

CITY OF SANTA ROSA  
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL  
SUBJECT: 2013-2015 STRATEGIC OBJECTIVES AND COUNCIL GOALS SCORECARD  
STAFF PRESENTER: KATHY MILLISON, CITY MANAGER  
CITY MANAGER'S OFFICE  
  
AGENDA ACTION: RESOLUTION

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ISSUE

Shall the City Council, by resolution, approve the 2013-2015 City Council Goals and Strategic Objectives with the exception of Council Goal 4 Strategic Objective 3, "Support Efforts of Southeast Greenway Campaign by Monitoring and Providing Information" previously approved by Council Resolution No. 28266 on April 16, 2013.

BACKGROUND

On March 3 and 4, 2011, the City Council held a Special Meeting to discuss with Executive Staff the benefits of establishing five-year goals and establishing Strategic Objectives for fiscal years 2011-2013.

At the April 19, 2011 City Council meeting, the Council adopted the 2011-2016 Council Goals as well as the Guiding Principles and Strategic Objectives to reach the Goals for fiscal years 2011-2013. The City Council provided staff direction to develop workplans to implement the Goals and Strategic Objectives and return to Council for approval of a final workplan that clearly stated the intent of the Goals and Strategic Objectives and established a metrics/scorecard to be used to measure success in meeting the Goals and Strategic Objectives. Staff was also directed by Council to prepare quarterly reports showing progress in meeting these Goals.

On October 18, 2011, the City Council adopted the Final 2011-16 City Council Goals and 2011-13 Strategic Objectives. The Goals Scorecard and quarterly reporting schedule was also approved.

Over the past two years, staff has returned to Council on a quarterly basis to report on progress made and accomplishments related to the 2011-13 Strategic Objectives.

On February 14 and 15, 2013, the City Council held a Special Meeting to reaffirm the Council Goals and to discuss with Executive Staff Council priorities and formulate Strategic Objectives for 2013-15.

## Council Goals and Strategic Objectives

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The Council Goals below were reaffirmed at the February Special Meeting as follows with a few minor modifications, which are underlined:

- Goal 1: Create a strong, sustainable economic base
- Goal 2: Promote a City organization that is sustainable and maintains employee morale, productivity, and effectiveness.
- Goal 3: Provide leadership in environmental initiatives.
- Goal 4: Maintain and enhance our City's cultural, historical, and recreational assets.
- Goal 5: Improve the partnerships between neighborhoods, schools, community organizations, and the City to support and promote thriving, inclusive, and diverse neighborhoods.
- Goal 6: Committed to making Santa Rosa a healthy community where people feel safe to live, work, and play.

At the April 16, 2013 City Council meeting, the Strategic Objectives were presented to the City Council for consideration. The Council discussed each Goal and related Strategic Objective, and then individual Council Members expressed interest in modifying or adding information to the Strategic Objectives based on information from the worksheets.

At the May 14, 2013 City Council meeting, the Council discussed the proposed Strategic Objectives and agreed to the following changes noted on the attached Scorecard:

#### Council Goal 1:

Add Strategic Objective 5: Conduct study session for Project Labor Agreements for Council consideration with a completion date of June 2015

Add Strategic Objective 6: Promote and support efforts to retain and expand local businesses. This is a current objective in the workplan, with the most recent update provided in Study Session on March 5, 2013.

Add Strategic Objective 7: Review the local preference ordinance.

#### Council Goal 2:

## Council Goals and Strategic Objectives

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Amend Strategic Objective 1. Develop funding plan for long-term unfunded obligations, including labor costs, to achieve fiscal stability.

Performance Measure: Complete final draft of Long Range Financial Plan which will include strategies for funding of pension obligation bonds and other reform funding options to address the expiration of both Measure O and Measure P and funding options to address deferred maintenance and recommendations for addressing department funding inequities with a completion date of January 2014.

#### Council Goal 3:

New Strategic Objective 5: Support green waste collection for multi-family dwellings.

Performance Measure: Review Franchise Agreement and seek Council direction for amendment as needed.

#### Council Goal 5:

Amend Strategic Objective 1: Prepare a workplan and cost estimate for Roseland annexation for Council consideration with a completion date of April 2014.

#### Council Goal 6:

New Strategic Objective 6: Support COPE training for emergency preparedness of residents to increase COPE training by 20% with a completion date of June 2015.

New Strategic Objective 7: Ensure safe access to both SMART rail stations by evaluating designs at the earliest time in consultation with SMART.

New Strategic Objective 8: Continue design and environmental review to study possible implementation of bicycle and pedestrian bridge at Highway 101 crossing near vicinity of Jennings to SRJC.

New Strategic Objective 9: Reconvene Medical Marijuana Committee to review the medical marijuana ordinance and make recommendations to Council with a completion date of January 2014

New Strategic Objective 10: Increase enforcement of existing trash, graffiti, and sign rules. Develop workplan and cost estimate for Council consideration with a completion date of June 2014.

The City Manager was directed to incorporate the changes agreed to by Council and brought the item back for adoption at the May 21, 2013 Council meeting.

RECOMMENDATION

It is recommended by the City Manager's Office that the Council, by resolution, approve the 2013-2015 Council Goals and Strategic Objectives with the exception of Council Goal 4 Strategic Objective 3, "Support Efforts of Southeast Greenway Campaign by Monitoring and Providing Information" previously approved by Council Resolution No. 28266 on April 16, 2013.

Author: Jennifer Phillips

Attachments:

Final City Council Goals Scorecard with 2013-2015 Strategic Objectives

**City of Santa Rosa - Council Goals Scorecard  
Objectives & Performance Measures - FINAL 2013-2015**

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
<b><u>Goal 1: Create a Strong, Sustainable Economic Base</u></b>			<b><u>David Gouin</u></b>		
<b><i>1. Economic Development Real Estate Initiatives</i></b>					
		Proceed with Reunification of Courthouse Square	David Gouin	December 2013	
		Adopt CEQA report and establish CIP account			
		Lobby State for Department of Finance support and Close Escrow for Museum on the Square	David Gouin	December 2013	
		Create development program for the White House Site upon close of Museum on the Square	David Gouin	December 2014	
<b><i>2. Additional Economic Development Workplan Initiatives</i></b>					
		Continue evaluation to remove uncertainties in land use regulations	CD/EDH Team	September 2013	
		Prepare workplan and cost estimate for Council consideration			
		Protect and Promote Light Industrial/Manufacturing Sites	CD/EDH Team	December 2013	
		Prepare workplan and cost estimate for Council consideration			
		Promote Commercial site opportunities along rail line	CD/EDH Team	March 2014	
		Prepare workplan and cost estimate for Council consideration			
<b><i>3. Parking District Economic Initiatives</i></b>					
		Determine stakeholder acceptance for Progressive Policies	Kim Nadeau	June 2014	
		Prepare workplan, survey material, and cost estimate for Council consideration			
		Determine feasibility for solar installation on garages	Kim Nadeau	June 2014	
		Prepare workplan and cost estimate for Council consideration			

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
	<b>4. Guidelines for evaluating requests for Community Impact Reports</b>				
		Prepare workplan and cost estimate for Council consideration	Chuck Regalia	June 2014	
	<b>5. Explore Project Labor Agreements</b>				
		Conduct a Study Session on Project Labor Agreements for Council consideration	Caroline Fowler	June 2015	
	<b>6. Promote and support efforts to retain and expand local businesses.</b>		Dave Gouin	On-going	Current objective with the most recent study session on March 5, 2013
		Conduct a Study Session to review efforts to retain and grow local business.	Dave Gouin	December 2013	
	<b>7. Review the Local Preference Ordinance</b>		Lawrence Chiu	June 2014	
<b>Goal 2: Promote a City Organization that is Sustainable and</b>			<b>Lawrence Chiu</b>		
	<b><u>Maintains Employee Morale, Productivity, and Effectiveness</u></b>		<b>Fran Elm</b>		
	<b>1. Develop funding plan for long-term unfunded obligations, including labor costs, to achieve fiscal stability</b>		Lawrence Chiu	January 2014	
		Complete final draft of Long Range Financial Plan which will include strategies for funding of pension obligation bonds and other reforms, funding options to address the expiration of of both Measure O and Measure P, and funding options to address deferred maintenance and recommendations for addressing department funding inequities			
	<b>2. Continue to invest in employees by providing training programs and mentoring opportunities</b>		Fran Elm	Ongoing	
		Create and offer at least 20 training programs that enhance knowledge, skills, and abilities			
		Offer assignments that give employees a chance to apply new skills			
		Offer opportunities to develop new skills through mentoring partnerships			
	<b>3. Review Council, Board, and Commission roles, duties, and responsibilities</b>		Jennifer Phillips	December 2013	
		Evaluate and compare policy to actual operation and provide clarity			

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
<b><u>Goal 3: Provide Leadership for Environmental Initiatives</u></b>			<b><u>David Guhin</u></b>		
	<b><i>1. Improve our transportation network to reduce vehicle miles traveled and promote multi-modal transportation</i></b>		Anita Winkler	June 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>2. Establish Santa Rosa as a leader in resource recovery</i></b>		David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>3. Review urban open space plans and improve creeks and other watersheds</i></b>		David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>4. Develop a target for energy independence and GHG reduction</i></b>		David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>5. Support green waste collection for multi-family dwellings</i></b>		Jennifer Phillips	on-going	
		Review Franchise Agreement and seek Council direction for amendment as needed		Dec-13	
<b><u>Goal 4: Maintain and Enhance our City's Cultural, Historical, and Recreational Assets</u></b>			<b><u>Jennifer Phillips</u></b>		
	<b><i>1. Research new revenue models</i></b>		Jennifer Phillips	January 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>2. Develop asset management strategy to maintain parks and urban forest</i></b>		Jennifer Phillips	June 2014	
		Prepare workplan and cost estimate for Council consideration			
	<b><i>3. Support efforts of Southeast Greenway Campaign by monitoring and providing information</i></b>		Chuck Regalia		
		List the Southeast Greenway Class 1 Bikeway in CIP with Year 5 expenditure at \$0		June 2013	
		Add the Southeast Greenway to the City's Emerging Issues for FY 2013-14 and fund staff support		October 2013	
		Develop a strategy for future planning activities with the Campaign		June 2014	

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
		<b>4. Expand and maintain youth and family programs</b>	Kelley Magnuson	March 2014	
		Prepare workplan and cost estimate for Council consideration			
		<b>5. Promote Santa Rosa's history</b>	Jennifer Phillips	on-going	
		Include Santa Rosa's history in marketing and communication materials			
		Acknowledge work of new Santa Rosa Historical Society			
		<b>Goal 5: Improve partnerships between neighborhoods, community organizations, and the City to support and promote thriving, inclusive, and diverse neighborhoods</b>	<b>Tom Schwedhelm</b>		
			<b>Jennifer Phillips</b>		
		<b>1. Develop a workplan and costs for Roseland Annexation</b>	Chuck Regalia	April 2014	
		Prepare workplan and cost estimate for Council consideration			
		<b>2. Support Community Advisory Board workplan</b>	Georgia Pedgrift	October 2013	
		Adopt 2013-14 Workplan			
		<b>3. Implement Mayor's Gang Prevention Task Force Strategic Plan</b>	Jennifer Phillips	June 2015	
		Present annual report to Council and Policy Team			
		<b>4. Seek opportunities to increase affordable housing and emergency housing beds</b>	Dave Gouin	December 2013	
		Present federal, state, and local program models with funding alternatives			
		<b>5. Support community engagement programs to the neighborhoods</b>	Georgia Pedgrift	June 2014	
		Deliver at least ten community engagement programs annually			
		<b>Goal 6: Commit to making Santa Rosa a Healthy Community where people feel safe to live, work, and play</b>	<b>Chuck Regalia</b>		
		<b>1. Seek opportunities to enhance Neighborhood Revitalization Program</b>	Carmelita Howard	December 2013	



Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
		Develop workplan and cost estimate and identify funding opportunities			
		<b>2. Expand smoking ordinance for public/private places</b>	Claire Hartman	December 2014	
		Adopt ordinance			
		<b>3. Enhance Code Enforcement resources to preserve neighborhood health and safety</b>	Mike Reynolds	June 2015	
		Develop workplan and cost estimate and identify funding opportunities			
		<b>4. Evaluate opportunities to participate in community-wide education and health initiatives</b>	Jennifer Phillips	June 2014	
		Identify existing City programs supporting education and health and look for opportunities to enhance			
		<b>5. Review and adjust reductions to streetlight program and assess new technologies</b>	Rick Moshier		
		Continue installation of energy efficient lighting on arterial corridors using grant funds		June 2015	
		Review and adjust lighting in neighborhoods which had lighting reduced in the first year		June 2014	
		Develop and implement projects to restore lights in areas that experienced copper wire theft		June 2015	
		<b>6. Support COPE training for emergency preparedness of residents</b>	Mark McCormick		
		Increase COPE training by 20%		June 2015	
		<b>7. Ensure safe access to both SMART rail stations by evaluating designs at the earliest time in consultation with SMART</b>	Rick Moshier	June 2015	
		<b>8. Continue design and environmental review to study possible implementation of bicycle and pedestrian bridge at Highway 101 crossing near vicinity of Jennings to SRJC</b>			
			Rick Moshier	June 2014	
		<b>9. Reconvene Medical Marijuana Committee to review medical marijuana ordinance and make recommendations to Council</b>			
			Caroline Fowler	January 2014	
		<b>10. Increase enforcement of existing trash, graffiti, and sign rules</b>	Chuck Regalia	June 2014	
		Develop workplan and cost estimate for Council consideration			