



Agenda Title: [H1]  
Department:  
Presented By:  
Action: [Ordinance, Resolution, Motion, Public Hearing, Discussion, or Proclamation]

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## Executive Summary [H2]

This should be a brief introduction of the problem or issue; its budgetary impacts; and the recommended Council action. The Executive Summary shouldn't be more than two pages.

- What is the problem or issue we are trying to address?
- Why must we address it now?
- How are we proposing to address it with this Council discussion/action?

## Resource/Budgetary Impact [H3]

List and briefly discuss the resource or budgetary impact of the alternatives considered including non-action. Describe the budget implications (i.e., funding source, budget status, need for budget change, if it is a one-time or going request, future O&M impacts, etc.).

## Recommendation [H3]

This is simply a one or two sentence paragraph that explains what specific action we are asking Council to take.

- Action items will begin with "Staff recommends that the City Council..."
- Discussion items will begin with "No action is required..."

## Background [H2]

To provide the necessary context when the City Council views the item, the Background section helps explain the history of the item and how the City engaged with the item in the past. This context also helps remind Council of past discussions and/or decisions on this item. A few questions you can answer in the Background section are:

- Is there policy direction in a City Master Plan/Functional Plan; Federal or State law; the City's Strategic Plan; some other external regulation/requirement; or from Council direction in another context that started this item?
- Has Council provided earlier policy direction on this item, such as at their annual Strategic Planning Workshop?
- When did you last discuss this with the City Council, if ever?
- If Council previously discussed this item, what was their consensus or direction? Why?
- What has staff done since then? Did staff involve/ask for input from stakeholders?
- What is the history of community involvement in the project, if any?

## Discussion [H2]

This section of a Staff Report explains why the item is in front of the City Council now. It includes what staff is asking Council to consider with this item, and why Council should consider discussing or acting on the item. State the specific purpose or goal for the item (program/project/policy/contract/etc.)

The Discussion section should be well organized, and you should use subheadings liberally to differentiate subsections of the analysis.

If applicable, this section should also include:

- Data used to inform your purpose/goal. Is there data that you know to be missing, either because you don't have access to it or it might not be timely?
- Legal and statutory implications.
- How this item reduces disparities or inequities. If it doesn't, why not? Is this related to equity goals in an adopted plan (e.g., Comprehensive Plan, PROSA Plan, Transportation Master Plan, Climate Action Plan)?
- What the potential benefits and/or adverse effects are of this item. Include who gains those benefits and/or experiences the adverse effects.
- How the item changed based on information about adverse impacts. (For example: We followed a public process and while those in the majority had an alternate preference, this recommendation reflects the views of those who would be most negatively impacted by this policy.) If it did not change, share what were the reasons for not changing the item. (For example: We held a public

process and while there will be a number of people negatively impacted, the community good and effect outweigh those impacts.)

- Resource limitations that may/will affect this item (e.g., budget, staff capacity, program requirements). What is possible and what isn't? Don't promise what you can't provide or don't intend to provide.
- What are the consequences of not addressing this problem or issue?
- If there has been some public dialogue on this issue, include a summary of what you have done or what you will do to address these concerns.
- The environmental impacts of this item, both positive and negative.
- Analysis of the financial implications, including the marginal costs/revenues associated with this item, the relative benefits, the budgetary implications, etc.
  - If the agenda item is related to a financial related issue where things didn't go according to plan (budget overrun, rejecting bids, etc.), the report should very clearly show why and what contributed to the variance.
  - If budgeted funds are allocated to support the program described, show whether these derive from the General Fund or special funds.
- For contract awards, a summary of the bids received with the low bid highlighted. For RFP's, list all companies that applied, the evaluation criteria, and the rationale for picking the winner.
- What staff has learned from reviewing the best practices of other local governments and agencies involved in similar activities and programs (either within or outside the region).

### **Alternative Analysis (optional) [H2]**

While not all Council actions or discussions have clear alternative courses of action, many Council actions do. If the item has multiple alternatives that the City Council could consider, staff should include this section in their Staff Report.

This section should provide the options analyzed and the pros and cons of the recommendation compared to other options considered. This section should provide a professional analysis of the identified alternatives without the benefit of jargon or personal value statements. Data should help tell the story and you should provide information and analysis in support of the recommendation.

### **Stakeholder Outreach (optional) [H2]**

For many Council agenda items, there are various community members or stakeholders that have a specific interest in the item. These community members or stakeholders may be supportive of your analysis and recommendation or may be in opposition. Regardless, it is important that you reach out to these groups as part of the analysis and research in preparing the item.

Identify these community members and stakeholders and how you reached out to them. You should also describe how your recommendation responds to stakeholder interests or, if it doesn't respond to stakeholder interests, why not.

If the item involves a community engagement process, provide the workplan, schedule, and timeline for the process, including the community engagement on key decisions. Did this timeline ensure meaningful community participation and input? If not, why not?

Other information to consider for this section includes:

- Were the engaged community members or stakeholders representative of the whole community?
- Did we reach those who will be most negatively affected?
- Were the people who have the most to gain involved in the process?
- How was feedback collected from community members/stakeholders incorporated into the decision-making process?
- Did you identify and reach out to the diverse groups and stakeholders who will be most affected by and/or most involved with the work? Examples include:
  - Community members/stakeholders from various:
    - Geographic areas
    - Racial demographics
    - Household make-up/size
    - Income levels
    - Age groups.
  - People with disabilities
  - Members of the LGBTQIA2S+ community
  - Community advocacy groups
  - Institutional partners
  - Renters
  - Business owners.

Is your outreach in alignment with City adopted plans related to equity (e.g., Comprehensive Plan, PROSA Plan, Transportation Master Plan, Climate Action Plan)?

For projects not authorized yet:

- What do you want to accomplish with community engagement? How will you use the community engagement outcomes?
- What are the possible consequences of not engaging with the community?

- Based on the purpose and goals of community engagement, who are the key community populations to prioritize and focus engagement efforts with?
- Do community members/stakeholders have the necessary context and/or knowledge to make meaningful contributions? How can the City provide the knowledge/experience needed for community members/stakeholders to take part in a meaningful way?
- Are the project timeline and resources sufficient to share knowledge to increase community members’/stakeholders’ ability for meaningful participation?

## **Strategic Priority(ies)/Goal(s) Addressed (optional) [H2]**

If the Staff Report addresses a Strategic Priority or Goal, state that in this section. Discuss how this item implements or addresses the Strategic Priority or Goal.

## **Resource/Budgetary Impact [H2]**

This section should closely follow the form and wording used in the Executive Summary. You can use this section to expand upon what you shared in the Executive Summary; however, the primary message should be the same.

## **Recommendation [H2]**

The recommendation should be in the same form and wording as on the Executive Summary page.

## **Attachments (optional) [H2]**

List attachments as A, B, C, etc., in the order you reference the attachments in the report and in the order attached. If attachments have sub-attachments, list them as exhibits of the attachments (e.g., Attachment A, Exhibit A; Attachment A, Exhibit B; etc.) The titles of the listed attachments should be clear and obvious and should match the titles of the documents you are attaching.

*Subheading 1 [H3]*

*Subheading 2 [H3]*

*Sub-subheading 1 [H4]*

*Sub-subheading 2 [H4]*

*Sub-sub-subheading 1 [H5]*

*Sub-sub-subheading 2 [H5]*