

CITY OF SANTA ROSA
CITY COUNCIL

TO: MAYOR AND CITY COUNCIL
FROM: JASON CARTER, INTERIM DIRECTOR, COMMUNITY
PROGRAMS & ENGAGEMENT
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COORDINATOR
CHERIE BARNETT, CHAIR, COMMUNITY ADVISORY BOARD

SUBJECT: COMMUNITY ADVISORY BOARD FIVE-YEAR STRATEGIC
ROADMAP

AGENDA ACTION: RESOLUTION

RECOMMENDATION

It is recommended by the Community Programs and Engagement Department and the Community Advisory Board that the Council, by resolution, approve the Community Advisory Board's Five-Year Strategic Roadmap and changes made to the Community Improvement Grant Program to fund Neighborfest events.

EXECUTIVE SUMMARY

The Community Advisory Board (CAB) conducted a strategic planning process with the assistance from CivicMakers and staff from the Community Programs and Engagement Department. The strategic planning process included discovery and scoping, research and analysis, a survey, and two workshops. Out of the process, the CAB developed a mission, vision, three strategic categories, and multiple strategic priorities and objectives. The CAB is currently working on implementing the following from their strategic roadmap:

Empowerment:

- Implement Neighborfest
- Plan a community engagement academy
- Proactively attend neighborhood meetings

Expertise:

- Assess CAB strengths and weaknesses; conduct trainings
- Create a list of Board assets and present one CAB member per meeting

- Invite government departments and Council to come to CAB meetings

Operations:

- Solidify Community Improvement Grant process and voting metrics
- Run more collaborative meetings
- Add accomplishments to the agenda

In addition to the development of the one-year work plans, the CAB also developed metrics to help measure progress and successes for each objective and made changes to the Community Improvement Grant Program.

BACKGROUND

In 2002, Section 10 was added to the City Charter, which stated that Council shall appoint a task force to recommend to the Council approaches to greatly increase citizen and neighborhood participation and responsibility. The Council appointed this task force which developed recommendations for Council's consideration and created the CAB through the adoption of Resolution No. 25805 on October 28, 2003.

On August 7, 2012, the City Council approved Resolution No. 28174, which established the roles, duties and areas for the CAB per Section 10(b) of the City Charter. The duties and responsibilities established in the Resolution No. 28174 were:

1. Issues of concern to residents of the City (Public Safety and others);
2. Budget Priorities for Capital Improvement Projects;
3. Participation in neighborhood planning meetings;
4. Strengthen public involvement process;
5. Building community; and
6. Public improvements (through the Community Improvement Grant Program).

Each duty outlined in Resolution No. 28174 included a broad definition and expectation of the responsibility of the CAB in moving the work of each duty forward.

In the August 2017, the Office of Community Engagement (now Community Programs and Engagement Department) released a Request for Solutions (RFS) to contract with an agency to provide facilitation and analytical skills that would help support the creation of a comprehensive, realistic, and manageable strategic plan for the CAB. The strategic planning process would also include identifying key areas where the CAB could make improvements with existing community engagement efforts using best practices. Staff received two proposals and, along with a group of CAB Members, evaluated each proposal using the evaluation criteria outlined in the RFS. The evaluation committee unanimously chose CivicMakers from San Francisco for the contract.

PRIOR CITY COUNCIL REVIEW

On August 7, 2012, the City Council adopted Resolution No. 28174 clarifying the roles, duties and areas for the CAB. The City Council later adopted Resolution No. 28442 on March 11, 2014 clarifying the annual Community Improvement Grant (CIG) process. The City Council later adopted Resolution No. 28686 on September 15, 2015 to give the CAB the authority to award CIG grants and refer any appeals of denied applications to the Council.

ANALYSIS

CivicMakers began their work in February 2018 with the discovery and scoping phase. This phase included one-on-one interviews with five (5) City Council Members, the City Manager, eleven (11) CAB Members, and two former CAB grant recipients. In addition, CivicMakers conducted focus groups with five (5) department directors and two community groups: Santa Rosa Together and the Roseland Community Building Initiative. CivicMakers addressed the following questions with each stakeholder group:

1. What is currently working and not working today?
2. How should we move toward our ideal future?
3. What does success look like in the future?

Upon completion of the interviews and focus groups, CivicMakers developed a summary report and presented findings to the CAB at their March 2018 general meeting. Several major themes emerged through this data collection process and included the following:

- Lack of clarity around CAB's roles and responsibilities and when to involve the CAB – Staff, Council Members, and CAB Members all indicated that there does not seem to be consensus about the purpose of the CAB or their roles and responsibilities; and the reason for CAB's involvement in the Capital Improvement Program (CIP) budget is unclear. The community also indicated that the CAB's mission, vision, goals, and role within the City are unclear; the CAB lacks structure and focus; and that the CAB should not be involved in the CIP budget.
- CAB plays an important role in community engagement and CAB members are valuable assets to the community – All groups interviewed agreed that the CAB plays an important role in community engagement and providing feedback in certain cases. However, some segments of the community indicated that they do not feel respected or engaged by the CAB and that the current CAB meeting structure does not support dialogue with the community. Many CAB members also indicated that there is not a clear alignment with their appointments and the neighborhoods they are supposed to represent.

- The Community Improvement Grant Program process needs more clarity – While most groups interviewed agreed that the grant program has made a positive impact on the community, most agreed that the grant selection process is not efficient and lacks clear criteria and transparency.
- Lack of consistent onboarding process or criteria for CAB members – CAB members indicated that they no longer receive a formal orientation or that there is no formal onboarding process for new CAB members. Many new members did not receive a lot of information or resources when they first began their terms. Some longer-term members indicated that there was a more formal onboarding process years ago conducted by the City Council and City Clerk's Office, but that this onboarding is no longer available. Staff provides general information about the CAB, including the annual work plans, resolutions, meeting schedule and meeting structure.

The findings also showed the emergence of the following themes for possible future states of the CAB:

- CAB's role is primarily neighborhood empowerment (e.g. to build capacity of the community groups through trainings and education);
- CAB members' primary focus is to understand and advocate for the issues of the neighborhoods/districts they represent; and
- CAB members are trained to be experts in community outreach and engagement and help improve community engagement citywide.

This data was used to help develop the CAB's mission, vision, goals, and priorities during two strategic planning workshops. The first workshop was held in June 2018 and was open to the public. The CAB developed a vision, mission, three strategic categories, and multiple strategic priorities with objectives. The following is the CAB's mission and strategic categories. The CAB's vision and strategic priorities with objectives can be found in the strategic roadmap document.

Mission

The Community Advisory Board connects city government and residents so the public can have a voice in decisions that impact their lives and build a stronger community.

Vision

CAB is a highly effective working group that bridges the divide between residents and their government. As a result of our work, residents, especially those who have historically been underrepresented, now feel they have a voice in decisions that impact their lives. We've also created strong community cohesion, more pride, less violence, more resilience, and more peace because people feel heard and see their input in citywide decision making.

For the full CAB vision, please see page 3 of the Strategic Roadmap.

Strategic Categories

- Empowerment
- Expertise
- Operations

In September 2018, the CAB held an implementation workshop, which was also open to the public. CivicMakers helped the CAB prioritize the objectives in their strategic roadmap, which led to the development of One-Year Work Plans with a list of metrics to help measure progress and success for each objective. The CAB developed three subcommittees based on each strategic category. The subcommittees will focus on the following activities for the next year:

Empowerment

- Implement Neighborfest
- Plan a community engagement academy
- Proactively attend neighborhood meetings

Expertise

- Assess CAB strengths and weaknesses; conduct trainings
- Create a list of Board assets and present one CAB member per meeting
- Invite government departments and Council to come to CAB meetings

Operations

- Solidify Community Improvement Grant process and voting metrics
- Run more collaborative meetings
- Add accomplishments to the agenda

The CAB spent the month following the final workshop reviewing and putting the final pieces in place for the strategic roadmap, including a proposed update to the Community Improvement Grant Program. These proposed updates include funding Neighborfest events and the development of two funding tiers. Under the first tier, applicants can apply for up to \$2,500 to conduct one Neighborfest event in their neighborhood. Under the second tier, applicants can apply for up to \$5,000 to hold either one Neighborfest PLUS event (a community-wide focused event; not neighborhood specific) or a regular Neighborfest event, with a community improvement project (e.g. community garden day, mural painting, etc.) occurring during the NF event. The CAB reviewed the proposed changes, made recommendations for minor edits, and then approved the proposed changes to the program at their October 2018 general meeting.

The CAB formally approved their Five-Year Strategic Roadmap with One-Year Work Plans at the December 2018 general meeting.

FISCAL IMPACT

Approval of the Community Advisory Board's Five-Year Strategic Roadmap does not have a fiscal impact on the General Fund.

ENVIRONMENTAL IMPACT

Not applicable.

BOARD/COMMISSION/COMMITTEE REVIEW AND RECOMMENDATIONS

The Community Advisory Board reviewed and approved its Five-Year Strategic Roadmap with One-Year Work Plans on December 19, 2018 and it is recommended by the Community Advisory Board that the Council, by resolution, approve the Community Advisory Board's Five-Year Strategic Roadmap with One-Year Work Plans.

NOTIFICATION

All CAB members were provided notice of this agenda item on June 26, 2019.

ATTACHMENTS

- Attachment 1 – Summary Report
- Resolution/Exhibit A
- Presentation

CONTACT

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