphoning organizational energy
Infrastructure Deficit • Accurate system assessment • Adequate future replacement funding • Innovation opportunities • Preventive maintenance	**Public Confidence** • Social media reliability • Public awareness & engagement • Discontent populism • Transparency

Strategic TOPICS

To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and challenging. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It also collects ideas and information at the beginning of the strategic priority setting process. Administration and Council discussed the current strategic initiatives and progress, and updated Strategic Priorities which are laid out in Appendix B.

Using divergent thinking to generate as many ideas as possible, workshop participants assessed the service inventory currently functioning in the District as well as proposing alternatives not being addressed. Through this activity, participants were able to create a 'long list' of areas that could be brought forward as priorities. Through the assistance of the consultant, a careful assessment of each area enabled the group to pare down the 'long list' into a 'shortlist' of areas to further assess. The final evaluation led to determining which items fell into the following **Strategic Topics** for further exploration as the priority setting process continued.

LONG LIST

SHORT LIST
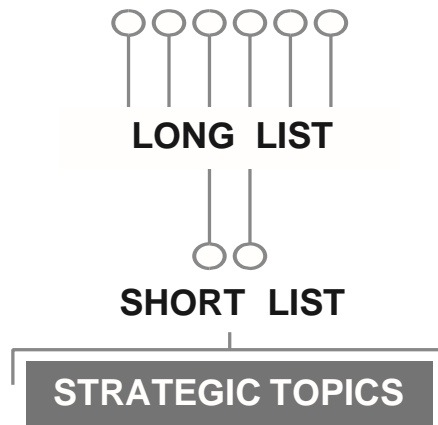
STRATEGIC TOPICS

STRATEGIC TOPICS		
Public Communication	Community Group Support	First Nation Partnership
Climate Adaptation Mitigation	Solid Waste Management	Backyard Burning
Economic Development		Development Process

Strategic POSSIBILITIES

1. DEFINE STRATEGIC TOPIC

- Related Topics
- Available Information

2. IDENTIFY DESIRED OUTCOMES

. Prerequisites
* Main Result(s)
+ Benefits

RESULTS

3. DEVELOP RESPONSE OPTIONS

- Short Term Priorities
- Longer Term Directions

4. ESTABLISH AN ACTION PLAN
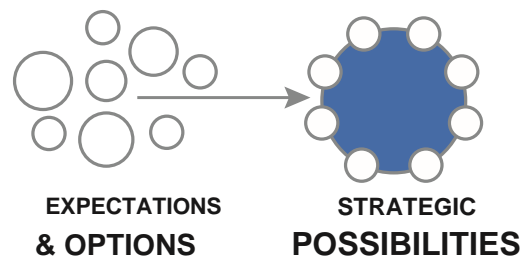
- Who, When & How
- Monitor & Evaluate

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Participants discussed and 'unpacked' each of the Strategic Topics utilizing a four-step process - the **Solution Seeking Model**.

Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic were successfully addressed. Next, ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources. These insights have been captured on the following page as **Strategic Possibilities** for attention.

The next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility.


EXPECTATIONS & OPTIONS

STRATEGIC POSSIBILITIES

STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC	**POTENTIAL ACTIONS**
1. **PUBLIC COMMUNICATION** *Develop a strategy*	- Creation of a strategy that includes a detailed work plan, providing pro-active communication, outlines achievable goals to enhance messaging. - Determine best practices for the organization
2. **SOLID WASTE MANAGEMENT** *Develop a strategy* *Pilot project for yard waste*	- Develop a municipal waste management strategy, including curbside collection, avenues to mitigate illegal dumping, and local transfer station opportunities. - Develop and implement a yard waste disposal program.
3. **COMMUNITY SUPPORT** *Service agreements* *Community grants* *Committees*	- Evaluate community service agreements - Guarantee community grant policy is abided by to ensure continuity of funding allocations. - Develop 2 new committees: Economic development and Land use & development.
4. **BACKYARD BURNING** *Develop a bylaw* *Fire smart principles – education*	- Develop and implement a backyard burning bylaw. - Generate an educational program to provide information to residents.
5. **FIRST NATION PARTNERSHIPS** *Joint grant opportunities*	- Identify opportunities for collaboration and joint planning/ initiatives
6. **CLIMATE ADAPTATION MITIGATION** *Develop actionable items* *Develop a strategy*	- Develop a Climate Change Adaption Strategy to insulate the local economy, encourage resilience and sustainability
7. **ECONOMIC DEVELOPMENT** *Develop a strategy*	- Develop a strategy for economic readiness that identifies industry sector targets, opportunities, and gaps.
8. **DEVELOPMENT PROCESS** *Enhance process* *Examine opportunities to improve*	- Assess to identify gaps - Educate residents, developers, builders, staff, and Council on the process.

Strategic PRIORITIES
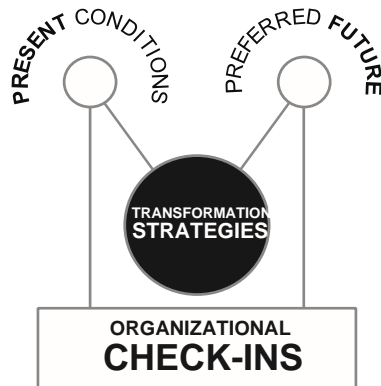
Participants generated several possibilities. This does not make them priorities - *yet*. There are too many of them given the District's limited capacity. The District's capacity box is not readily visible but does have limitations or boundaries. If the box is full then the Council must be realistic about putting more initiatives inside.
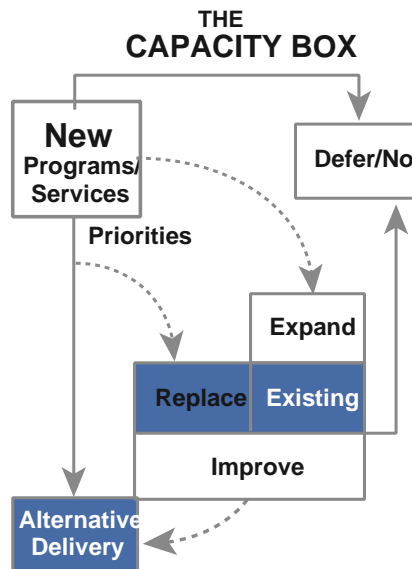
Some of the limitations include:

- **Policy** – procedures that define mandate/roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviors
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – a level of visibility for organizational actions
- **Demands** – diverse requests from clients and the public
- **Environment** – conditions impacting the organization
- **Support** – legitimacy, and trust among stakeholder

Based on the number of possibilities and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer-term directions. The process was guided by the application of priority setting criteria (Appendix 4).

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action
- Responsibility criteria to determine if it falls within the political or administrative realm

STRATEGIC
PRIORITIES CHART

WORK PROGRAM

The resulting Council **NOW** Priorities and **NEXT** Directions have been placed on one page for easy reference (*see next page*).

In addition to Council's strategic priorities and direction, other strategic matters are receiving the attention of the corporation. The focus of the Strategic Priorities Chart is on **NOW** and **NEXT** priorities. **NOW** items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with the Council's focus.

When **NOW** items are completed, one-by-one they can be replaced with **NEXT**, items identified as LATER or other emerging items. These longer-term directions or emerging strategic topics should be discussed further using the Solution Seeking approach to develop strategic possibilities and the priority setting criteria to reset strategic priorities.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Council meeting agenda as a constant reference (not for review) and reviewed quarterly by the CAO with staff and then Council to adjust, change priorities and celebrate achievements.

Strategic ACTION
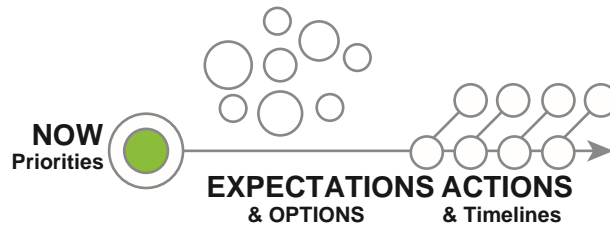
As the final stage in the solution-seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**.

The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not, it should move to the NEXT status.

- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.

- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program *(Appendix 4)* lays out what is necessary from staff and/or partners to implement a strategic priority. The work program itemizes the Council's expectations in terms of:

- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart and work program ensures that everyone is '**on the same page**'. Roles are clear, the focus is **defined**, and progress is monitored and celebrated.

In addition to the Strategic Priorities Chart, the **NOW**, **NEXT**, or **LATER** items have been placed on the Strategic Road Map to provide insights into the longer-term directions of the City.

Strategic FOLLOW-UP
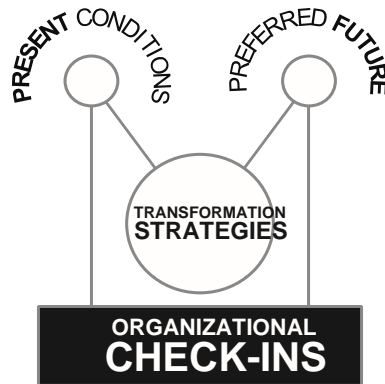
Appendices

1. ***Vision Dialogue***
2. ***Strategic Priority Identification***
3. ***Strategic Priority Work Program***
4. ***Draft - Strategic Priorities Chart***
5. ***Service Level Adjustment Criteria***

The workshops were facilitated by Gordon McIntosh and staff generated this report, and associated appendices, based on the discussions and conversations held at these workshops.

VISION DIALOGUE

COMMUNITY SERVICES *external agencies not managed by the municipality

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Recreation & Community Support **Arts, Culture & Heritage** **Economic Development & Tourism** **Library** **Transit**	- Library services - Local area transit plan - Management of visitor information center (at the museum) - External agencies managing services District is not able to facilitate.	- Volunteer center coordination - Service agreement review - Increased transit stops - Sharing resources - Communication consistency - Economic development

ADMINISTRATION

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Human Resources – Labour Relations **Strategic Planning - Priority Setting** **Management of Staff and Projects**	- Strategic planning - Managerial leadership - Municipal operations guide	- Projects and timeline management - Website enhancements - Increased public engagement - Staff retention - Reconfigure strategic plan (create an efficient process to utilize 'principles') - Develop and foster community relationships - Support local businesses - Diversify economic opportunities

LEGISLATIVE SERVICES

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Policy & Legislation **Council Support** **Committee Support** **Public & Community Relations** **Government Relations** **Legal** **Records Management** **Bylaw**	- Elections - Policy development and implementation - Governance - Council support	- Public and community relations - Increased resolution tracking & follow-up

OPERATIONS

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Engineering **Geographic Information Systems** **Parks & Environment** **Wastewater & Stormwater** **Land Use Control & Planning** **Development** **Document Management** **Subdivision** **Building Safety**	- Road improvement program/plan - GIS Systems and maintenance - Maintenance and operations of municipal parks. - Reuse of assets - Wastewater collection and treatment, for those attached - Building permitting process - Master planning review/ revitalization - Document management (i.e. applications)	- Develop a wastewater master plan - Increased communication and updates on capital projects. - Land development reviews - Increased (improved) land acquisition and municipal parks/land dedication - Opportunity to be public works department in-house and eliminate contract - Solid waste management strategy - Enhanced public input process for land use applications - Building maintenance personnel - Implementation of master plans - Review and enhancement of dated bylaws

PLANNING & DEVELOPMENT

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Land Use Control & Planning **Development** **Document Management** **Subdivision** **Building Safety**	- Building permitting process - Master planning review/ revitalization - Document management (i.e. applications)	- Land development reviews - Increased (improved) land acquisition and municipal parks/land dedication - Enhanced public input process for land use applications - Building maintenance personnel - Implementation of master plans - Review and enhancement of dated bylaws

EMERGENCY SERVICES

Service Level Function/ Description	WHAT WORKS WELL	AREAS FOR ATTENTION
Fire suppression & emergency response **Fire prevention & education** **Emergency preparedness** **Policing**	- Recruitment - Control and safety measures - Specialized training - Relationships with RCMP & EMS - Positive community/ resident relationships - Victim services	- Retention of members - Costs savings - Mental health training and awareness - Additional resources - Increased presences on the ground (additional traffic enforcement) - School liaison

STRATEGIC PRIORITY IDENTIFICATION

Council Priorities				Operational
Public communication strategy	Now	Community service agreements	Now	Preventative building maintenance
Solid waste management strategy	Now	Open-air burning regulations	Now	Memorial sculpture
Building bylaw – step code inclusion	Now	Land use & development committee	Now	Electronic records management system
First Nation Partnership	Now	Economic Development Committee	Now	Value for service messaging
				Council resolution follow-up
Development Bylaw/ Policy List Review	Now	Redevelopment Incentive Review	Later	Sidewalk strategy implementation
Climate Adaptation Mitigation Strategy	Next	Economic Development Strategy	Next	Staff retention/ recruitment
Fire Service Master Plan	Later	Municipal land review (best use)	Next	Volunteer fire/ rescue retention
Grow Industrial/Commercial Tax Base Strategy	Later	Wastewater Management Master Plan	Later	Alternate revenue generation operations
Parkland/ amenity dedications through development	Later	Grow Industrial/Commercial Tax Base Strategy	Later	Sponsorship opportunities
				Grant opportunities
Cemetery Land Master Plan	Later	Revitalization of town core/ gateway to the community	Later	Municipal land maintenance
				Purchasing policy review
Future SEAPARC Service Delivery Review	Later	Municipal Public Works Department	Later	Fleet maintenance
				Yard waste pilot program
				Affordable housing work plan implementation
				Multi-use sport box
Now = *before year-end*				Post-COVID implications
Next = *next year or two*				Tree protection bylaw
Later = *tasks to be completed once time permits and reprioritized by Council*				Master plan finalization
				OCP Review
<u>*Note:*</u> *Priorities listed under 'operations' are tasks included in municipal work plans and are currently underway or in the planning process to access capacity.*				Community group liaison

STRATEGIC PRIORITY WORK PROGRAM

NOW		
PRIORITY/Desired Outcomes	**OPTIONS/ Strategy**	**ACTION - What, When**
COMMUNICATION STRATEGY Development of a public communication strategy to ensure consistent and accurate messaging for the community, regarding municipal projects, events, and important information.	• **In house** • Consultant • Combination	1. Establish sufficient budget/ funding. 2. Recruit communication coordinator. 3. Assessment of current scenario(s). 4. Identified gaps and goals for communication. 5. Develop a work plan to tackle the development of a strategy. 6. Report to Council.
SOLID WASTE MANAGEMENT STRATEGY Development and implementation of a solid waste management strategy provide the District an opportunity to curb roadside dumping, provide regular curbside collection options, and encourage responsible waste management.	• **In house** • Consultant • **Combination**	1. Assess demands. 2. Review calls for service (research). 3. Public consultation. 4. Explore options for waste management. 5. Develop a strategy for Council to endorse.
OPEN AIR-BURING BYLAW/ REGULATION Development and implementation of a bylaw or regulations around backyard burning, to increase air quality within the municipal boundaries.	• **In house** • Consultant • Combination	1. Research neighboring municipalities' standards and regulations. 2. Establish best practices. 3. Public consultation. 4. Develop a bylaw or regulations for Council endorsement. 5. Create an education plan to inform the community.

BUILDING BYLAW (STEP CODE INCLUSION) Finalize the new municipal building bylaw with the inclusion of the step code, to enhance development and met the goal of ensuring that climate action is a priority in a new building in the community.	• **In house** • Consultant • Combination	1. Finalize bylaw. 2. Conduct public consultation; community and developers/ builders. 3. Provide feedback and final bylaw at a Committee of the Whole meeting. 4. Create an education component. 5. Provide bylaw for authorization of Council.
SERVICE AGREEMENT REVIEW *COMMUNITY SUPPORT* Increase support to the community, in a fiscally responsible manner that is fair and equitable for those utilizing the support as well as the municipality (taxpayer dollars).	• **In house** • Consultant • Combination	1. Review current service agreements and line items. 2. Create/ review/ revise the policy to increase the accountability of recipients. 3. Create a plan for future applications and management of the program. 4. Provide a report to Council for approval.
ESTABLISH NEW COMMITTEES *COMMUNITY ECONOMIC DEVELOPMENT* *LAND USE & DEVELOPMENT* Increase opportunities for the community to participate in the development of their community.	• **In house** • Consultant • Combination	1. Research neighboring municipalities for resources, as well as similar past District committees. 2. Develop terms of reference for both committees. 3. Report to Council – approval of Terms of Reference 4. Advertise and fill positions.
DEVELOPMENT PROCESS REVIEW Provide the community, and Council, with a thorough understanding of the development process.	• **In house** • Consultant • Combination	1. Examine current service levels for gaps. 2. Create an outline to identify areas for improvement and create plan to addresses issues. 3. Public consultation (style and members to be determined). 4. Establish amendments to policies, bylaws, etc. 5. Develop an outline and plan of action to create efficiencies.

NEXT		
PRIORITY/Desired Outcomes	**OPTIONS/ Strategy**	**ACTION - What, When**
CLIMATE ADAPTATION MITIGATION STRATEGY Development and implementation of a strategy that encourages environmental leadership in response to climate change, which should include tangible goals for the District to achieve.	• **In house** • Consultant • Combination	1. Assess past Council resolutions for the development of a strategy. 2. Research neighboring municipalities for best practices. 3. Identify how to operationalize. 4. Develop a draft strategy. 5. Public consultation. 6. Report to Council.
LOCAL ECONOMIC DEVELOPMENT STRATEGY Development and implementation of an economic development strategy that will service the District and encompass neighboring municipalities to work towards encouraging the District's value.	• **In house** • Consultant • Combination	1. Research. 2. Public consultation. 3. Develop an outline for action. 4. Create a Strategy. 5. Council Report.
OFF-LEASH DOG PARK Identify a community-approved location for an off-leash dog park within the municipal boundaries.	• In house • Consultant • **Combination**	1. Finalize location. 2. Public consultation. 3. Report to Council. 4. Execute RFP.

ADVOCACY	
Wastewater grant opportunities	• Monitor and prepare for grant funding opportunities
Enhanced transit services	• Continue to support the Transit Commission in advocating for increased services and amenities for the District.
Little River crossing funding	• Continue to pursue alternative funding to complete the project.
Regional health center	• Continue to advocate for primary care infrastructure and recruitment for the community.
Pesticide ban	• Encourage and advocate for a ban on the use of pesticides
VIIMCU inclusion	• Continue to advocate for access to regional resources and inclusion.
First nation relationships	• Continue to enhance the relationships with the local T'Sou-ke First Nations
Sooke homelessness coalition	• Provide support, via a Council liaison, to this local group
Gas tax funding	• Ensure funding will be obtained when available
Municipal & regional development (hotel) tax	• Continue to encourage and support local businesses in efforts to obtain tax
Community gateway revitalization	• Support the gateway revitalization efforts of community organizations

STRATEGIC PRIORITIES CHART

COUNCIL'S PRIORITIES

NOW Actions	ADVOCACY
Goal #1 – Build a reputable organization	o Wastewater grant opportunities
• Develop a communication strategy	o Enhanced transit service
Goal #2 - Demonstrate leadership in climate action	o Little river crossing funding
• Develop a solid waste management strategy	o Regional health center
• Development of Open-Air burning bylaw/ regulations	o Pesticide ban
• Finalize building bylaw with step code inclusion	
Goal #3 - Manage long-term growth	o VIIMCU inclusion
• Service agreement review (community support)	o First nation relationships
• Community economic development committee	o Sooke Homeless Coalition
• Land use & development committee	o Gas tax funding
• Development process review (applications, bylaws, and policies)	o Municipal & regional development (Hotel) tax
NEXT Actions	o Community gateway revitalization
Goal #1 - Build a reputable organization	
Goal #2 - Demonstrate leadership in climate action	
• Climate adaptation mitigation strategy	
Goal #3 - Manage long-term growth	
• Local economic development strategy	
• Off-leash dog park	

OPERATIONAL STRATEGIES

ADMINISTRATION	OPERATIONS
• Post-COVID implications	• Finalize master plans
• Staff recruitment & retention (workplace culture)	• Yard waste disposal/ collection program
• Website improvements (communication enhancements)	• Memorial sculpture
• Lot A Development	• Multi-use sport box
	• Asset management policy
	• Tree protection bylaw
	• Liquid waste management plan review

PLANNING & DEVELOPMENT	CORPORATE SERVICES
• Affordable housing work plan	• Business licensing bylaw review
• Secondary suites in duplexes	**COMMUNITY SAFETY**
• Official Community Plan review	• Fire smart principles

DRAFT

SERVICE ADJUSTMENT CRITERIA

The following criteria should be utilized for all future strategic priority updates, to ensure the topic or item is of significance to most of the community, as well as plausible in execution.

REALITY CHECK CRITERIA (A)	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

URGENCY CRITERIA (B)	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None

RESPONSIBILITY CRITERIA (C)	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure/ Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff