

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

ISSUE

Shall the City Council, by resolution, approve the 2013-2015 City Council Goals and Strategic Objectives?

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 Council provided staff direction to develop work plans to implement the Goals and Strategic Objectives and return to Council for approval of a final work plan that clearly stated the intent of the goals and strategic objectives and establishes 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 reaffirmed Council Goals are as follows with the two minor modifications 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

ANALYSIS

During the two day special meeting, the Council and Executive Staff discussed numerous ideas, initiatives and strategic objectives relating to each of the six Council Goals. At the end of the special meeting, each of the six goals had a list of strategic objectives that were prioritized by both the Council and Executive Staff. Attachment A is a list of these strategic objectives and the corresponding number of votes by Council and Executive Staff as well as a total number of votes received. At the conclusion of the special meeting, Council requested that all this information be compiled and presented at a future Council meeting for Council's final review, discussion and approval.

Executive Staff has reviewed the information and based on discussions at the special meeting developed proposed strategic objectives for each of the six Council Goals which are presented as Attachment B: Final Draft 2013-15 Council Goals Scorecard. These proposed strategic objectives were developed based on the 2011-13 strategic objectives currently underway or accomplished, number of votes received, and current available resources.

RECOMMENDATION

It is recommended by the City Manager's Office that the Council, by resolution, approve the 2013-2015 Strategic Objectives.

Author: Jennifer Phillips

Attachments:

- Attachment A: Strategic Objectives with notes
- Attachment B: Final Draft 2013-2015 City Council Goals

COUNCIL GOAL 1
Create a Strong and Sustainable Economic Base

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Explore future Parking District resources	Need 90 min free Parking valet Solar Progressive parking	14	12	26	
Evaluate Impacts on local businesses/neighborhoods	Community impact reports PLAs Living wage Bank locally Evaluate existing restrictions i.e. med mar. home -based business What business do neighborhoods support Commercial linkage	16	7	23	
Coordinated review of future funding Revenue & Taxes		6	15	21	On-going process
Courthouse Sq	Just close Mendo; Add historical Aspects	8	10	18	
One/More DT Projects	3 rd St garage, Boutique Hotel, Market Rate Residential	5	13	18	
Protect & Promote Light Industrial/Manufacturing Sites	Particularly near RR	8	10	18	
Focus on Major Econ Centers	Work w/Simon and others	2	15	17	
Uncertainty w/ Entitlements	Remove restrictions Evaluate if more work needed Legal non-conforming Rezoning	4	7	11	
Major City event	At least Quarterly	2	9	11	

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Museum on the Sq	St Leg lobby DOF	6	3	9	
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Coordinate Strategic Partnership	Partner w/State for RDA replacement ID City needed jobs training, then expand to private sector Improve relationship w/DT	2	7	9	Already doing this
Revisit Measure O Baseline wording as a ballot item		2	1	3	
Continue to Implement Work plan	Expand/Retain local Biz – Guide Biz we want	1	1	2	
Underground Utilities	With State & Federal Resources	0	1	1	
Revisit Measure O oversight Roles/Responsibilities		0	0	0	
1,000 Jobs/6 Major Tenants	Completed				
5% Increase Sales/Prop Tax	More of a measurement				

COUNCIL GOAL 2
Promote a City Organization that is Sustainable and Maintains
Employee Morale, Productivity and Effectiveness

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Develop funding plan for long-term obligations	Deferred maint - Unfunded liability - General Fund reserve (bring to 20%)	12	13	25	
Develop plan for expiration of Measure P & O	Requires \$	10	14	24	
Look at how we conduct City business	Starting w/City Council mtgs – alternate public hearing & report items by a week; then look at Boards and Commissions	3	20	23	
Ease departmental inequity In terms of budget funding		4	16	20	
Change sequence of budget process	To address Measure O first	6	13	19	
Develop alternative funding source for City service	Other than sales tax Including Rec & Parks Requires \$	5	11	16	
Overall review of all standing committee work	To be sure relevant and productive Some committees may be missing (social focus)	3	11	14	
Live w/in our Means	Develop strategies to restore fiscal stability	5	5	10	
Recognize employee contributions	Find big & small ways Requires \$	1	6	7	
Develop city-wide succession plan model		4	3	7	Completed
Develop City -wide healthy initiative	Requires \$	0	5	5	
Manage wage and Pension costs		2	3	5	

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Involvement employees in planning the City's future		2	3	5	
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Recognize & celebrate the success of our employees		0	5	5	
Develop a long-term recovery plan for City services	Requires \$	1	2	3	
Consider reorganization & sharing services between agencies	Improve productivity and effectiveness	1	2	3	
Manage Gen Fund debt portfolio	Including POBS	2	1	3	
Encourage employees to suggest where City can be more efficient	Some departments have already cut too much – not sustainable	0	2	2	
Make City meetings more accessible to families	Provide child care Requires \$	2	0	2	
Maintain employee benefits	Where possible Requires \$\$	0	1	1	
Extend free/discount services to employees	Pools, etc. Requires \$	1	0	1	
Provide public transit w/a policy review committee similar to BPU	Can CAB fulfill this role?	1	0	1	
Council to gain understanding of City Operations	Visit departments and work sites one-on- one	0	0	0	

COUNCIL GOAL 3
Provide Leadership for Environmental Initiatives

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Improve transportation Reduce vehicle miles Promote multi-modal transportation	101 Crossing (bike bridge) Vulnerable users Safe routes to school Bus ridership (include working employees) Improve Ped safety Increase bus headway Transit oversight committee	20	19	39	
Establish SR as a leader in resource recovery	Nutrients, water reuse, landfill Convert LTP to resource recovery facility Bag ban	14	16	30	
Develop target for energy independence (self generation)	Solar, gas capture, wind, etc turbine Local jobs	11	13	24	
Review urban open space plans	Parks, SE/SW Greenway New funding plan for parks (maintenance, restoration)	5	9	14	
Opportunities to improve SR Creek and other watersheds	Laguna, Etc.	2	8	10	
Traffic/pedestrian safety	ID strategies to improve	0	10	10	
Identify opportunities for improved efficiencies		5	4	9	
Evaluate impacts of pending environmental regulations	Funding and benefits Storm water permit (permit costs)	0	9	9	

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	CTS recovery plan (staff costs) New money				
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Evaluate avoided costs when considering capital improvements	For example, alternative transportation and energy upgrades	4	4	8	
Develop & implement CAP	“Implement” Score card Building retrofits	3	3	6	
Identify ways to fund and implement water reuse (Purple Pipe)	Inform Council/update	1	4	5	
Partner regionally to reduce GHO and move to become carbon neutral		3	2	5	
Partner regionally to move to 100% renewable	Local power	4	0	4	
Strategy to address waste diversion efforts	Record current efforts Make green bins available to multi-family dwellings	1	1	2	
Use LEED standards (or equal) for construction of new City facilities		0	1	1	
Develop strategies education/outreach		1	0	1	
Evaluate costs and impacts of potential fluoridation	Requires \$	0	0	0	

COUNCIL GOAL 4**Maintain and enhance our City's Cultural, Historic and Recreational Assets**

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Park maintenance and Urban forest	Asset Management Increasing mowing Cool cities (trees) \$\$ CIP and Ops	11	16	27	
Programming for Courthouse Sq	Postpone or close Mendo & program now	3	20	23	(Goal One)
Support efforts of Southeast Greenway Campaign(SEG) or City Plans for SEG	Support requires due diligence City plans require \$\$	6	14	20	
BVGC sustainable business plan		8	7	15	In process
Expand and maintain youth and family programs	Short term \$ -> long term savings	7	6	13	
New revenue model for parks	Vote? Parcel tax? Special district	5	6	11	
Carrillo Adobe	Historic preservation grants = purchase & restore Operations money	3	5	8	
Continuing of history & purpose, reflect City's history in Arts, Events & Communications	Minimal \$ SR Historical Society	4	4	8	
Hire new R & P director		0	4	4	
Implement Business and Strategic Action Plan for R & P	\$\$\$ Increases	3	1	4	
150 Year Birthday		0	2	2	

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PEG – Long term opportunity (public education government)	Community partnerships County \$	2	0	2	
Explore historic asset inventory		0	0	0	

COUNCIL GOAL 5

Improve Partnerships between Neighborhoods, Schools, Community Organizations and the City to Support and Promote thriving, inclusive and diverse neighborhoods

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Develop a work plan for Roseland and other County island annexations in partnership with the county and neighborhoods, and consider needs of island residents	Staff time Requires \$\$\$	15	12	27	
Identify opportunities/ engage in community-wide education and health issues: Campus safety Safe routes/school Schools of Hope (adj. work schedule for employee participation) HEAL (Healthy Eating Active Living) Health Center of SR (?) Medical marijuana dispensary patient caps Workforce preparation Center for wellness Cradle to career	Requires \$ Council and staff time	14	6	20	Moved to Goal 6

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Neighborhood libraries in underserved areas Campus infrastructure integrated with community plans					
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Implement new MGPTF strategic plan, identify new opportunities for funding and strengthen efforts for relationships with local, state and federal partners	Time \$\$ This replaces existing strategic objective #3: <i>Define and identify potential opportunities to expand and enhance Gang Prevention's relationship to existing City Programs</i>	4	15	19	
Seek opportunities to increase affordable housing In all neighborhoods	\$\$ (?)	4	7	11	
Support CAB in a collaborative effort for a neighborhood summit or similar	Slight modification/clarification of current strategic objective # 4: <i>Support CAB efforts to sponsor the Neighborhood Summit</i>	2	5	7	
Design and implement a "listening tour" to better understand neighborhood topics and interests	Council and staff time Requires \$\$\$ This replaces existing strategic objective #5	3	3	6	
Increase emergency housing beds available by 500 within 24 months	Requires \$\$	3	3	6	
Support CAB and citywide staff efforts to develop public participation policies for all departments, working with neighborhoods	Time Requires \$	3	2	5	
Support of community	Time	5	0	5	

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engagement programs to neighborhoods including increase in staffing	Requires \$				
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Refill CAB vacancies ASAP	This replaces existing strategic objective #1: <i>Define Community Advisory Board's role during the Charter Review</i>	1	3	4	
Continue the city's efforts to improve communication, increase the ease of obtaining info and support community-building efforts to promote a healthy community and encourage participation by all		1	2	3	
Revisit district elections voting-consistent with VRA	Time Requires \$	2	0	2	
Reestablish mobile home repair program - Review mobile home park ordinance	Requires \$	0	1	1	
Revisit ordinance prohibiting sleeping in vehicles	Time	1	0	1	
Define neighborhood funding (currently strategic objective # 2)	CAB grants Neighbor investments identified in budget document	0	0	0	Completed

COUNCIL GOAL 6

Commit to Making Santa Rosa a Healthy Community where People Feel Safe to Live, Work and Play

Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Opportunities to enhance NRP		9	20	29	
Identify SR Realignment impacts	Requires \$	6	14	20	
Enhance code enforcement resources and graffiti abatement collaboration		8	12	20	
Smoking Ordinance MF/ Bus Stops		8	5	13	
Collaborate with County with issues related to cradle to career, upstream, etc.		5	4	9	
Keep current strategic objective #2: <i>Note impacts of any degradation of emergency response times</i>		3	6	9	
Public safety related to growth & economic recovery	Requires \$	3	3	6	
Define what the city means by a "Healthy Community"	Community discussion Requires \$	0	6	6	
Keep concept of current strategic objective #6: <i>Expand Safe Routes to Schools throughout the City</i>	Improve collaboration w/County Requires \$	2	4	6	
Keep current strategic objective	Rewording needed	3	2	5	

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#5: <i>Improve outreach programs to better inform public of security issues related to lighting</i>	New technology Requires \$				
Identify metrics to evaluate this goal		2	1	3	
Strategic Objective	Notes	City Council Member Votes (green)	Executive Staff Votes (orange)	Total Votes	Reference Notes
Remove current strategic objective #1: <i>Define what makes a person/community feel safe by conducting a community needs assessment</i>	Keep as a department initiative	0	2	2	
Remove current strategic objective # 4: <i>Develop strategies to address perceived safety concerns for those who live and work in the downtown</i>	Keep as a department initiative	0	2	2	
Support children, youth and families	Identify what we are doing	1	0	1	
All departments aware of other City resources		0	1	1	
Remove current strategic objective #3: <i>Use Code Enforcement resources to preserve/enhance neighborhood safety and appearance</i>	It's now S.O.P.	0	0	0	
Regionalization of a healthy community		0	0	0	

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

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
Goal 1: Create a Strong, Sustainable Economic Base			David Gouin		
	1. Economic Development Real Estate Initiatives				
	Proceed with Reunification of Courthouse Square		David Gouin	December 2013	
		Adopt CEQA report & establish CIP account			
	Lobby State for Dept 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	
	2. Additional Economic Development Workplan Initiatives				
	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 Commerical site opportunities along rail line		CD/EDH Team	March 2014	
		Prepare workplan and cost estimate for Council consideration			
	3. Parking District Economic Initiatives				
	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
		4. Guidelines for evaluating requests for Community Impact Reports			
		Prepare workplan and cost estimate for Council consideration	Chuck Regalia	December 2013	
Goal 2: Promote a City Organization that is Sustainable and			Lawrence Chiu		
		Maintains Employee Morale, Productivity & Effectiveness	Fran Elm		
		1. Develop funding plan for long-term unfunded obligations, including labor costs, to achieve fiscal stability	Lawrence Chiu	December 2013	
		Complete Long Range Financial Plan			
		2. Continue to invest in employees by providing training programs and mentoring opportunities	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			
		3. Review Council, Board and Commission rolls, duties and responsibilities	Jennifer Phillips	December 2013	
		Evaluate and compare policy to actual operation and provide clarity			
Goal 3: Provide Leadership for Environmental Initiatives			David Guhin		
		1. Improve our transportation network to reduce vehicle miles traveled and promote multi-modal transportation	Anita Winkler	June 2014	
		Prepare workplan and cost estimate for Council consideration			
		2. Establish Santa Rosa as a leader in resource recovery	David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			
		3. Review urban open space plans and improve creeks and other watersheds	David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
		4. Develop a target for energy independence and GHG reduction	David Guhin	June 2014	
		Prepare workplan and cost estimate for Council consideration			
Goal 4: Maintain and Enhance our City's Cultural, Historical and Recreational Assets			Jennifer Phillips		
		1. Research new revenue models	Jennifer Phillips	January 2014	
		Prepare workplan and cost estimate for Council consideration			
		2. Develop asset management strategy to maintain parks and urban forest	Jennifer Phillips	June 2014	
		Prepare workplan and cost estimate for Council consideration			
		3. Support efforts of Southeast Greenway Campaign by monitoring and providing information	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	
		4. Expand and maintain youth and family programs	Kelley Magnuson	March 2014	
		Prepare workplan and cost estimate for Council consideration			
		5. Promote Santa Rosa's history	Jennifer Phillips	on-going	
		Include Santa Rosa's history in marketing and communications materials			
		Acknowledge work of new Santa Rosa Historical Society			
Goal 5: Improve partnerships between neighborhoods, schools, community organizations, and the City to support and promote thriving, inclusive and diverse neighborhoods			Tom Schwedhelm		
		1. In collaboration, develop a workplan and costs for county island annexations	Chuck Regalia	June 2015	

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
		Prepare workplan and cost estimate for Council consideration			
	2. Support Community Advisory Board work plan		Georgia Pedgrift	October 2013	
		Adopt 2013-14 Work Plan			
	3. Implement Mayor's Gang Prevention Task Force Strategic Plan		Jennifer Phillips	June 2015	
		Present annual report to Council and Policy Team			
	4. Seek opportunities to increase affordable housing and emergency housing beds		Dave Gouin	December 2013	
		Present Federal, State, and Local program models with funding alternatives			
	5. Support community engagement programs to the neighborhoods		Georgia Pedgrift	June 2014	
		Deliver at least ten community engagement programs annually			
Goal 6: Commit to making Santa Rosa a Healthy Community where people feel safe to live, work and play			Chuck Regalia		
	1. Seek opportunities to enhance Neighborhood Revitalization Program		Carmelita Howard	December 2013	
		Develop work plan and cost estimate and identify funding opportunities			
	2. Expand smoking ordinance for public/private places		Claire Hartman	December 2014	
		Adopt ordinance			
	3. Enhance Code Enforcement resources to preserve neighborhood healthy and safety		Mike Reynolds	June 2015	
	4. Evaluate opportunities to participate in community-wide education and health initiatives		Jennifer Phillips	June 2014	
		Identify existing City programs supporting education and health and look for opportunities to enhance			

Goals	Strategic Objectives	Performance Measures	Responsible Staff	Target Completion Date	Actions and Updates
		5. Review and adjust reductions to streetlight program & assess new technologies	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	