



City of Troy 2021 City of Troy Advance

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Submitted by

Wanda Stallworth, Lynda Jeffries and Jose Reyes

TLG Consultants

www.theleadershipgroup.com



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Project Overview

City of Troy (COT) retained consulting services of The Leadership Group LLC (“TLG”) to facilitate a planning project. The purpose of this project was to design, develop, and facilitate a process to create a plan and budget roadmap for the COT. The project outputs would assist the City Manager’s office in preparing their budget requests in January 2022 and assist the Council in considering the FYE budget on April/May of 2022. The meeting design would provide an opportunity for the legislative and administrative leadership of the COT to come together and lift up current challenges and opportunities. Wanda Stallworth, Lynda Jeffries and Jose Reyes of TLG provided consulting services for the project, specifically to plan, design and facilitate a planning advance in Troy on November 13, 2021.

An Advance Planning Workgroup (“APW”) had been engaged since September in planning discussions. Their results were part of the pre-work TLG reviewed to help inform their process. The APW included the TLG consultants and the following COT city management and staff:

Mark Miller, City Manager
Robert Bruner, Assistant City Manager
Sarah Ames, Assistant to the City Manager

Consequently, the goal of the meeting was to move the City Council's budget deliberation from merely being an annual transactional activity to becoming a transformational event. As such, the City of Troy and TLG dubbed the event scheduled for November 13th 2021 as the **City of Troy Advance** to communicate the forward focus of the event to inform the upcoming budget cycle/fiscal year

A work plan and timeline were developed to schedule, monitor and track progress (see link below). Key milestones in the planning process included the pre-work and document review, data gathering and analysis, and the COT Advance planning design, facilitation and summary.

<https://docs.google.com/document/d/1NSlrwp5NxaktR18LN2h8X6GwNyvsLjBL/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Document Review, Data Gathering and Analysis_____

In preparation for the Advance, TLG began its engagement with the City of Troy with a thorough discovery period. Upon the project kick-off in August, the City Manager's Office supplied TLG with several key documents/reports which help illuminate the key issues affecting the City of Troy. Several best practice documents were reviewed in scoping the project activities. Links to these documents are attached to this report. This list of documents includes but is not limited to:

1. 2020-2024 Parks & Recreation Master Plan

<https://drive.google.com/file/d/1Z-WrVNVrHgVudR5vTYyBBd2h6Z1pN2gD/view?usp=sharing>

3. Resident survey results

https://drive.google.com/file/d/1bB4L8eOyziIUMb6S5LLAgGe7Y_ySFTK7/view?usp=sharing

4. Current FY Budget

<https://drive.google.com/file/d/1IKQYmpM69vIxVKse-sl-fAgdggqu6tlyW/view?usp=sharing>

In addition to the exhaustive document review, in the months of September and October, TLG conducted individual interviews with City Council members and Department Heads.

City Council Interviews

- Honorable Mayor, Ethan Baker
- Council Member, Edna Abraham
- Council Member, Theresa Brooks
- Council Member, Ann Erickson Gault
- Council Member, David Hamilton
- Council Member, Ellen Hodorek
- Council Member, Rebecca Chamberlain Creanga

Department Head Interviews

1. City Clerk, Aileen Dickson
2. Assistant City Manager, Bob Bruner
3. Community Development Director, Brent Savidant
4. Recreation Director, Brian Goul
5. Library Director, Emily Dumas
6. Police Chief, Frank Nastasi
7. Human Resources Director, Jeanette Menig
8. Public Works Director, Kurt Bovensiep
9. City Attorney, Lori Bluhm
10. City Manager, Mark Miller
11. Fire Chief, Richard “Chuck” Riesterer
12. Chief Financial Officer, Robert Maleszyk
13. City Engineer, William Huotari

The purpose of these individual interviews was to gather insight on the hot-topic priorities gripping the city, the expectations of participants, and format elements to optimize the impact of the COT Advance event. TLG developed an interview protocol and questions to gather input on the issues facing the COT.

Interview results were sorted by respective group (i.e. City Council and Department Heads), reviewed and coded into themes showing the frequency of representative comments in each theme. A detailed list of the themes is attached to this report. Analysis and interpretation of the responses highlighted the following three distinct categories to be explored at the Advance:

1. Communication and Community Engagement
2. Facilities
 - a. Core facilities and infrastructure
 - b. Quality of life amenities and facilities
3. Funding Strategies

Troy City Council Interview Protocol and Questions

<https://docs.google.com/document/d/1Ty11mVVoxPWIFy6uKmb174D7w78D50Yu/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Council Interview Themes

<https://docs.google.com/document/d/19NyEYgLxU9yrBuC7Wzr3ucEZrIJAaeEc/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Department Heads Interview Themes

<https://docs.google.com/document/d/1efmdHXKSUksvZQuMiiVqrZfUngVXKPRV/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Planning Advance

On November 13, 2021 TLG, facilitated the Advance event at the Troy Recreation Center; a six-hour structurally segmented discussion. The Advance was attended by The City of Troy Mayor, City Council, City Manager and Deputy City Manager, and City of Troy Department Directors.

<ul style="list-style-type: none">● Mayor Ethan Baker● Mayor Pro Tem Ann Erickson Gault● Council Member Edna Abraham● Council Member Rebecca Chamberlain Creanga● Council Member David Hamilton● Council Member Ellen Hodorek● Council Member Theresa Brooks● City Manager Mark Miller● City Attorney Lori Grigg Bluhm● Assistant City Manager Robert Bruner● Assistant to the City Manager Sarah Ames● Building Official Salim Huerta● Chief Financial Officer Robert Maleszyk● City Assessor Kelly Timm● City Clerk Aileen Dickson● City Engineer William Huotari	<ul style="list-style-type: none">● City Treasurer Renee Hazen● Community Affairs Director Cynthia Stewart● Community Development Director Brent Savidant● Fire Chief Chuck Riesterer● GIS Coordinator Alex Bellak● Library Director Emily Dumas● Recreation Director Brian Goul● Police Chief Frank Nastasi● Public Works Director Kurt Bovensiep● Purchasing Manager Emily Frontera● Facilities and Grounds Manager Dennis Trantham● Accountant Lori Thaar● Marketing Coordinator Stephanie Fleischer
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Visioning Elements

The Advance kicked off with a visioning exercise

- Headlines in next 10 years
- Headline Themes
- Expectations and Outcomes

https://docs.google.com/document/d/1e4Da9EBoemkz8EsEF5bPF6bX8pL8ikZNLd37_0Qyb0/edit?usp=sharing

The Advance proceeded with the Assistant City Manager reviewing a best practice white paper entitled *Making it Work* (on resource list). This helped delineate roles and functional interaction necessary to develop and maintain effective governance and operational excellence within government.

The TLG consultants, Wanda Stallworth, Lynda Jeffries and Jose Reyes, each led the discussion on the three distinct topic areas (Communication/Community Engagement, Facilities and Funding). Each segment began with the overview and insight of department heads to provide context for the current state and trends. TLG followed up with a large group facilitated discussion on the current challenges and suggestions and possible solutions.

Issues, Challenges, Suggestions and Recommendations _____

The discussion of each category concluded with participants posting dots to indicate their preference for a given suggestion or recommendation. The detailed list of issues and challenges, as well as suggestions and recommendations discussed at the meeting is attached. A summary of the major themes of the discussions is included below along with suggestions and recommendations identified at the meeting. The (#) is the number of participants seeing this suggestion or recommendation as a priority.

Topic 1: Communication and Community Engagement

Issues and Challenges

Connecting with the broader community, including all dimensions of diversity (culture, language, age) is a challenge. The lack of an overall communication plan contributes to inconsistent messaging that is not resident directed, proactive, nor topic specific. Residents lack understanding of the foundational elements, such as the City's mission, vision and goals, which leads to inaccurate perceptions and narratives. Without two-way communication where residents provide feedback and input, the lack of clarity and the mistrust of government occurs. A strategic approach is needed to more closely connect the administration with community dialog, present detailed welcoming information for new residents and conduct a thorough assessment of resident needs.

Solutions and Recommendations

- Develop a centralized communication and engagement team dedicated to public relations and outreach. (18)
- Create our vision/identity with resident feedback first. (13)
- Create 5-minute educational videos on issues and topics, like funding scenarios. (9)

Topic 2a: Facilities (core facilities and infrastructure)

Issues and Challenges

Overall, proactive identification of facility requirements by department, including space utilization and storage, is needed. Emerging technologies, energy efficiency, safety and security should be part of an overall plan. Specific City Hall issues include obsolete internal infrastructure, such as windows, furniture, branding, signage and the less than ideal layout for customer facing functions. Staffing, which has not returned to pre-recession levels, is negatively impacted by the current labor market and lengthy onboarding processes. Lack of a strategic focus on recruiting, retention, training and HR staffing, contributes to a workforce operating at less than full capacity while struggling to meet resident expectations and needs.

Solutions and Recommendations

- Create and implement a vision for staffing (number of positions, benefits, etc.). (21)
- Create, implement and communicate publicly a vision and budget for City Hall capital improvements. (19)
- Explore use of the infrastructure bill to support City Hall improvements (7)

Topic 2b: Facilities (quality of life amenities and facilities)

Funding and the millage cap are the major barriers to enhancing quality of life and amenities and facilities and insuring sustainability. No detailed plan exists for the Aquatic Center and support services. The misconception that parks and recreation are one department is a challenge. Emerging varieties of recreation center activities limit program offerings for specific groups such as seniors, teens and youth. Diversity programs are not robust and the perception exists that assessment data used to inform planning is limited to wealthy, white and older citizens. No strategy exists for strengthening public/private partnerships to address quality of life issues.

Solutions and Recommendations

- Formulate a plan for the Aquatic Center (18)
- Develop a vision and 10-20-year plan for quality of life and leisure activities (15)
- Explore ideas and publicly share options including funding strategies (9)

Topic 3: Funding

Access to funding and unexpected expenditures are issues that challenge the City's ability to identify and implement infrastructure improvement strategies. The perception that since home prices are rising, Troy does not need additional funding, contributes to community opposition to tax and millage increases (which are capped per the City Charter). Emphasis is on protecting the AAA bond rating and maintaining the fund balance, especially during inflation and rising costs. There is no clear understanding of similar municipalities and their approaches to tax rates and funding mechanisms.

Solutions and Recommendations

- Ask residents for a parks and recreation millage (i.e. greenspace, specific projects). (21)
- Explore non-committee approaches to remove millage cap (i.e. ballot vote). (14)
- Utilize community engagement forums to identify priorities and then develop funding options. (8)
- Separate funding between wants and needs. (7)

Consultant Recommendations

Based on the planning meetings and advance results, the following recommendations are offered for consideration to maintain COT's strategic emphasis.

1. Distribute this report to the staff and council participants as a reminder of the work done during the planning process. This report should be shared with those who missed the planning advance making sure to provide the proper context.
2. The APW continues to oversee the development of goals, objectives, detailed action planning, implementation, tracking and monitoring to keep the plan alive.
3. Complete a Strategic Plan Document that can be shared publicly. The document should include at a minimum the Vision, Mission, Guiding principles/Core Values, and Strategic Goals Statements. Other elements of a Strategic Plan Document could include a letter of support signed by the Council and Administrator.

ATTACHMENTS

Pre-Advance Materials

Pre-Advance Homework and Materials

1. Aquatic Center Fund Net Position, 1991-2020
https://drive.google.com/file/d/162kZY7_LTVubQ_NFLxLp-6yr8aYzshMW/view?usp=sharing
2. Funding Local Amenities and Services
<https://docs.google.com/document/d/1N4D3wwzM-cu7nG5nYtWsStGg19UsrRjg/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>
3. 2021 City of Troy Advance (not "Retreat")
https://docs.google.com/document/d/1hJWVJwurRnplPz1Ppg27_up_2vntJYO/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true
4. City Management ARPA Fund Use Guidance
https://drive.google.com/file/d/10ZXdqla5oAPwVN_407wjAKEfH5RegNe7/view?usp=sharing
5. Leadership and Governance: Tips for Success
https://drive.google.com/file/d/1L1ETh_PtgnlxZYV4XOTVSO6By6dR4HNJ/view?usp=sharing
6. Troy City Council - Interview Summary and Themes (7 interviewees)
<https://drive.google.com/file/d/11LYRf3DuKRTY689FMqhJHbj4pdRz4k2n/view?usp=sharing>
7. Troy City Staff - Interview Summary and Themes (9 interviewees)
<https://drive.google.com/file/d/1ls2VnMF4pQ1r9GapODwhmrxA6dsa7i0r/view?usp=sharing>
8. CITY OF TROY UNDEVELOPED PARK INVENTORY
<https://drive.google.com/file/d/1dbgQwLJZUnUYiQEXjRfTWym8jUIQ5Mxw/view?usp=sharing>
9. Undeveloped Parkland
https://drive.google.com/file/d/1k3s61bQfUiWNzNigDP3ULeBCbA7O8w_4/view?usp=sharing

City of Troy Advance Facilitation Project Work Plan and Timeline

Target Date	Task	Deliverables	When	Who	Status
By 9/9/21	1. Meet with City Mgmt. to confirm scope, workplan/timeline, and deliverables Meeting 9.9 Meeting 9.17	Workplan/timeline	9-9/11:00 - Noon	COT TLG	Comp
By 10/1/21	2. Review existing documents, reports and planning data as input to the process.	Financial Trends Council-Manage Relationships Contract Documents Existing Inputs	9-9/10-1	Troy TLG	Comp
By 10/29	3. Work with Project Team to develop agendas, Facilitate and document project meeting results (2) Meeting 10.12 Meeting 10.20 Meeting 10-27	Draft Agenda		Troy TLG	Comp
By 10/31/21	4. Meet with City Council to identify of goals and objectives	Interview Schedule/Meeting Links Interview Protocols		TLG	Comp
11/1/21	5. Finalize agenda, develop materials (homework), distribute to participants Meeting 11.3 Meeting 11.10	Finalized Agenda Homework/Materials		Troy TLG	Comp

11/13/21	6. Facilitate discussions of goals and objectives. Capture and document results	PowerPoint Presentation		TLG	Comp
By Dec 13 th	7. Create project summary report, including strategic plan document Meeting 12.17	Project Summary Report Draft Strategic Plan		TLG	
By Dec 13 th	8. Review draft project report with Project Team.	Project Draft Report		Troy TLG	
January 10, 24	9. Present Final report and plan document (goals and objectives) to City Council	Final Report Strategic Plan Document		Troy TLG	

City of Troy: COT

The Leadership Group: TLG

Advance Participant Evaluations

City of Troy Advance Evaluation and Feedback



Participants were asked to provide feedback on the Advance via a survey link from November 15 – 18, 2021. A total of 22 respondents participated in the survey, a summary of their verbatim responses follows.

What aspects of the Advance went well? (22 responses)

- It was organized, stayed on topic, most people participated
- the moderated topics to keep on topic
- The interaction between City Council and Staff
- Everyone felt comfortable participating with honest answers
- Acknowledgment that the Millage Cap is past due and that it needs discussion(s) with residents. The Group was able to come to a consensus on most of the primary issues based on the end of session polls. General back and forth between Staff and Council as many discussions brought up topics/comments that were noted as something Council had not heard or were not aware of. More detailed discussion of the facilities was good and also people as infrastructure seemed to be received well as it is a primary issue for most every department and the city overall.
- Open dialogue involving elected officials and staff. I felt that all participants were honest with their comments.
- The ability to have all of us in a room and to hear from different voices than we normally do. It was important for the newer council members to hear some of these items discussed.
- Social interaction and meals.
- Getting everyone together. Good to talk to Council in open setting. All together in the conversations.
- The group setting, the open format, and the inviting atmosphere.
- Getting through all the various topics in an efficient manner with so many people.
- The opportunity to gather as a group and discuss the issues in a very frank and candid way was great. It is important to participate in large group discussion that allows Department heads to freely engage in open and honest dialogue.
- The seating arrangement allowed everyone to be heard.

- Success for me looked like the entire team — elected and staff — reaching a shared understanding of our challenges and opportunities going forward. There was a real, honest, candid discussion, especially from members of staff the council members do not have an opportunity to regularly hear from. That dialogue definitely happened, providing valuable insight for everyone at the table, especially the council members. It was also straightforward, without frivolous games, while allowing participants an opportunity to engage with one another on breaks and during lunch. So, relationship building occurred. Time was managed effectively.
- The conversation was great, and the staff seemed to feel comfortable expressing themselves.
- Open dialogue with entire group versus breaking into smaller teams. I like being able to hear everyone's concerns and input.
- The conversations were great. The group really communicated well, and everyone was respectful. I appreciated the rules the facilitators laid down at the beginning. There was an optimistic tone, and everyone kept it positive and on track.
- The discussions and airing of priorities
- Identifying issues/priorities and brainstorming solutions
- good opportunities for discussion
- I really valued the relationship building opportunity among and between staff and Council. I also appreciated the opportunity to deep dive on the stickiest issues from a budget perspective.
- "1. The discussion was well organized. It was nice to feel heard and no one person overpowered the conversation. 2. The breaks after discussions were great and I think needed. It's not easy to have an open and honest conversation with City Council. So, the breaks were greatly appreciated to decompress. "

What aspects of the Advance could have been better? (21 responses)

- having smaller breakout discussions
- Better audio - It was sometimes tough to hear participants responses
- Most of the topics seemed to end with an option for "development" of a vision, plan or option without much detailed discussion of how staff gets there, which may be the intent of this type of format. Getting other groups of residents engaged and in a meaningful conversation will be of primary importance if any millage is to be considered and/or along with the millage cap as much like the Civic Center property a small group of vocal residents can make enough noise to drown out those that may support an issue, topic or project. It may have made sense to have City Council dots and Staff dots so both groups could see where each may have different priorities. I'm not convinced that would be the best way, but if we really wanted to know what Council is thinking that would be a way to get that information out on specific topics/issues without putting an individual Council member on their own island bringing it up during discussion.
- The Advance could have been more effective if it was stretched out into more sessions. The solutions had to be written quickly and there was no time to edit them, so there was often

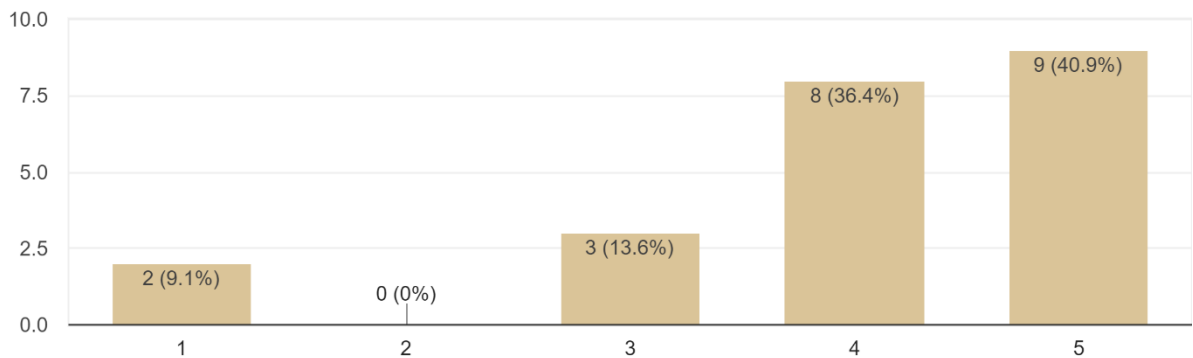
overlap. Also, limiting people to only 2 "dots" did not provide opportunity to include multiple and innovative solutions; everyone voted for only the top 2.

- I felt like we never had the opportunity to do the "deep dive" on the issues that we needed to. I don't believe any of the issues discussed were new to any of us and I had hoped that we would be able to have a meaningful discussion as to potential solutions. Obviously, that work can still be done, but I had higher hopes for the ability to have a bit more discussion on solutions.
- The method of registering the data by the facilitators.
- Feel like we didn't hear from Council enough on direction. Not sure if we have anything to feed the budget process or what next steps are....
- I think the ideas to resolve our concerns should have been tallied more closely to a Nominal Group Technique with each answer being given a point value. Then all answers would be tallied and shared with Administration/Council with their recommended weight/value. This gives them a better feeling of the group direction. By seeing all of the answers, it also may provide an opportunity to identify a new (or different) path/direction, while using what was presented.
- It would be difficult, but to find a way to shave some time off of the day long process.
- I did not walk away with any really feeling of direction or that our discussion really accomplished anything. Perhaps it was an opportunity to for the Troy City Council to hear our opinions and concerns at a very high level? I just do not feel that our time was used very effectively.
- Almost everything. The SWOT approach was a failure and did not offer the dialog necessary to progress the city forward. It identified things we already knew and gave very little opportunity to discuss the "popular" solutions. It was obvious the lack of knowledge of local government from the facilitators. This seemed like a check the box type of exercise and was proved by the lack of participation from staff and council after the first topic. The event was inconclusive. Although expectations were low, as mentioned by the City Manager identifying a successful event by having good food, it hardly met that. This process needs to be re-evaluated and I am concerned that we talked this event up by both council and management as it would provide guidance to the next budget session with almost no guidance at all.
- The discussion about funding solutions was necessarily very top line, and I am concerned the outcome of the voting by dots may have indicated a firmer direction than was intended by all of the participants. Thinking back on that, it may have been a good idea to break that down a bit more. That said, I'm trusting that the session was more of a starting point and will be the launch pad to more definitive planning.
- Color coding stickers for City Council and City Staff to see whose priorities are which.
- I felt that City Council and Mayor were overshadowed by staffs needs/concerns and "dots". Could not get a sense of what Council's concerns or direction they would like go.
- It felt like the energy drained a bit after lunch. I would have liked a clearer understanding of what comes next as far as solutions. The public commenters should have had to speak at the beginning or not at all.
- The post lunch discussions

- Small group breakout sessions may have increased participation. Some of us hogged the floor a bit
- It may have been helpful for Council and Administration input to be distinguished
- There were issues and key budget areas outside of the top areas chosen for discussion that did not get a lot of time and attention, and I fear those departments might feel slighted.
- I think if the city decides to this again, we should end with a draft of yearly and maybe five-year priorities. I think this first gathering was good to get everything on the table, but I feel like we are missing guidance. A lot of the final ideas are large ideas and a little overwhelming.

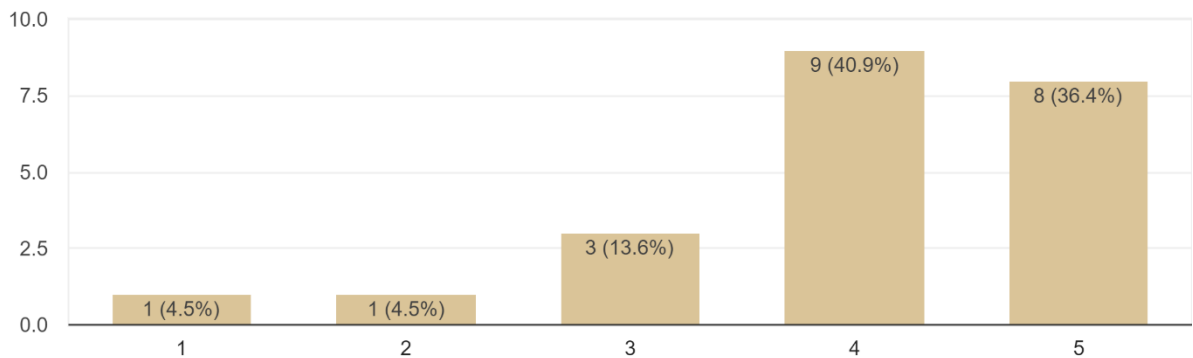
How useful was the Advance?

22 responses



How effective was/were the facilitator/s?

22 responses



Any comments you would like to share? (12 responses)

- I left without having a clear idea of what it was that we'd accomplished, just that we'd spent 6 hours talking about things, and voting for ideas, but not what would be done with those ideas. Will they all be on the list? Or was this just a brainstorming session?
- Overall much better than past strategic sessions we have held.
- Well planned, well thought out and well executed. Kudos to Mark, Bob, Beth and Sarah for putting it together with TLG. A lot more discussion and items to work with came out of this "Advance". Nice to see more work and actual conversations and less "forced fun".
- This is no knock on the facilitators, who were excellent. But it would have been helpful to have staff assist in writing down solutions on board. The facilitators lacked background and context to effectively write down comments.
- This was a new experience for the city and one that could be beneficial in the future with some fine tuning.
- The voting method was not the right fit for the complex topics that were talked about at the advance event.
- Facilitators did a very good job of keeping the group on target; sometimes they were able to accomplish this, while other times they referred to the City Manager/Mayor. I understand they did not want to act as facilitators. But their input was valuable to help stay on target.
- I appreciate the facilitators enthusiasm and hard work.
- There needs to be more conversation throughout the year with City Staff and Council. There were several comments made by council members to keep the conversation going that they were unaware of some of the challenges faced by staff. They should not be hearing these challenges just once a year.
- For me personally, the time was well spent as I can see value in the high-level understanding that was reached collectively.
- I really appreciated being a part of the Advance and I'm looking forward to seeing what comes from it.
- I am really grateful for the time devoted to this important conversation. I also hope we can develop a list of priorities to share with the public.

Data Gathering Resources and References

City of Troy Advance Agenda

<https://drive.google.com/file/d/1YI7IM8wIUvsZ1WjSWiMkMmk2N3XLDzRM/view?usp=sharing>

City of Troy Advance Presentation

<https://drive.google.com/file/d/1y-br58up8dfLIQMsnUDua9BuTnti0o3m/view?usp=sharing>

Council/Manager Relationship

A Key Ingredient for Success: An Effective City Council/City Manager Relationship

<https://drive.google.com/file/d/1rSNDJYGR3yvGh4Uv9HPqAvX9v9HPDPbA/view?usp=sharing>

Note:

<https://docs.google.com/document/d/15tkJNzdCVRnzZoSm25Ox-Xm1OwtmXTCC/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Attributes of Exceptional Councils

https://drive.google.com/file/d/19Dh_UxyUoFOddLANF8tWK809KC0A7UIB/view?usp=sharing

Note:

https://docs.google.com/document/d/1Y0p3rb8jwAXNhrOSeUYi_nBCc_JSairR/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true

Board/Executive Staff Communications Strategies

<https://drive.google.com/file/d/1dDevO1uljeClrZwZUZYGmtsejrqqk9go/view?usp=sharing>

Note:

<https://docs.google.com/document/d/1pivmhJ8-GLW5m0IN5yDxraTysUBOm72z/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Leadership and Governance Tips for Success

https://drive.google.com/file/d/1L1ETh_PtgnIxZYV4XOTVSO6By6dR4HNJ/view?usp=sharing

Note: https://docs.google.com/document/d/1VDMuMzLktfqRJbe_fespmkN0glKDR5-s/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true

Leading your Community, a Guide for Local Elected Leaders

<https://drive.google.com/file/d/15MAjHsv37OrA-Gx6mR2cdrFw0iURGV5V/view?usp=sharing>

Note:

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Making it Work: The Essentials of Council-Manager Relations

<https://drive.google.com/file/d/1iFYQKn3cdAdsHvKzknngk1ITpH9eglxZ/view?usp=sharing>

Note:

<https://docs.google.com/document/d/1Atp4pIV3uYIHRCD6v8yRHDoTKmp00uRZ/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Maximizing Success for City and County Managers

<https://drive.google.com/file/d/1EG6qcxLXfb2c20y7aYtCzdsd4U1DbtaF/view?usp=sharing>

Note:

https://docs.google.com/document/d/1F1_4Ew3jUaa3Jpns4a2qiv98n_WJaBoV/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true

Retreat as a Management Tool

<https://drive.google.com/file/d/1tnb8op64mNkJsggnz2czN6QhvmfOCT/view?usp=sharing>

Note:

<https://docs.google.com/document/d/1cRq11DFMh3NEBRbSz7jOI3Jk8DHMRhy9/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Existing Inputs/City Strategies 2012-2019

2013-2014

<https://drive.google.com/file/d/1J2N2S4tLrQmSf93VCwkpEPqSgT1nCTUC/view?usp=sharing>

2014-2015

https://drive.google.com/file/d/1SYtc9ujkTbXa1fxsesyDawf_dfe_Dsz/view?usp=sharing

2015-2016

<https://drive.google.com/file/d/1MOAVfK3obzy5NzU9qd-P7Ssq5ABn7aMT/view?usp=sharing>

2016

https://drive.google.com/file/d/1FXbGc-vJdAJM_y_TzITZEUAzwFYHrF2z/view?usp=sharing

2017

https://drive.google.com/file/d/1AfMeF7dBEQWTsnzY0g5b94ZpHMii_s2y/view?usp=sharing

2018

https://drive.google.com/file/d/1AfMeF7dBEQWTsnzY0g5b94ZpHMii_s2y/view?usp=sharing

2019

https://drive.google.com/file/d/1f6ux8dEhX35SsRKEj2_dCg_ng_9UnSrx/view?usp=sharing

City of Troy Popular Annual Financial Report 2020-2021

<https://drive.google.com/file/d/1UCGmvVYRqAn69EaKmY2aNdAzsrOfEijz/view?usp=sharing>

City of Troy 2021/22 Adopted Budget

<https://drive.google.com/file/d/1lKQYmpM69vIxVKse-sl-fAgdggu6tlyW/view?usp=sharing>

Hot Topics

<https://docs.google.com/document/d/1kQJhbsS-fUT2IVDmBco2lpreTg87jXqG/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true>

Resident Survey Results March 2021

https://docs.google.com/document/d/1mKwFPHnfAzm9t0p8_PiYDRZVmz616jxfqgal9w8oDbU/edit?usp=sharing

City of Troy Resident Study March 2021/Cobalt Community Research

https://drive.google.com/file/d/1bB4L8eOyjlUmb6S5LLAgGe7Y_ySFTK7/view?usp=sharing

Resident Survey Summary

https://docs.google.com/document/d/1ZNw7sQe4VVRak0TP_Xl4eEmkWq9XqQIS/edit?usp=sharing&oid=112723276018288563636&rtpof=true&sd=true

Troy 2020-2024 Recreation Plan

<https://drive.google.com/file/d/1Z-WrVNVRhgVudR5vTYYBBd2h6Z1pN2gD/view?usp=sharing>

Green Space

Green Space Subcommittee Final Report

https://drive.google.com/file/d/1mP5bMNW5AMqjegqm_wfWM2QzNbM-f5EF/view?usp=sharing

Undeveloped Park Inventory

<https://drive.google.com/file/d/1gCEoeyk88OjRsTuLGItY6Bk42M2muHZX/view?usp=sharing>

Undeveloped Park Land

<https://drive.google.com/file/d/1eIVflQvRwoQeS2298Dbs5JWw4SeGXNj6/view?usp=sharing>

Financial Trends

Total Taxable Value, 2002-2021 Inflation Adjusted with Events

https://drive.google.com/file/d/18plg9ZOLRYKqq2AppDO_sSXHc_4p7vn/view?usp=sharing

Total Taxable Value, 2002-2021 Inflation Adjusted

https://drive.google.com/file/d/1PT_I5l_OlaPY7Gj6DU1yFYWQ3uVm_ItG/view?usp=sharing

Total Taxable Value, 2002-2021 Unadjusted

<https://drive.google.com/file/d/1o5avUTth48MrY4wtHVf4BiFG8ZbaRXCH/view?usp=sharing>