



**City of Santa Rosa
City Council Goal Setting Workshop
Held April 20 and 21, 2017**

**Management
Partners**



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Workshop Report

“The *future* is not some place we are going, but one we are *creating*. The paths are not to be found, but made. And the activity of making them *changes* both the maker and the destination.”

– John Scharr, Democracy in America

The City of Santa Rosa held the second half of its 2017 goal setting on April 20 and 21, 2017 at the Hyatt Vineyard Creek in Santa Rosa. The first half was held on March 10 at the Hilton Sonoma Wine Country in Santa Rosa.

This report contains the results of the combined sessions. The March 10 workshop resulted in Council consensus on Tier 1 priorities. There was also a discussion of key trends impacting the City, and an initial discussion of mission, vision and values.

At the April 20 and 21 workshop, Council members agreed on a mission, vision and set of values for the City of Santa Rosa. Council members also agreed on its Tier 2 priorities for the year.

The workshop was facilitated by Jan Perkins of Management Partners. Leslie Salmon-Zhu served as graphic recorder. The primary graphic recording sheets are included in this report.

April 20 and 21 Workshop Objectives

- Finalize mission, vision and values
- Discuss what will help the City strengthen the “3-S’s”: strategy, systems and staff
- Determine Council consensus on Tier 2 priorities
- Discuss Council procedural items
- Strengthen teamwork of Council and executives

Retreat Ground Rules

At the start of the workshop, facilitator Jan Perkins suggested several ground rules to help the group have a successful workshop and achieve the results they intended to achieve through their time together.

- Listen to understand
- Be open to new ideas
- Stay focused
- Assume good intent
- Speak up if we need course correction
- Enjoy the day!

Workshop Participants

City Council

**Mayor
Chris Coursey**



**Vice Mayor
Jack Tibbetts**



**Council Member
Julie Combs**



**Council Member
Ernesto Olivares**



**Council Member
Chris Rogers**



**Council Member
John Sawyer**



**Council Member
Tom Schwedhelm**



Executive Staff

- City Manager Sean McGlynn
- City Attorney Sue Gallagher
- Deputy City Manager Gloria Hurtado
- Community Engagement Director Caluha Barnes
- Water Director Bennett Horenstein
- Chief Financial Officer Deborah Lauchner
- City Clerk Daisy Gomez
- Housing and Community Services Director Dave Gouin
- Fire Chief Tony Gossner
- Planning and Economic Development Director David Guhin
- Chief Technology Officer Eric McHenry
- Interim Human Resources Director Rhonda McKinnon
- Transportation and Public Works Director Jason Nutt
- Police Chief Hank Schreeder
- Recreation and Parks Director Nanette Smejkal

Retreat Preparation

To prepare for the retreat, facilitator Jan Perkins conducted individual interviews with each Council member. The purpose of the interviews was to obtain input about priorities and the upcoming workshop, prior to preparing an agenda. Each Council member was asked to indicate what they regarded as their top priorities for the year. Those items were consolidated into one list. Staff placed the items in one of three tiers, as shown below. That document was the basis for discussion and Council direction at the workshop.

City Manager's Introductory Comments

This workshop is important in a number of aspects. One important element is setting a mission, vision and set of values to provide overall direction for the City. Another essential component of this workshop is to clearly determine priorities. We need discipline in setting priorities because of our capacity limitations. When something new comes up as a Council priority, we need to be clear about what work gets delayed.

We also need to change our service delivery model, which has been to hire staff when we want to provide a service. Our long-term financial sustainability will not allow for that and we need to find new ways to ensuring work is done, other than simply adding full-time positions. Our upcoming budget discussions will be a series of "if this, then that" scenarios because there are many uncertainties that need to be recognized. We need to ask questions about whether our structure is sustainable and resilient enough to face the financial challenges that are coming. We will be framing those issues in the coming weeks.

The June 6, 2017 election will also set our work plan on two very large issues if they pass: rent stabilization and a cannabis tax. Additionally, we have our Tier 1 priorities, all of which require significant staff effort.

We need to manage expectations about what we can do with our capacity. It is not a matter of staff not wanting to pursue the many important issues that come before Council but it is a matter of our wanting to know how Council wants us to direct our time. That is the key outcome we need from this workshop – clear direction from Council about your priorities so we can focus our staff efforts on those things.

We also need to improve our communications on many fronts, including with the community and with staff. We realize we are not doing what is either desired by others or what we want to be doing. We need more capacity to do that, and we will be discussing that during the upcoming budget meetings.

The graphic recorder's notes are shown in Attachment A.

Council Procedural Items



Council members discussed three procedural items. The City Manager will follow up on each and return to Council with recommendations.

- Need for a revised Council training and travel policy that provides for League of California Cities and other obligations based on formal assignments, as well as provides for other training opportunities.
- Provide updated information on the City's website to include committee assignments of each Council member.
- Provide clarification about the current procedure of how emails from the public to Council members are responded to, and create improved methods that will assist both the public and the Council. Staff may need further clarification of Council member concerns related to this issue to suggest new options.

The graphic recorder's notes are shown in Attachment A.

Mission, Vision and Values



On March 10, 2017, the Council began a discussion of mission, vision and values for the City of Santa Rosa.

At the end of that discussion, the City Manager offered to have staff continue to work on possible refinements and return with suggestions on April 20. The result was then presented to the Council for discussion on April 20.

Mission	Vision	Values
•The purpose of the City of Santa Rosa. It should be succinct, understandable and achievable.	•Statement of the desired future. It should be succinct and easily remembered. It is aspirational.	•Set of beliefs that guide behaviors and decisions.

Having an agreed upon mission, vision and set of values can help the Council, staff and community work in strategic alignment and make decisions about resources.

Results of Council Discussion



Mission

Through discussions, Council members agreed on the following mission statement:

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

Vision

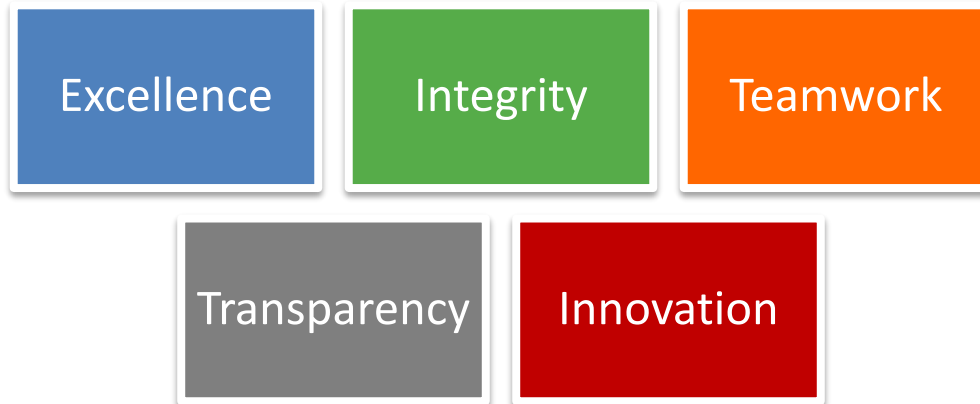
Through discussion, Council members agreed on the following vision statement:

Santa Rosa – Leading the North Bay

Values

The staff presented five values to the Council on April 20, with a recommendation that staff discuss the values with employees in all City departments. The objective of those discussions is to define the values and how they are applicable to employees' work. Council members agreed to this process.

The five values are:



Council members' comments about the five values included the following:

- Need to include the words *inclusive* or *inclusion* in the descriptors of the values in some way, or add another value.
- *Diversity* is an important word to include as a descriptor.
- The "three C's" of coordination, collaboration and cooperation should be included in the descriptors in some way.
- Values should be imbedded in employees work plans.
- It is important to find time for employees to innovate; what obstacles prevent that now?
- Employees should find Santa Rosa an enjoyable/fun place to work.

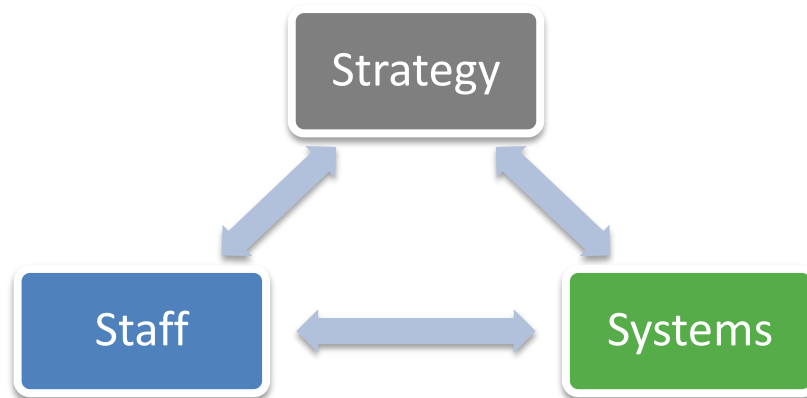
Next Steps Regarding Values

- Department heads will discuss the five values with their employees and seek input on defining the values and how they are applicable to the daily work of each employee.
- The definitions and final recommended set of values will be returned to the Council for consideration following this employee engagement process.

Santa Rosa – Leading the North Bay

With the Council creating a vision of Santa Rosa being the leading city in the North Bay, the discussion turned to what is the City doing well now and what will it need to work on to become more of what it plans to be.

To provide context for that discussion, consultant Rod Gould presented the three “S’s” of high performing organizations. For optimum performance, there should be an alignment of *strategy*, *staff* and *systems*. The following graphic was presented along with the descriptions of each of the three “S’s.”

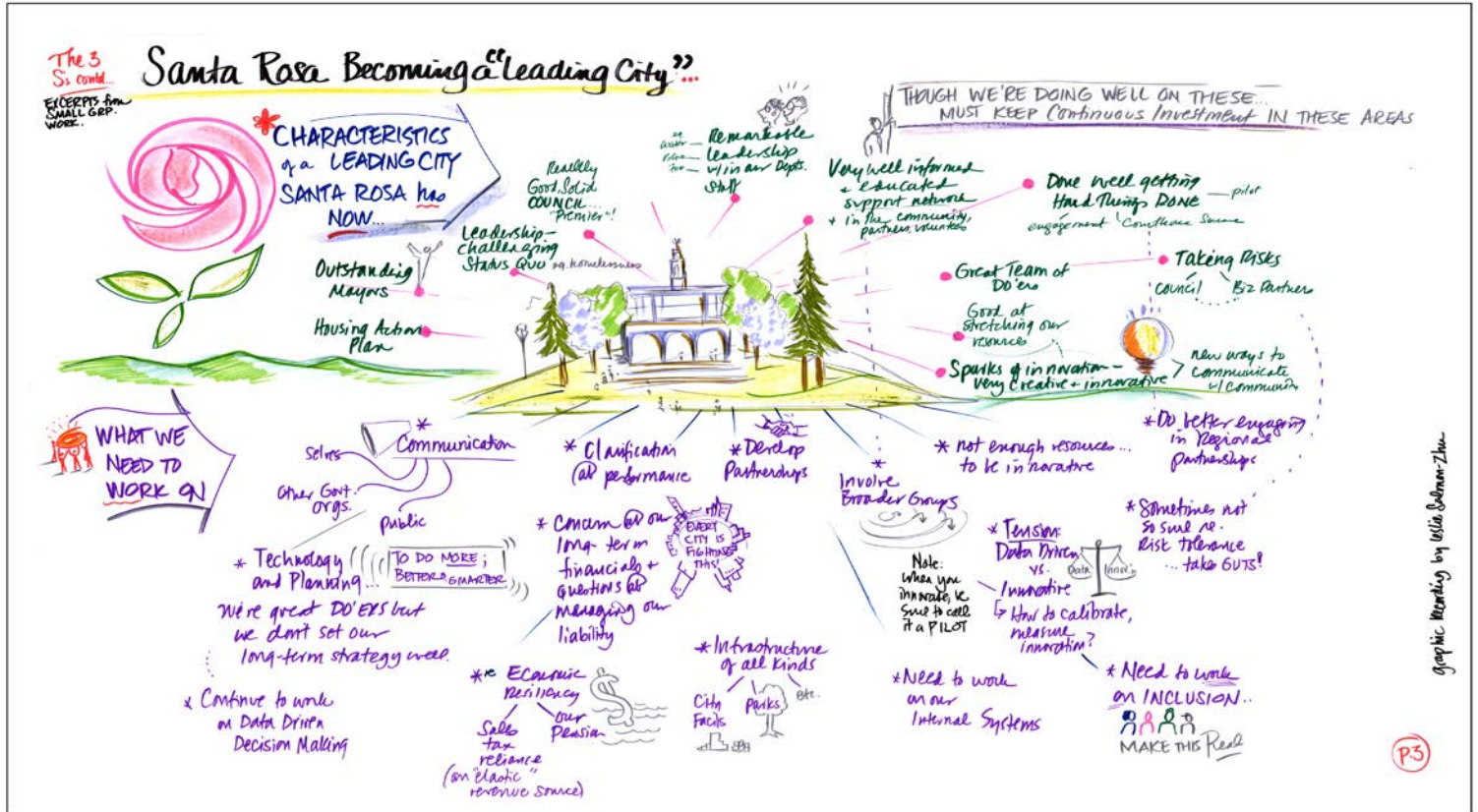


Strategies	Systems	Staff
<ul style="list-style-type: none"> • Clear vision, mission, values, roles of Council, community and staff • Community building and public engagement are core strategies • Internal and external partnerships are sought and nurtured 	<ul style="list-style-type: none"> • Continual investment in IT and management systems • Data-driven decisions and performance measurement • Diversity, inclusivity and engagement at all levels 	<ul style="list-style-type: none"> • The right staff in the right places • People development (organization, individual, leadership) at all levels • Innovation is supported – failure is a learning opportunity

Working in small groups, Council members and department heads identified what the City is doing well now and what it will need to work on to become a leading and high performing city. Table 1 shows the results.

Table 1. Key Comments about What City is Doing Well Now and What We Need to Work On

What We Are Doing Well Now	What We Need to Work On
<ul style="list-style-type: none"> • Excellent leadership in challenging status quo • Some strategic risk taking, being bold, sharing risks • Alignment with Council focus - priorities • Public engagement (open government); we're listening • Cultivating culture and identity • Very good council • Developing mission, vision, values • Ability to stretch dollars • Great doers; we're getting hard things done • Partnerships • Use of pilot programs • Willing Council, staff, community • Informed, educated boards, commissions, community • Progress on specific issues (e.g., homelessness, Housing Action Plan, Roseland, rent control, cannabis) • Sparks of innovation (e.g., videos Roseland) • Providing leadership in the region (e.g., water, police, fire) • Changing paradigm of government • Good policies • Synergy of staff and Council's work • Educated on top priorities and making informed decisions 	<ul style="list-style-type: none"> • Data driven decision making, progressing on performance measurement • Improving our internal systems • Being more inclusive, having a more diverse workforce • Communications • Staff development • Greater innovation • Technology and planning • Financial resource availability • Reliance on sales tax • Pension costs • Expand regional partnerships • Engaging broader groups • Risk tolerance • Long-term financial health • Maintenance investments • Engaging broader groups • Get others to join with us • Infrastructure – including city facilities, parks



Council's Priorities



Framework

The City carries out its core service delivery functions through its departments. Those functions include the day-to-day services expected by the community such as road maintenance, refuse collection, public safety services, planning, building inspections, recreation. Core functions also include the internal services required of a municipal corporation such as city attorney, finance, human resource and city management.

The priorities discussion is about special projects, particular problems and areas of emphasis that the Council wishes to spend time and resources on over the course of the year.

There are finite resources for carrying out these (as with ongoing service delivery functions) and therefore if there are too many priorities on the list, some things will not get done. The intent is to fully understand what is most important to the Council for the year so that staff will be focusing on those things.

The graphic recorder’s notes of the priorities discussion are shown in Attachment A.

Agreed Upon Priorities

Through discussions on March 10 and April 20 and 21, Council members agreed on five Tier 1 and 13 Tier 2 priorities. An additional list of items for possible consideration in the future was also created, but they will not be pursued. The definitions of the three categories follow in Table 2.

Table 2. Definition of Priorities

Priority Type	Definition
Tier 1	Council’s top priorities that will receive primary staff attention
Tier 2	Projects that will be pursued as resources permit
Potential Opportunities for the Future	Items suggested by one or more Council members or by members of the public that were not determined to be priorities and will not receive attention or resources this year.

Tier 1 Priorities

On March 10, 2017, the Council confirmed its Tier 1 priorities, initiatives which will receive the highest attention over the next year. They are the same priorities as on the 2016 Tier 1 list, with the language updated to reflect the work that was done during the past year and any new direction from Council members this year. They are listed in the Table 3.

Table 3. Tier 1 Priorities

Tier 1: Council’s Top Priorities
1.1 Reduce homelessness through a comprehensive strategy.
1.2 Implement a comprehensive housing strategy – “Housing for All,” including: <ul style="list-style-type: none"> • Implement the Housing Action Plan. • Implement rental housing inspection. • Address rent stabilization, pending the 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.

Tier 2 Priorities

On April 21, 2017, the Council reach consensus on its Tier 2 priorities. These are projects that will receive attention as resources permit. They are listed in Table 4. As part of the Council discussion, the observation was made that for many of these, partners will be needed, as the City cannot accomplish these alone.

Through dot voting, Council members identified the first two in the list below as their highest priorities within Tier 2. The remainder are listed in order of which received dots from Council members.

Table 4. Tier 2 Priorities

Tier 2: Projects to Receive Attention as Resources Permit
2.1 Ensure long-term revenue stability: <ul style="list-style-type: none"> • 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 a 21 st century service delivery model that is nimble, fosters innovation and supports new technologies and opportunities.
2.3 Encourage programming in the downtown.
2.4 Develop and implement an emergency preparedness strategy including identifying vulnerable targets.
2.5 Implement Open Government 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.

Other Opportunities for the Future

Table 5 contains suggestions from the public, individual Council members, and items on the previous list (then called Tier 3). This is no longer designated a “tier” because the Council desires to be very clear that these items are not moving forward, there will be no staff work or reports on these items, and that the list is provided only to recognize these suggestions were made.

Table 5. Other Opportunities for the Future

Other Opportunities for the Future
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 childcare 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.

Items Removed from Prior List

Council members identified several items to be removed from the 2016 lists (both Tier 2 and Tier 3) prior to establishing priorities for the coming year. Table 6 shows the items that were removed either because they have been completed, are significantly underway, have been incorporated into regular service delivery, were unclear as to what was intended when placed on the list last year, or are no longer an item to be pursued.

Table 6. *Items Removed from the Prior List*

Items Removed from the Prior List
Complete the unification of Courthouse Square.
Rebuild our services.
Create a searchable City website.
Focus on youth and gang violence.
Fund positions to help the new Community Engagement Director.
Research what the City can do with gun/ammunition control safety.
Attract a boutique hotel to the downtown.

Terminology

There was some Council discussion about whether to call the Tier 1 and Tier 2 items “priorities” or “key initiatives” or some other term. Concern was expressed that the term “priorities” may imply that these items are more important than the ongoing service delivery functions of the City.

Next Steps Regarding Priorities

- Staff will bring the Tier 1 and 2 priorities to the Council for formal adoption.

The City Manager also asked Council members to help communicate to the public and interested stakeholders that the items listed on the “Other Opportunities for the Future” list will not be pursued and no staff work will be done on those items.

The City Manager further noted that, to the extent new items come forward for staff to work on, he will ask the Council to indicate where they fit within the priorities and, when needed, what other priorities will be delayed so staff can spend time on something new. It is well understood that emergencies arise and issues can emerge unexpectedly that are essential and must be acted on in short order. When new issues can be delayed until the next priority setting session, staff can make progress on the priorities set in this April workshop by the Council.

Broad City Goals



The agenda for the workshop had included time for discussing broad goals. The purpose of this discussion was to determine whether the existing goals on the City’s website should be modified or replaced. The priorities established by the Council should be viewed in context with broad goals. There was insufficient time at the workshop for this discussion so it has been deferred to a future time.

The City currently has the goals listed in Table 7 in its operating budget and on the website.

Table 7. Existing Council Goals for Review and Revision

2015 – 17 Council Goals
1. Create a strong, sustainable economic base.
2A. Promote a City organization that is service-sustainable and maintains employee morale.
2B. Financial stability.
3. Provide leadership for environmental initiatives.
4. Maintain and enhance our City’s cultural, historical and recreational assets.
5. Improve partnerships between neighborhoods, community organizations, schools and the City to support and promote thriving, inclusive and diverse neighborhoods.
6. Commit to making Santa Rosa a healthy community where people feel safe to live, work and play.

At the Council’s 2016 goal setting workshop, the Council and executive team identified four broad goal categories, which were:

- City services
- Economic development
- Housing and homelessness
- Transportation and roads

Proposed New Goal Categories for Discussion

A set of six new goal categories is provided in Table 8. These include the concepts contained in the above goals, along with others based on Council discussions of priorities.

Table 8. Proposed New Goal Categories for Discussion

GOAL CATEGORY	ASPIRATION STATEMENTS
1. Community safety, valued City services and open government	Santa Rosa is a safe and healthy place and has the right mix of services supported by effective internal services operating within open government practices.
2. Economic development and financial stability	Santa Rosa sustains a strong, diversified economic base that continually renews itself, and has a structurally balanced budget with sufficient reserves in all funds to weather economic shifts for long-term sustainability of City services.
3. Housing and homelessness	Santa Rosa actively supports housing for all, including effective strategies that help homeless individuals become healthy and self-sufficient.
4. Infrastructure and transportation	Santa Rosa regularly invests in its transportation, roads and infrastructure to keep pace with community needs and protect its assets.
5. Neighborhood partnerships and cultural assets	Santa Rosa promotes thriving neighborhoods; complements the efforts of others in preserving its heritage; and promotes community vibrancy through cultural and recreational activities.
6. Environmental sustainability	Santa Rosa protects and improves the environment in arenas over which the City has influence of control.

Next Steps Regarding Goal Categories

- Staff will bring a discussion of the six proposed goal categories and aspirational statements to the Council and seek feedback and either modification or confirmation.

The interest is in having a revised set of broad goals that can be placed in the City’s operating budget and on the website. Additionally, a future step will be to identify how the Tier 1 and 2 priorities help move the City forward in achieving these broad goals.

Bike Rack



During the April 20 and 21 sessions, several items were placed on the “bike rack” for further discussions, as follow:

- Determine how to communicate the City’s many critical programs, services and needs, along with the successful initiatives of the City.
- Provide an update report to the Council on the status of implementation of the Climate Action Plan.
- Discuss the timing of the Council’s goal setting and consider holding it earlier (such as December or January).

Summary of Next Steps

The next steps to implement the results of the March 10 and April 20 and 21, 2017 workshops are:

- Council adoption of mission and vision.
- Council adoption of Tier 1 and Tier 2 priorities.
- Council discussion of broad goal categories and adoption of new ones for the budget and website.
- Staff discussion of values to create descriptions and how each value applies to the work of the organization. The results of this work will then be presented to the City Council.
- Staff will follow up on the “bike rack” items.



Closing Comments

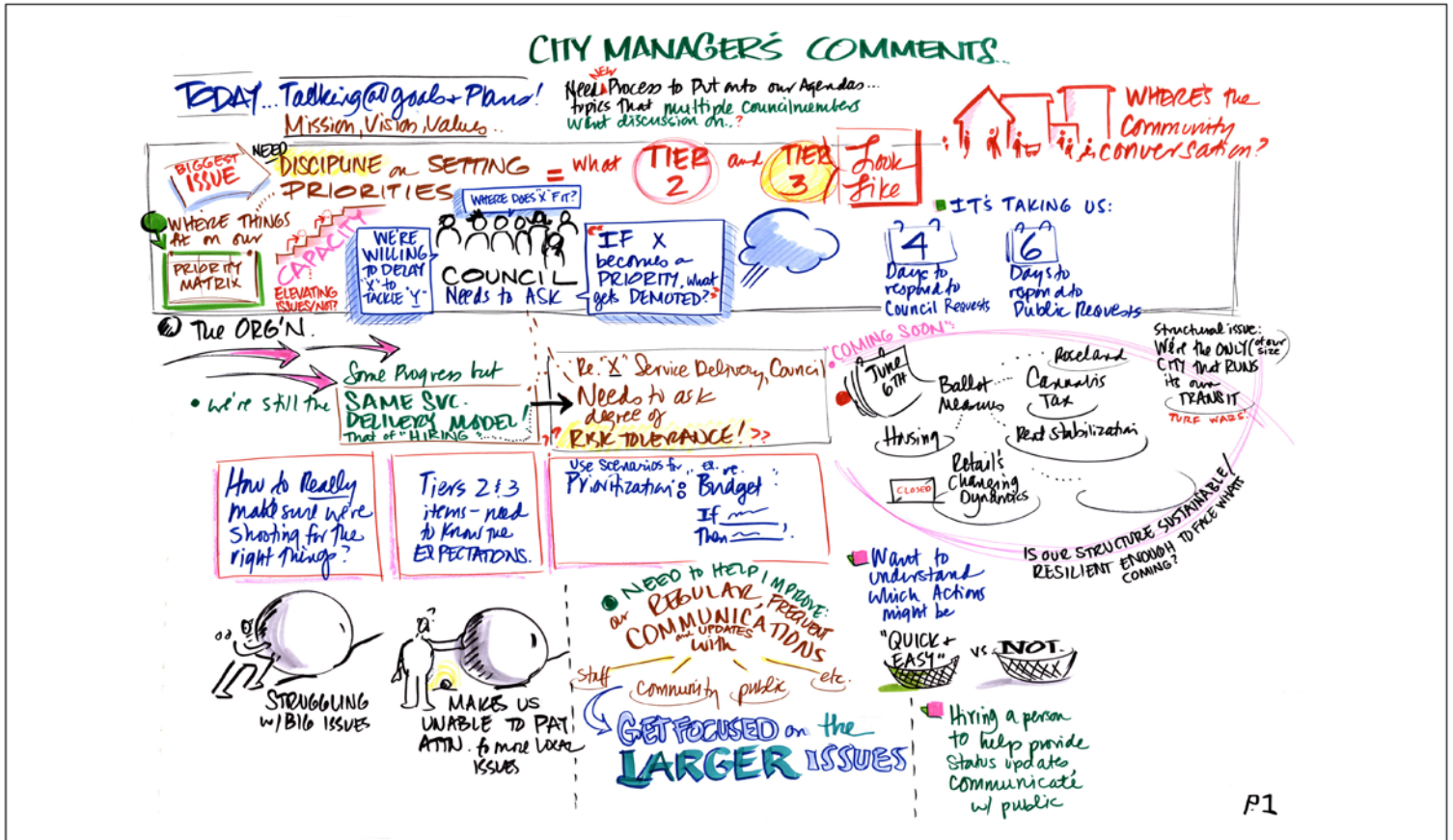
Council members and staff were invited to offer closing comments as the April 21 session wrapped up. Highlights of their comments are provided below.

- I like the two-session approach with discussion of Tier 1 in March and Tier 2 and the other items in this April session.
- We should model our mission, vision and values. This is foundational work.
- Thank you, staff, for hanging on.
- I like this process, appreciate Jan’s work with us. The “communication” (resource) needs were clearly brought up.
- Good use of our time. I appreciate the effort in our discussion about “Tier 3” and like the idea of changing the name so it is clear what that list is and isn’t.
- Was a useful process and created understanding.
- Thank you for being patient with me. This was really helpful to me.
- Being new, it is beneficial to hear these discussions.
- Mission, vision and values experience will help me know that what we bring forward is or is not in alignment with them.

- Being here helps me know if we're hitting the mark with our work.
- Very united as a Council/staff relationship – really warming to see, based on some of my past experiences in other agencies.
- Spending this amount of time is so valuable for us. It helps us get into really difficult and important conversations.
- Heartwarming that we're all trying to get to the same goals for the City of Santa Rosa.
- Thank you, Council, for the go-ahead to get the organization's buy-in on our values. That will be important in putting them into practice.



Attachment A – Graphic Recording Charts



PROCEDURAL ITEMS

1 Council training & travel policy

2 Announcing Council Appts. to outside bodies

3 Facilitation of Timely responses to Public requests for agendaizing

to a public lists
"We are listening to you and..."

1. COUNCIL TRAINING and TRAVEL POLICY

THE ISSUE: No policy addressing how decisions are made

SOME BEST PRACTICES: Explicit Budgets

Ed. Coun. Memb. find. Given their own travel budget

How to apply remainders?

GO NO GO

et. best use of \$?

Need to FORMULATE SOME RULES...

Put in considerations for all Mayor's need

not League Obligations in XANTE, ABAG... #Manditory Trap.

Must Demo. how this travel is in Svc. to the job.

Increase this Budget to help us all raise our levels of understanding

SOLUTION IDEAS

During Coun. Memb. reports - mention your travel need

let it be up to the Council + report it back out @ next mtg.

Have 2 Buckets:

FOR ASSIGNED USES that come out of a Your Council's obligations

What we expect you'll need

REQUEST BUDGET FOR DISCRETIONARY WORK

Special travel the Council (+ Mayor) decide on

Unacceptable to NOT GO to where you had planned = wasting people's \$.

Consider your responsibility to REPORT IT BACK.

MAKE THIS A REGULAR AGENDA ITEM

2. "ANNOUNCING COUNCIL APPTS. TO OUTSIDE BODIES" (Press releases)

Decision matrix? NO staff time should go into this

UPDATE our Website - get a College intern - (Somehow) (still incur a cost)

Use our Web-Site NOW!

More appropriate to talk at "OUR City is engaged in..."

"This Council member has just joined..."

NAME + Committee Assigned

CR

List on re-reminders page WHAT THEY ARE WHO'S ON UPDATED the BASICS

3. "TIMELY RESPONSE TO PUBLIC REQUESTS..."

Hire a communication person

more consistent

Email responses

I need part-time staff

this subject needs more discussion

NOTE: IF I GET AN EMAIL, it's on me to RESPOND/NOT.

DISCUSSION re. Consensus on Priorities

Comment: "Rename this to INITIATIVES" - For Initiatives - City Council Initiatives

re. 2.5 - Part of normal ops / not need to be a separate priority, based on discussions - ok to stay on, however. **Keep it** - It's STILL a Council priority / leave it on. **Delete this re. 2.10** - Question: Clarify what "rebuild" + the intent behind that, means. Note: "D" as a substitute..

re. 2.5, 2.10, 2.12 - We already agreed yesterday, these were ongoing. It's also important to **KEEP IT** as the public message we want.

Note 1.4 - Question: direction to move forward w/ recreational use? "Medical" is assumed to be both medicinal AND recreational. Don't use "recreational" - just use "LEGALIZED" - Marijuana. Will discuss further + Report Back.

2.5 Add: ("Attract and") "Retain" (if we do keep 2.5...)

ADD "D" Now becomes TIER 2.

ADD ALL "4" Dots on Tier 3 move to TIER 2. (Resound Lib... 21st Century... Comm Adv. Bd. Comm Impact Reports)

3.8 There's a lot of opportunity to activate programming in downtown - "I would move my red dot to this if dot was moved elsewhere." Needs more discussion + important notes.

General Notes We will absolutely NEED PARTNERS in these areas - cannot do some of these by ourselves.

3.10 "Youth" = ages 0-24 yrs. * This has a LOT of oppy. in it. Consider Adding a YOUTH SEAT on the CAB.

MOVE TO TIER 2

DRAFT OVERARCHING GOALS

GOAL CATEGORY	ASPIRATION STATEMENTS	APPLICABLE PRIORITIES
1. Community Safety, Valued City Services and Open Govt	SANTA ROSA IS A SAFE AND HEALTHY PLACE AND HAS THE RIGHT MIX OF SERVICES SUPPORTED BY EFFECTIVE INTERNAL DEVICES OPERATING WITHIN OPEN GOVERNMENT PRACTICES	
2. Economic Development and Financial Stability	SANTA ROSA SUSTAINS A STRONG, DIVERSE, ECONOMIC BASE AND CONTINUALLY REVENUES ITSELF, HAS A COLLECTIVE WY BALANCED BUDGET W/ SUFFICIENT RESERVES TO ALL PLANS TO WEATHER ECONOMIC CHALLENGES BY LEANS TOWARD SUSTAINABILITY OF CITY SERVICES	
3. Housing + Homelessness	SANTA ROSA ACTIVELY SUPPORTS HOUSING FOR ALL, INCLUDING EFFECTIVE STRATEGIES FOR HELP HOMELESS INDIVIDUALS BECOME HEALTHY AND SELF-SUFFICIENT	
4. Infrastructure and Transportation	SANTA ROSA REGULARLY INVESTS IN ITS TRANSPORTATION AND INFRASTRUCTURE TO KEEP PACE WITH COMMUNITY NEEDS AND PROTECT ITS ASSETS	
5. Neighborhood Partnerships and Cultural Assets	SANTA ROSA FOSTERS THRIVING NEIGHBORHOODS AND IMPLEMENTS THE EFFORTS OF RESIDENTS IN RESERVING ITS HERITAGE AND PROMOTING VIBRANCY OF THE COMMUNITY THROUGH CULTURAL AND RECREATIONAL ACTIVITIES	
6. Environmental Sustainability	SANTA ROSA PROTECTS AND IMPROVES THE ENVIRONMENT IN AREAS OVER WHICH THE CITY HAS INFLUENCE + CONTROL	

See 2.5s handwritten for more

Submit Comments on this wording please

Transparency

Remind us to SPEAK UP each clarify what is Tier 1, 2, 3. This gives the PUBLIC (us) a clearer process on how their idea might progress through the City - Council - Mayor

Day 2 p.1

TIER 3 = PUBLIC BANK

re. TIER 3 - what does this really mean?

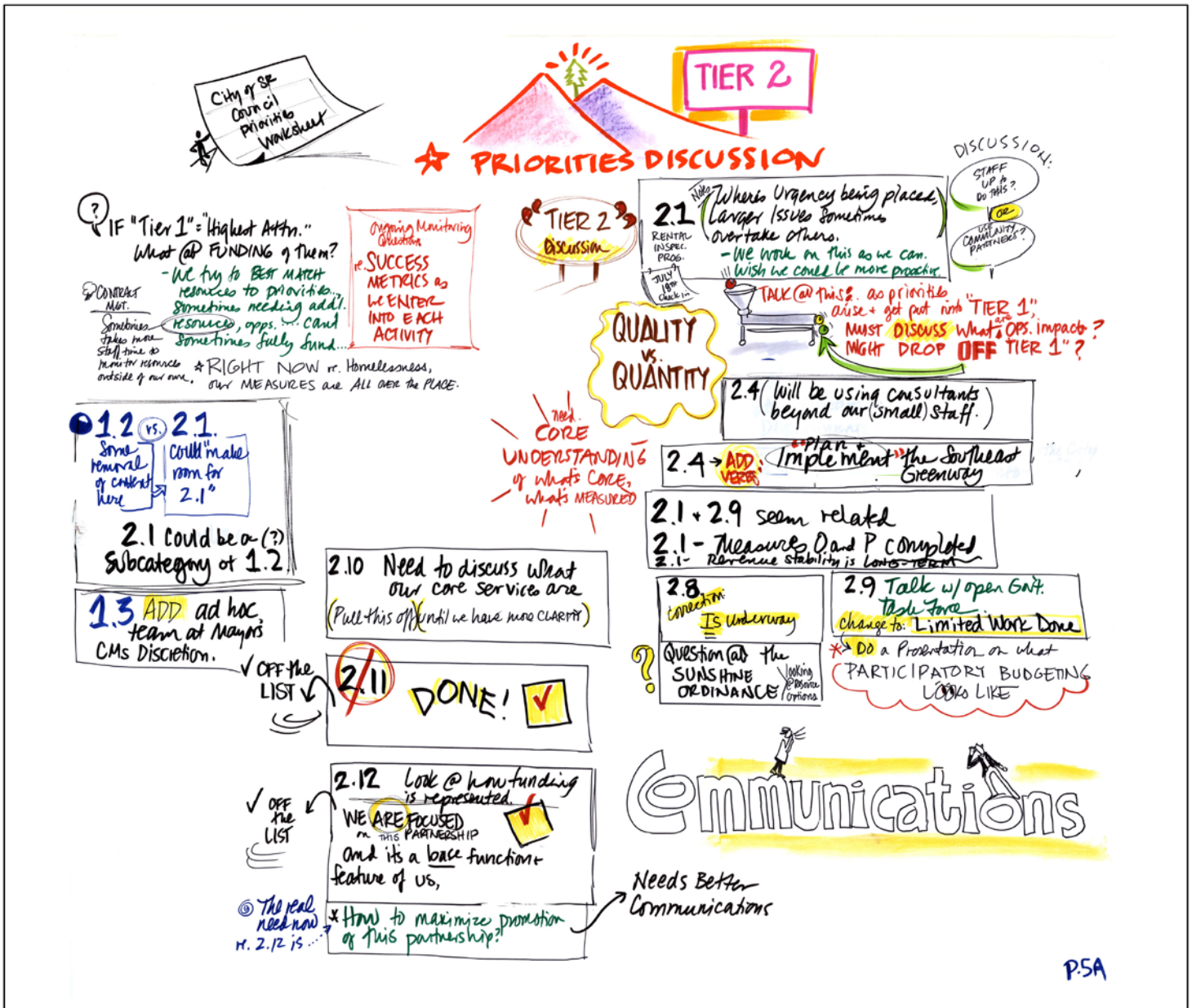
* It means it will not be possible "in 2 yrs." BUT... at 2 yrs. will be re-reviewed by [New Council].

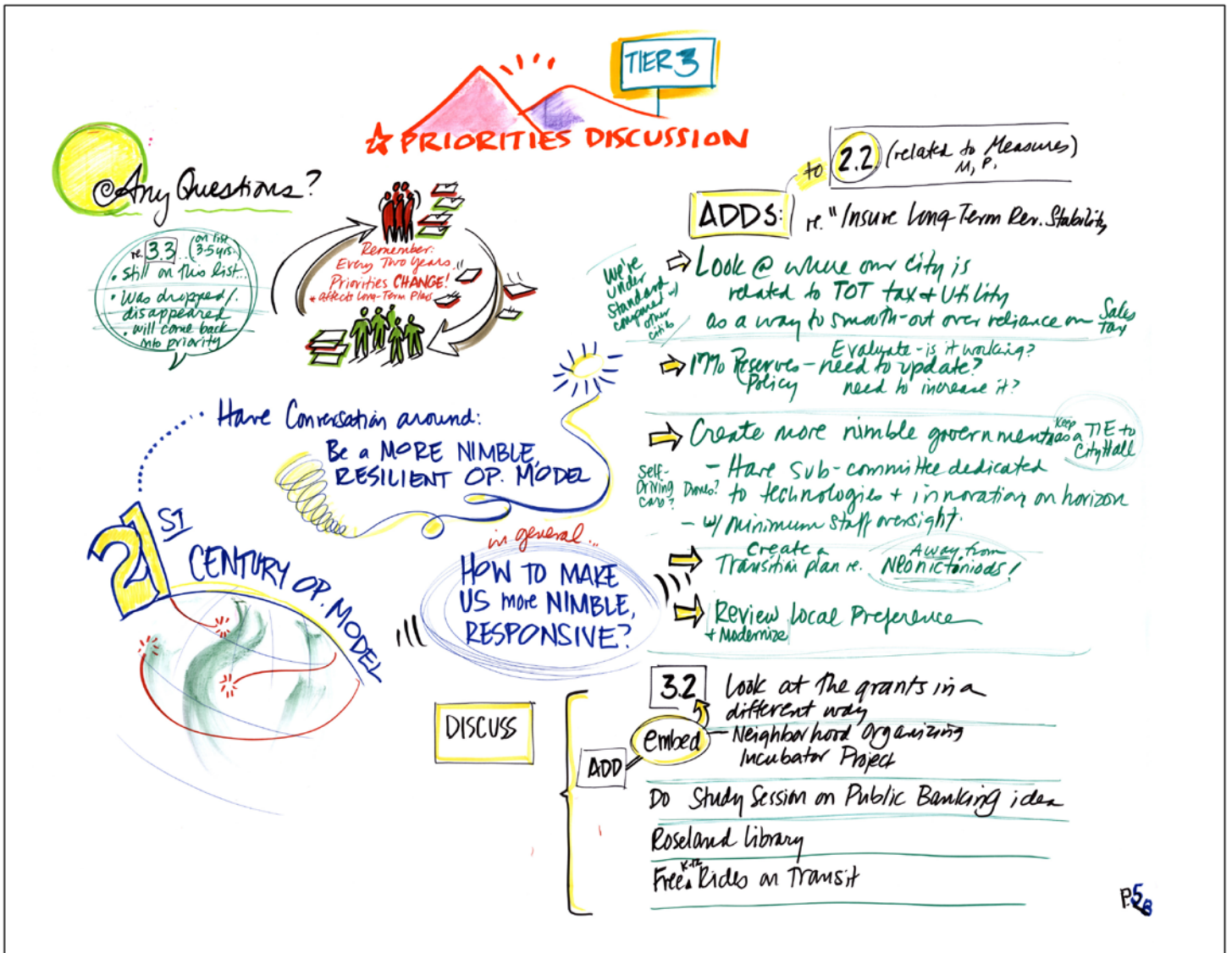
FREE TRANSIT RIDES

Need to BETTER/DEFINE TIER 3

* Proposal - Restrict what goes on Tier 3 list AND do one study session on each on the list. Commit to

Public needs to know honestly what TIER 3 really means/communicate to them.





Attachment B – Highlights of City Accomplishments

At the March 10, 2017 workshop, Council members and executive staff brainstormed key accomplishments of the City over the past year, along with factors that helped achieve them. The Council and executive staff identified qualities that helped the City make such great progress.


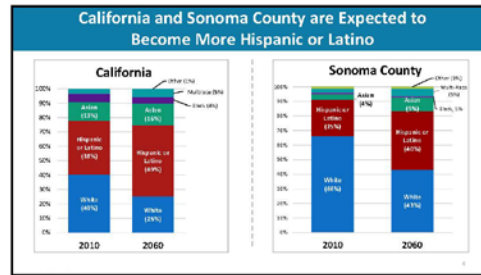
Key Accomplishments	Factors that Helped Achieve Accomplishments
<ul style="list-style-type: none"> • Invested in Courthouse Square • Passed revenue measures O & N • Bayer Park • Planning and Economic Development Department is more user-friendly • Working well cohesively, collaboratively • Planning and Economic Development • Housing and Community Services Dept. • All other departments • Willingness to deal with difficult issues without Council confrontation • Agreement on Roseland annexation • Passing of rent control issue on ballot • Making pedestrian access more user-friendly • New train at Howarth Park – fundraising, donations • Development of Housing Action Plan • Streamlined process • Homeless service policy progress/comprehensive strategy • Taking ownership of our homeless issues • Internal processes; willingness, desire to look at process improvements – move the train forward! • Better community involvement tools • Full staffing of Office of Community Engagement/better community engagement • Communication among departments; excellent “teamwork” is key measure for us • Worked quickly for new garbage hauler • High-strength waste digester • Using available tools more efficiently • Filled two key executive positions – Water, Community Engagement • It’s been “quiet” in a very wet season – a testimony to field staff! • Council cohesively worked together to hire new City Attorney • Cannabis policy and guidelines • Demonstration garden at City Hall 	<ul style="list-style-type: none"> • Increase in public trust, support and buy-in • Teamwork • Collaboration • Revenue • Really hard work we’re willing to do • Council cohesiveness • Very focused • Clear priorities • Increased energy

Attachment C – Trends and Challenges Slides Presented on March 10, 2017

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City of Santa Rosa Trends and Challenges

March 10, 2017

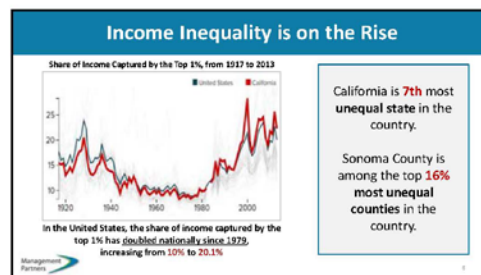
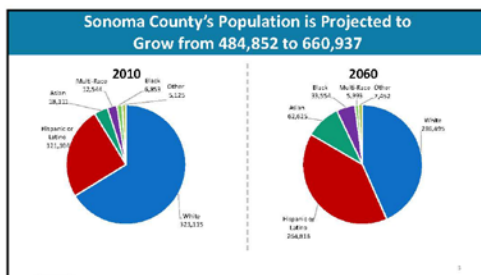
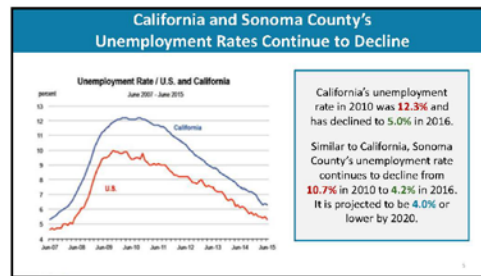



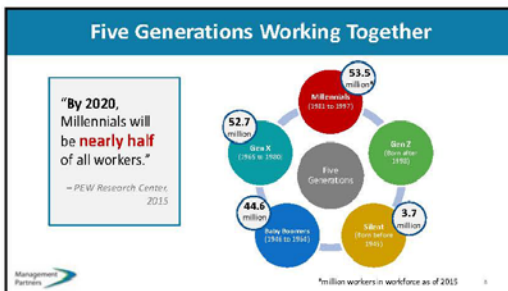
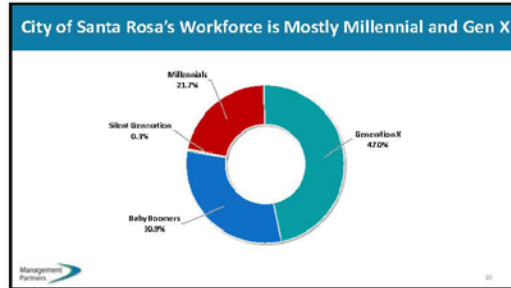
Trends, Risks and Challenges: Big Shifts Underway



A look at multiple factors and trends

Discuss implications for Santa Rosa





All Cities are Competing in a Smaller Talent Pool

Especially for...

- Well trained supervisors and managers
- Engineers
- Planners
- Police officers
- Public finance professionals
- Human resources experts
- Water treatment and distribution specialists

Each Generation Offers a Different View

Silent (Born before 1945) <ul style="list-style-type: none"> Loyal Disciplined Respect authority and rules 	Baby Boomers (1946 to 1964) <ul style="list-style-type: none"> Competitive Think workers should pay their dues 	Gen X (1965 to 1980) <ul style="list-style-type: none"> Skeptical Independent-minded Focused on high-quality results Appreciate work-life balance 	Millennials (1981 to 1997) <ul style="list-style-type: none"> Like teamwork, feedback and technology View work as an expression of themselves 	Gen Z (Born after 1998) <ul style="list-style-type: none"> Career multi-taskers "Technoholics"
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The Sharing Economy Disrupts Traditional Markets

- Airbnb has exceeded **10 million** guest-stays since its launch and now has more than half a million properties listed
- Uber claims to be doubling its revenue every six months

How do local governments regulate these new players?

Are they...

- Technology companies?
- Taxable "hotel" operations?
- Unlicensed "taxi" services?

What impact do they have on...


- Housing and rental prices?
- Liveable wages and labor markets?

Advanced Technology Will Have Major Impacts

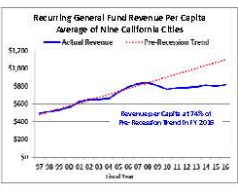
- 3D printing revenue is expected to grow from \$3 billion worldwide for 2013 to over \$21 billion by 2020
 - 3D printing allows for cost-competitive production with minimal staffing
- Self-driving cars may replace 3.4 million truck, taxi, bus and delivery drivers by 2050
 - Transportation jobs are some of the few remaining careers that do not require a college education

How will these technologies...


- Impact the manufacturing and transportation of goods?
- Change job opportunities in communities?



Revenue Gap Persists



- Large gap between past revenue expectations and current reality
- State and local government revenue gap expected to continue




Artificial Intelligence Is Here

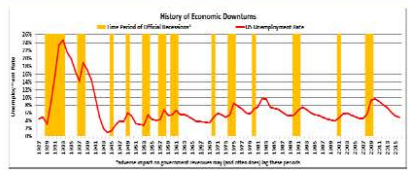
Artificial intelligence (AI): "A computer's ability to digest large amounts of information, learn from it and apply that knowledge in a variety of ways."

How can AI be used as a tool for local governments to process information?


- Legal Services** – AI can review, extract and organize information from thousands of documents in minutes
- Health Services** – AI can suggest cancer treatments using patient health data and a review of current scientific research



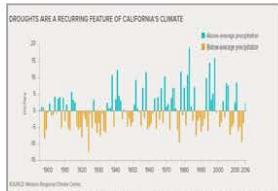
The Next Recession




- Since 1927, **13** recessions have occurred on average every **6.8** years; now **7** years since "official" end of Great Recession
- Another recession is **inevitable**



California is Getting Warmer and Drier, Posing Big Challenges





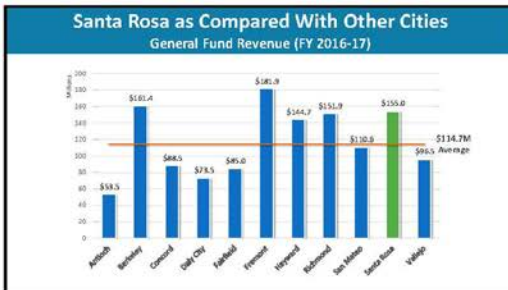
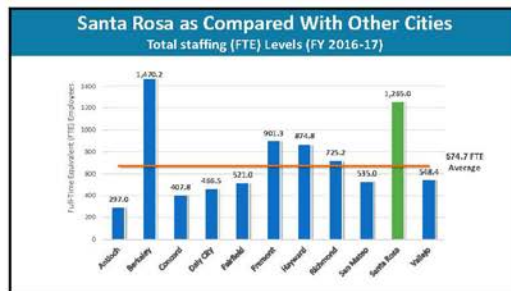
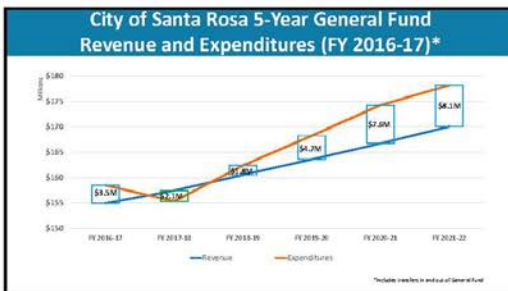
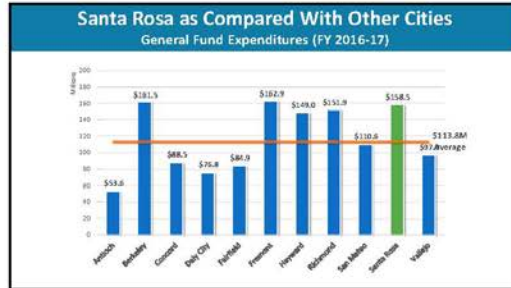
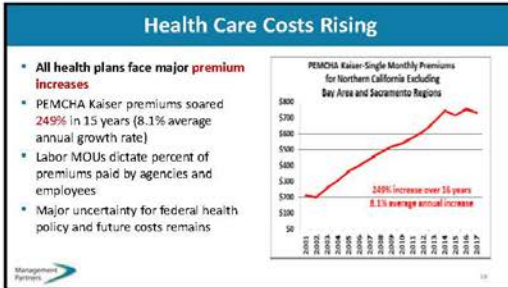
- 2014 and 2015 are the **two warmest years** on record for California
- 2013 to 2015 are the state's **driest** on record
- More than **100 million trees** are dead in California
- 9 million acres** of forest land is at risk for catastrophic fires
- Valley Fire** in Lake, Napa and Sonoma Counties in 2015 destroyed 1,955 structures and burned 76,067 acres



Pension Costs Rising

- Pension costs are rising in the **short term** due to planned increases caused by CalPERS actuarial changes
- Costs may rise in the **long term** due to lower investment returns



Legal Marijuana Poses Opportunities and Challenges

- If passed, local cannabis tax could result in approximately **\$1M per year** revenue for Santa Rosa
- State to issue licenses for commercial cannabis businesses
- Regulatory and inspection requirements

Shifting Federal Policies Pose Uncertainties

- Shift in federal policies pose uncertainties for California local governments
 - Energy
 - Environment
 - Water
 - Immigration
 - Housing
 - Regulations
 - Other...

