

CITY OF SANTA ROSA  
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL  
FROM: SEAN MCGLYNN, CITY MANAGER  
CITY MANAGER'S OFFICE  
SUBJECT: CITY COUNCIL GOAL SETTING REPORT – ADOPTION OF  
MISSION AND VISION STATEMENTS AND COUNCIL  
PRIORITIES

AGENDA ACTION: RESOLUTION

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RECOMMENDATION

It is recommended by the City Manager's Office that the Council, by resolution, accept the City Council Goal Setting Workshops Report, adopt the Mission and Vision statements, and approve Tier 1 and Tier 2 Council priorities.

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EXECUTIVE SUMMARY

The City Council held goal setting sessions on March 10, April 20 and 21, 2017. In these sessions, the City Council developed and reached consensus on the Mission and Vision for Santa Rosa, and agreed on Tier 1 and Tier 2 priorities for the year.

BACKGROUND

The City Council is charged with establishing the policy direction for the City of Santa Rosa and on an annual basis establishes goals and priorities which guide the work of the city. In 2015, the City Council established the following goals:

1. Create a strong, sustainable economic base.
- 2A. Promote a City organization that is service-sustainable and maintains employee morale.
- 2B. Financial stability.
2. Provide leadership for environmental initiatives.
3. Maintain and enhance our City's cultural, historical, and recreational assets.
4. Improve the partnerships between neighborhoods, community organizations, schools, and the city to support and promote thriving, inclusive, and diverse neighborhoods.

5. Commit to making Santa Rosa a community where people feel safe to live, work, and play.

In 2016, the Council established Tier 1, 2, and 3 priorities. Tier 1 priorities are underway and receiving the highest level of attention, as follows:

- 1.1 Reduce homelessness through a comprehensive strategy
- 1.2 Develop a comprehensive housing strategy – “Housing for All”
- 1.3 Create a plan to address infrastructure and deferred maintenance throughout the community
- 1.4 Pursue current opportunities for medical marijuana, cannabis cultivation, lab and employment development. Prepare for impacts of legalized marijuana
- 1.5 Complete Roseland annexation and move to implementation

Tier 2 priorities – also underway with attention as resources permit, as follows:

- 2.1 Implement Rental Inspection Program
- 2.2 Ensure long-term revenue stability (Measures O & P)
- 2.3 Support SMART train – Connectivity; transit oriented development.
- 2.4 Southeast Greenway
- 2.5 Attract businesses with well-paying jobs
- 2.6 Complete the unification of Courthouse Square
- 2.7 Develop an emergency preparedness strategy – including vulnerable targets
- 2.8 Implement Open Government Task Force report
- 2.9 Implement Participatory Budgeting
- 2.10 Rebuild our services (internal/external)
- 2.11 Create a searchable City website
- 2.12 Focus on youth and gang violence

Tier 3 priorities – NOT underway (new initiative, Council direction not provided, or resources not available):

- 3.1 Explore business improvement districts in neighborhood commercial centers
- 3.2 Increase funding for Community Advisory Board grants
- 3.3 Community Impact Reports
- 3.4 Fund positions to help new Community Engagement Director
- 3.5 Research what City can do with gun/ammunition control safety
- 3.6 Attract a boutique hotel to downtown
- 3.7 Adopt living/minimum wage
- 3.8 Increase programming in downtown
- 3.9 Obtain new funding source for transit system
- 3.10 Increase youth engagement services

#### PRIOR CITY COUNCIL REVIEW

On 4/21/2015 the City Council, by motion, approved Council Goals.

## ANALYSIS

The City Council initiated its discussion on a Mission, Vision and Values at the March 10<sup>th</sup> goal setting session. City Council reached consensus at the April 20<sup>th</sup> goal setting session on the following:

**MISSION STATEMENT:** To provide high-quality public services and cultivate a vibrant, resilient and livable city.

**VISION STATEMENT:** Santa Rosa – Leading the North Bay

**VALUES:** Excellence, Integrity, Teamwork, Transparency, Innovation

City departments will be working to define the values and how they are applicable to employees' work. The results will be brought to Council at a future date for adoption.

On March 10, 2017, the Council confirmed its Tier 1 priorities, initiatives which will receive the highest level of attention over the next year. They are the same priorities as the 2016 Tier 1 list, with language updated to reflect the work completed during the past year and any new direction from Council Members. Tier 1 priorities reflect the Council's top priorities that will receive primary staff attention, as follows:

- 1.1 Reduce homelessness through a comprehensive strategy
- 1.2 Implement a comprehensive housing strategy – "Housing for All"
  - Implement the Housing Action Plan
  - Implement rental housing inspection
  - Address rent stabilization, pending June 6, 2017 election
- 1.3 Create a plan to address infrastructure and deferred maintenance throughout the community
- 1.4 Pursue opportunities and prepare for impacts related to medical and legalized marijuana
- 1.5 Implement commitments associated with Roseland annexation

On April 21, 2017, the Council reached consensus on Tier 2 priorities. These projects will receive attention as resources permit. Tier 2 priorities include:

- 2.1 Ensure long-term revenue stability:
  - Evaluate the Council's 17% reserve policy to determine appropriate levels
  - Evaluate the utility user tax and transient occupancy tax as compared with other cities to determine what levels would be required to bring us to standard levels and reduce our reliance on sales taxes
- 2.2 Create a framework for 21<sup>st</sup> century service delivery model that is nimble, fosters innovation and supports new technologies and opportunities
- 2.3 Encourage programming in downtown
- 2.4 Develop and implement an emergency preparedness strategy including

- identifying vulnerable targets
- 2.5 Implement Open Government Task Force report components
- 2.6 Conduct a study session on community impact reports
- 2.7 Support the SMART train – connectivity, transit-oriented development
- 2.8 Plan and implement the Southeast Greenway
- 2.9 Attract businesses with well-paying jobs and encourage the retention and expansion of existing local companies
- 2.10 Implement Participatory Budgeting
- 2.11 Increase funding for Community Advisory Board grants and review policies for determining awards
- 2.12 Increase youth engagement services
- 2.13 Explore options for funding the Roseland Library

The Council also discussed suggestions from the public, individual Council members, and items on the previous Tier 3 list. These items are not moving forward and there will be no staff work or reports on these items. The list is provided to acknowledge that these suggestions were made. The “other” opportunities for the future include:

- Explore business improvement districts in neighborhood commercial centers
- Adopt living/minimum wage
- Obtain a new funding source for the transit system
- Conduct an employee survey to gauge morale
- Carry out work on the climate action plan
- Develop a strategy for producing/stimulating the production of child-care facilities
- Create a transition program for neonicotinoids
- Hold a study session on creating a public bank
- Explore options for funding free transit rides for K-12 students
- Explore paid family leave

### FISCAL IMPACT

Accepting the Goal Setting Workshop Report does not have a fiscal impact on the General Fund. Implementation of priorities is likely to have a fiscal impact to be determined for future Council action.

### ENVIRONMENTAL IMPACT

This action is exempt from the California Environmental Quality Act (CEQA) because it is not a project which has a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, pursuant to CEQA Guideline section 15378.

### BOARD/COMMISSION/COMMITTEE REVIEW AND RECOMMENDATIONS

Not applicable

NOTIFICATION

Not applicable

ATTACHMENTS

- Attachment 1 – City Council Goal Setting Workshop Report
- Resolution

CONTACT

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