



City of Santa Rosa City Council Priority Setting Workshop

Bennett Valley Golf Course, Santa Rosa

March 9 and 10, 2023

Nancy Hetrick, Managing Director
Ashley Garcia, Consulting Manager

Welcome from Mayor Natalie Rogers



Public Comment

Objectives



**Consensus on a set
of priorities for FY 2023-24**



**Agree on ways to
make progress on our priorities**

Ground Rules



**Listen to
understand
each other's
point of view**



**Assume
good
intent**



**Speak up if we
need course
correction**

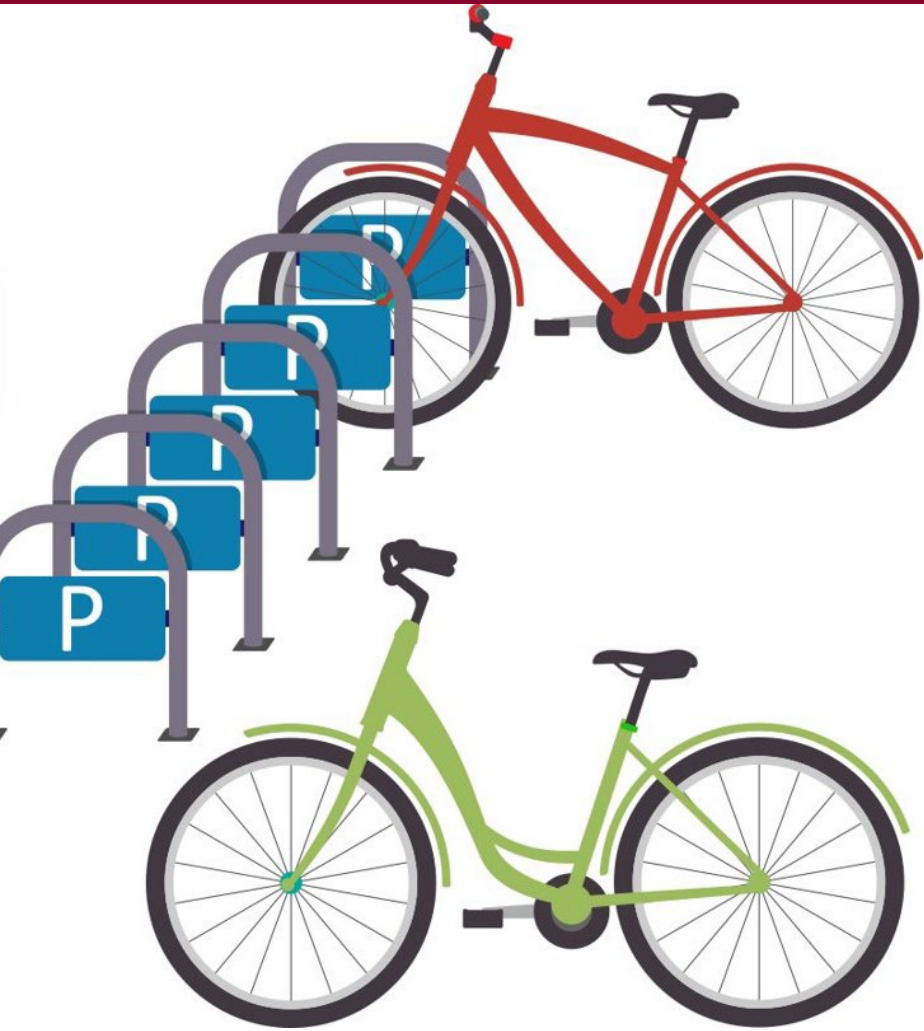


**Seek
consensus**



**Stay
focused**

Bike Rack



Time Management Tool

Items to discuss later

Agenda

Thursday

- Welcome and Opening Comments
- Fiscal and Other Updates
 - Financial outlook
 - ARPA/PG&E funds update
 - CIP and Infrastructure
 - Annexation
- Departmental Updates on Strategic Goals
- Celebration of Accomplishments
- Working Together to Achieve Results
- Identification of Priorities

Friday Morning

- Recap Thursday's Outcomes
- Wrap up and Next Steps

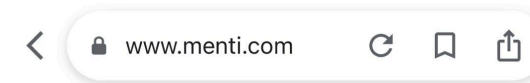
Opening Remarks from City Manager Maraskeshia Smith



Feedback Tool

Instructions

1. Please take out your mobile device
2. Enter **www.menti.com** in your browser
3. Click Join a Presentation
4. Enter 8-digit access code: **8372 1216**
5. Click Submit button



Please enter the code

Submit

The code is found on the screen in front of you

www.menti.com code: **8372 1216**



Fiscal and Other Updates

Financial Outlook

Budget Overview



The City's financial structure is made up of over 100 funds, including:

- General Fund
- Enterprise Funds
- Special Revenue Funds
- Capital Improvement Program

FY 22-23 City Budget is **\$478.8 Million**

Operations and Maintenance:

\$410.4 Million

Capital Improvement Program:

\$68.4 million

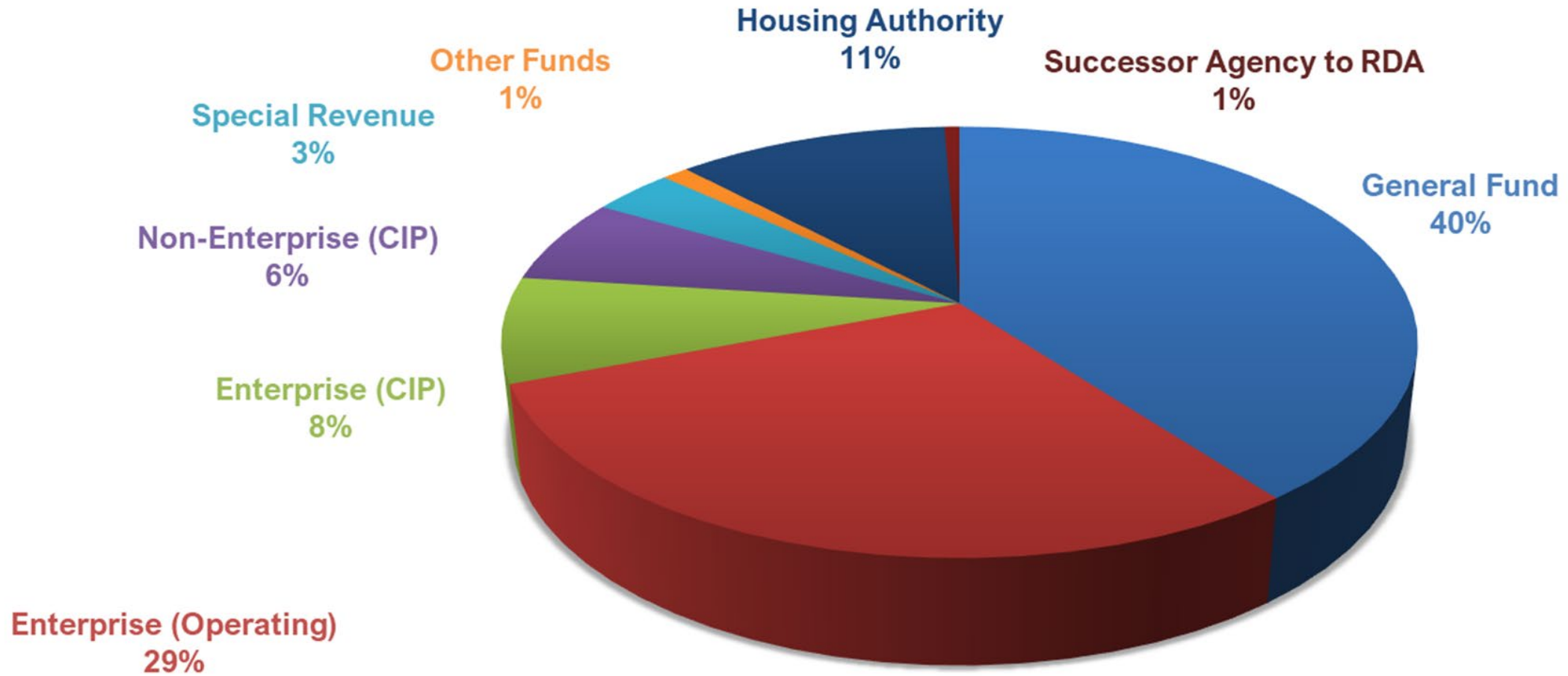
FY 22-23 GF Budget **\$199.8 Million**

Operating Expenditures: \$190.3 M

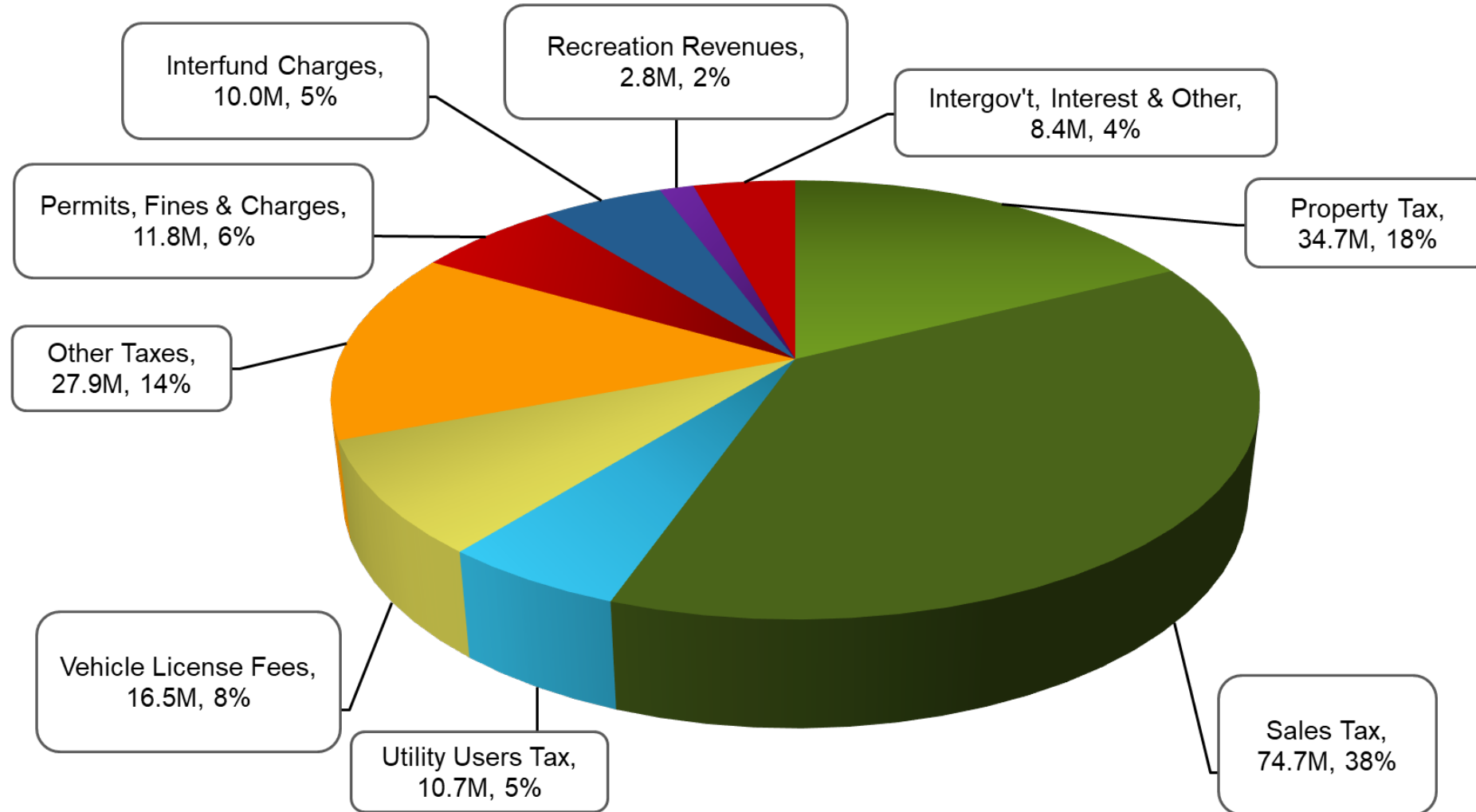
Capital Projects: \$5.3 m

Transfers: \$ 4.2M

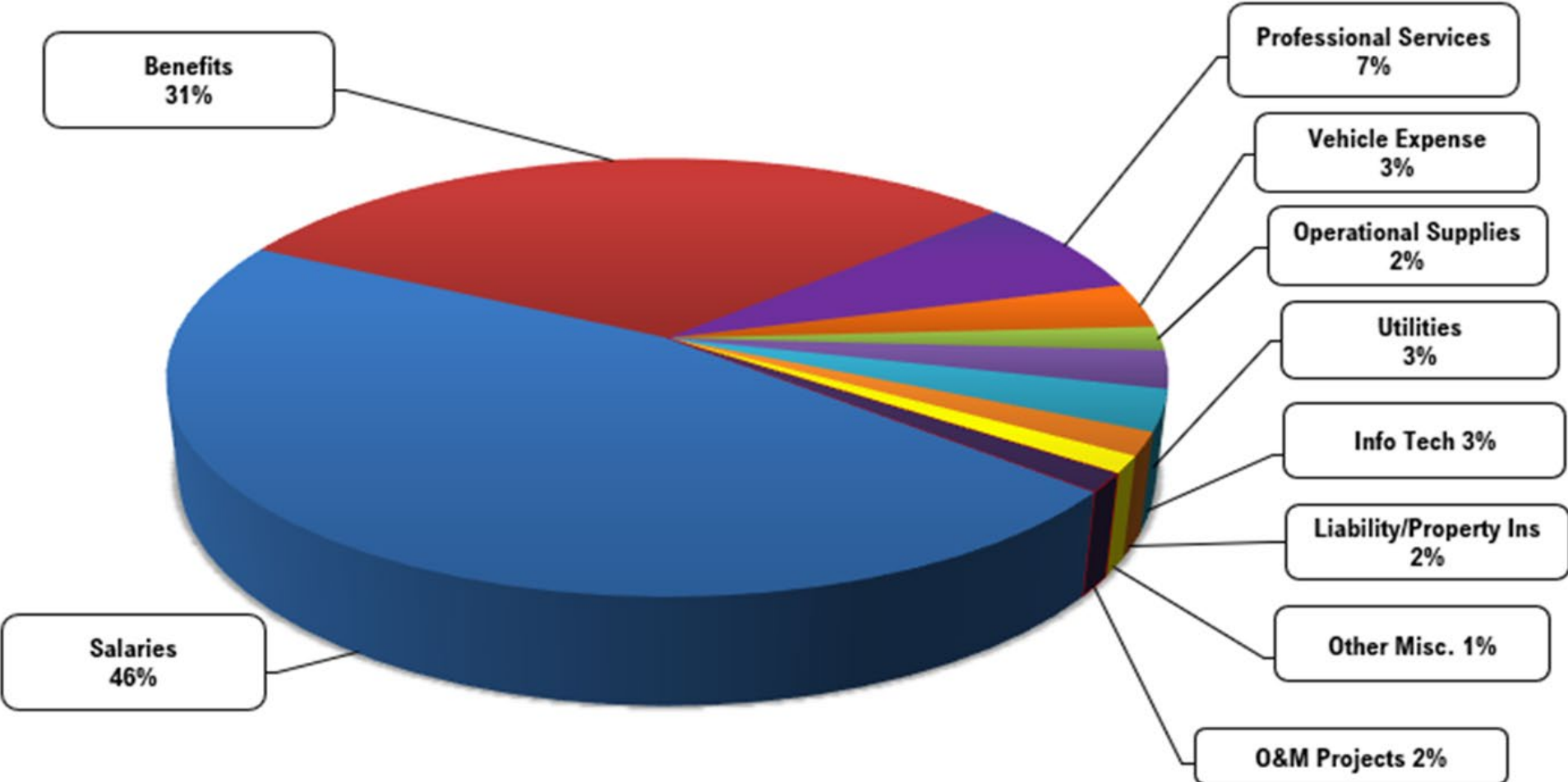
FY 2022-23 Citywide Expenditures by Fund Type



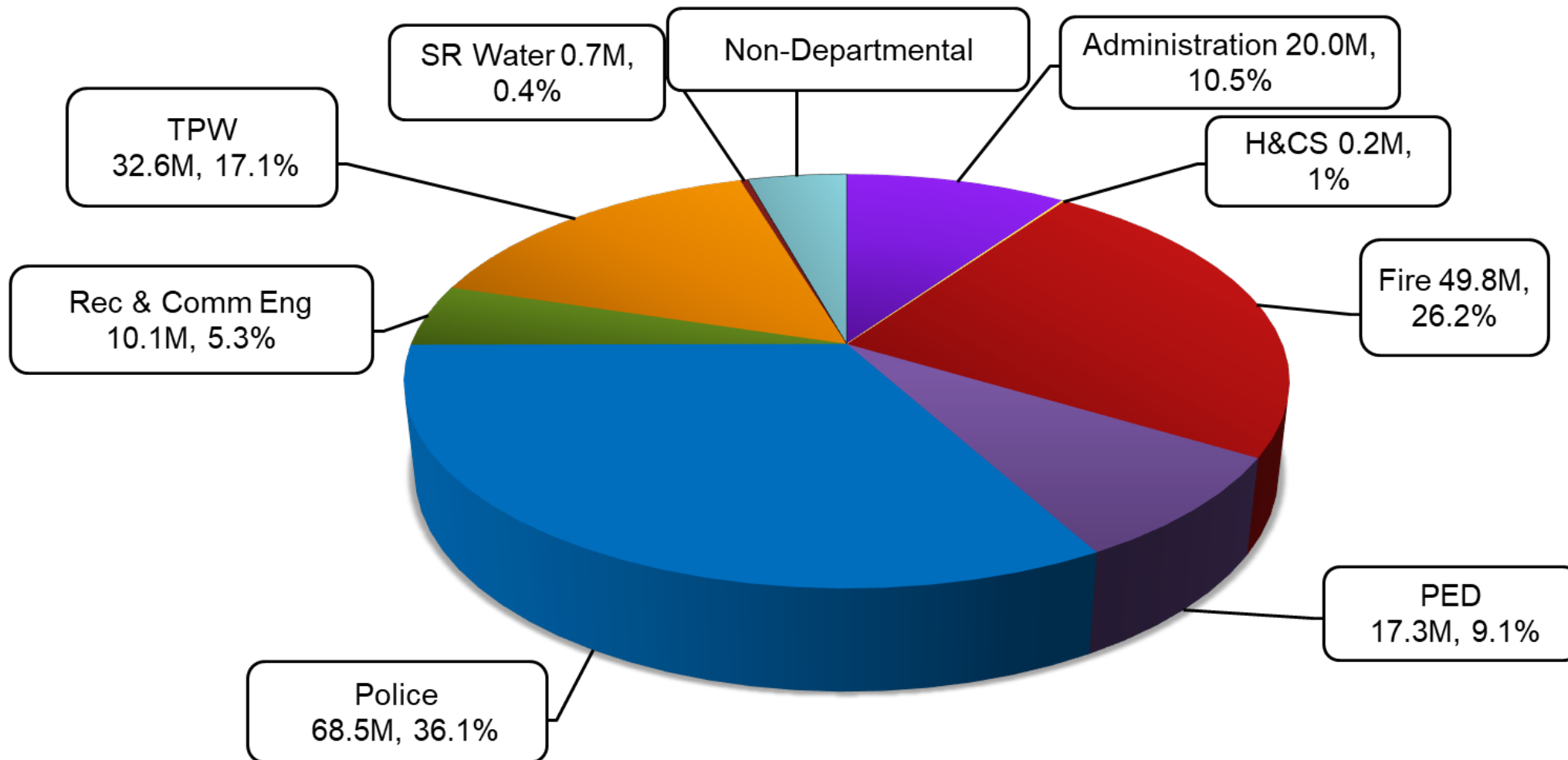
FY 2022-23 General Fund Revenue by Category



FY 2022-23 General Fund Expenditures by Category



FY 2022-23 General Fund Expenditures by Department



Positives

- Balanced GF Budget for FY 22-23
- Reserves above mandated Council Policy
- Established Fiscal Stability Reserve
- Established Pension Stabilization Fund

Challenges Ahead

Known Funding Gaps

- ARPA-funded programs shift to General Fund
 - Homeless Services, Safe Parking, inRESPONSE
- Hearn Community Hub
 - Construction
 - Annual Maintenance and Operations
- Deferred Facility Maintenance

Labor Contracts expire June 30, 2024

\$25M GF Sales Tax sunsets in 2031

Guiding Principles

- Proactive fiscal approach – minimize reactionary decision making
- Long-term planning – providing fiscal and service stability
- Realistic forecasting – not overly conservative or optimistic
- Transparency – not afraid to show our work
- Communication – provide information to Council, Departments, and Labor Groups

Long Range Financial Forecast

	FY 22-23 Budget	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Revenues	197.5	198.9	203.4	208.0	213.4
Transfers In	2.3	2.3	2.4	2.4	2.5
Total Revenues & TI	199.8	201.2	205.8	210.4	215.9
Expenditures	190.3	198.3	204.3	209.0	215.4
Transfers Out	9.5	6.0	6.3	9.0	9.2
Total Expenditures & TO	199.8	204.3	210.6	218.0	224.6
Surplus (Deficit)	-	(3.2)	(4.8)	(7.6)	(8.7)

\$393K General Fund
Subsidy to Golf
Course

\$389K General Fund
Subsidy to Golf
Course

ARPA funds for
Homeless Services
expire, +\$2M
annual Transfer Out
ongoing

Additional \$100K
for Fire Wellness
Program - ongoing

15% growth for Gas
and Electricity



QUESTIONS

ARPA Funding Update

PG&E Funding Update



QUESTIONS

CIP and Infrastructure

Sample of Citywide Assets



627 Miles of Water Mains
29,269 Water Valves
23 Reservoirs



339 Miles of Storm Drain
17,680 City-maintained Structures
94 Miles of Creeks and Culverts



6,507 Hydrants



597 Miles of Sewer Mains
12,392 Sewer Manholes
17 Sewer Lift Stations



109 Parks (1,036 Acres)
Playground Equipment,
Picnic Tables, Grills



214 Traffic Signals
81 Pedestrian Flashers



Miles of Road:
512 Centerline Miles
1,134 Lane Miles



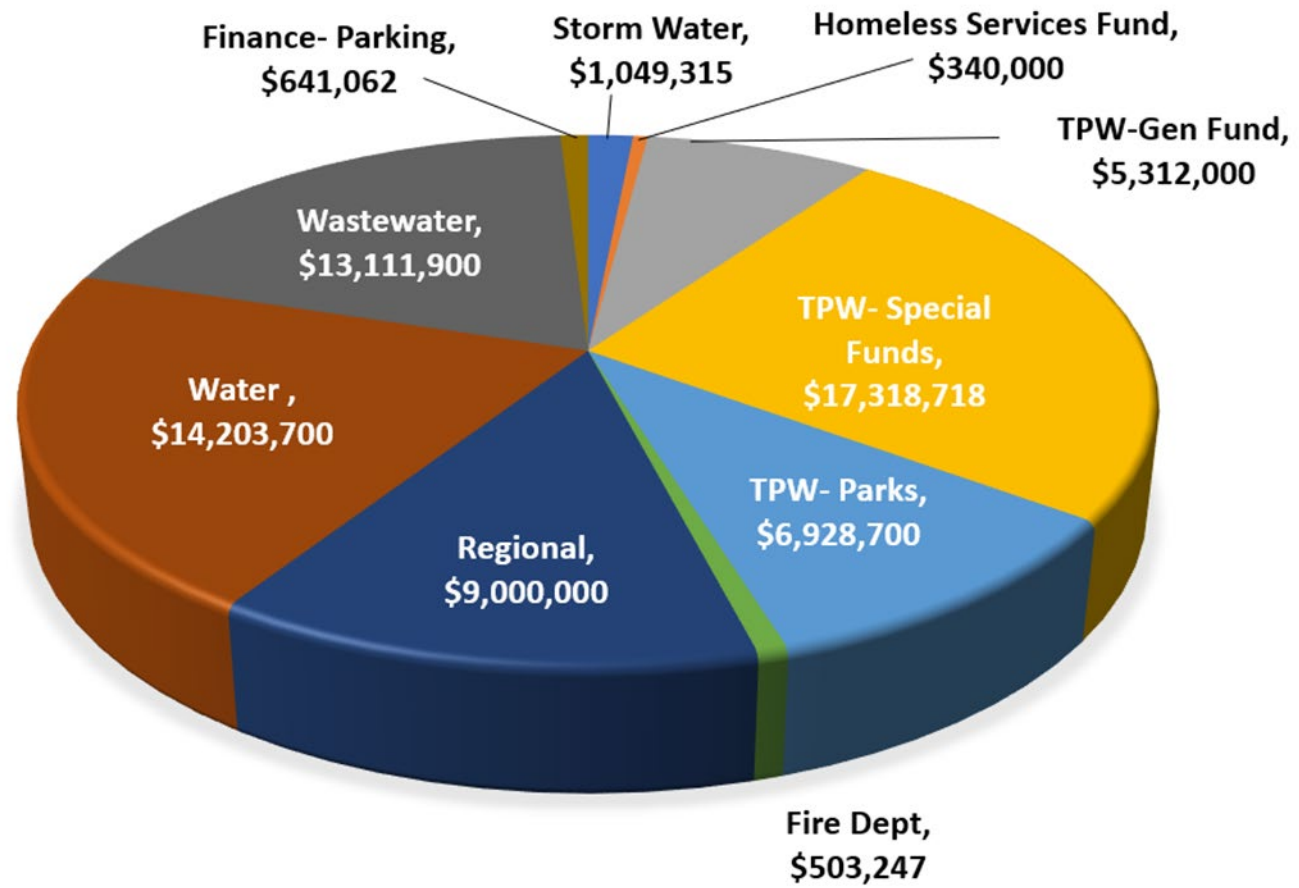
116 City-Owned Facilities
City Hall, Fire Stations, Public Safety
Building, Finley Community Center



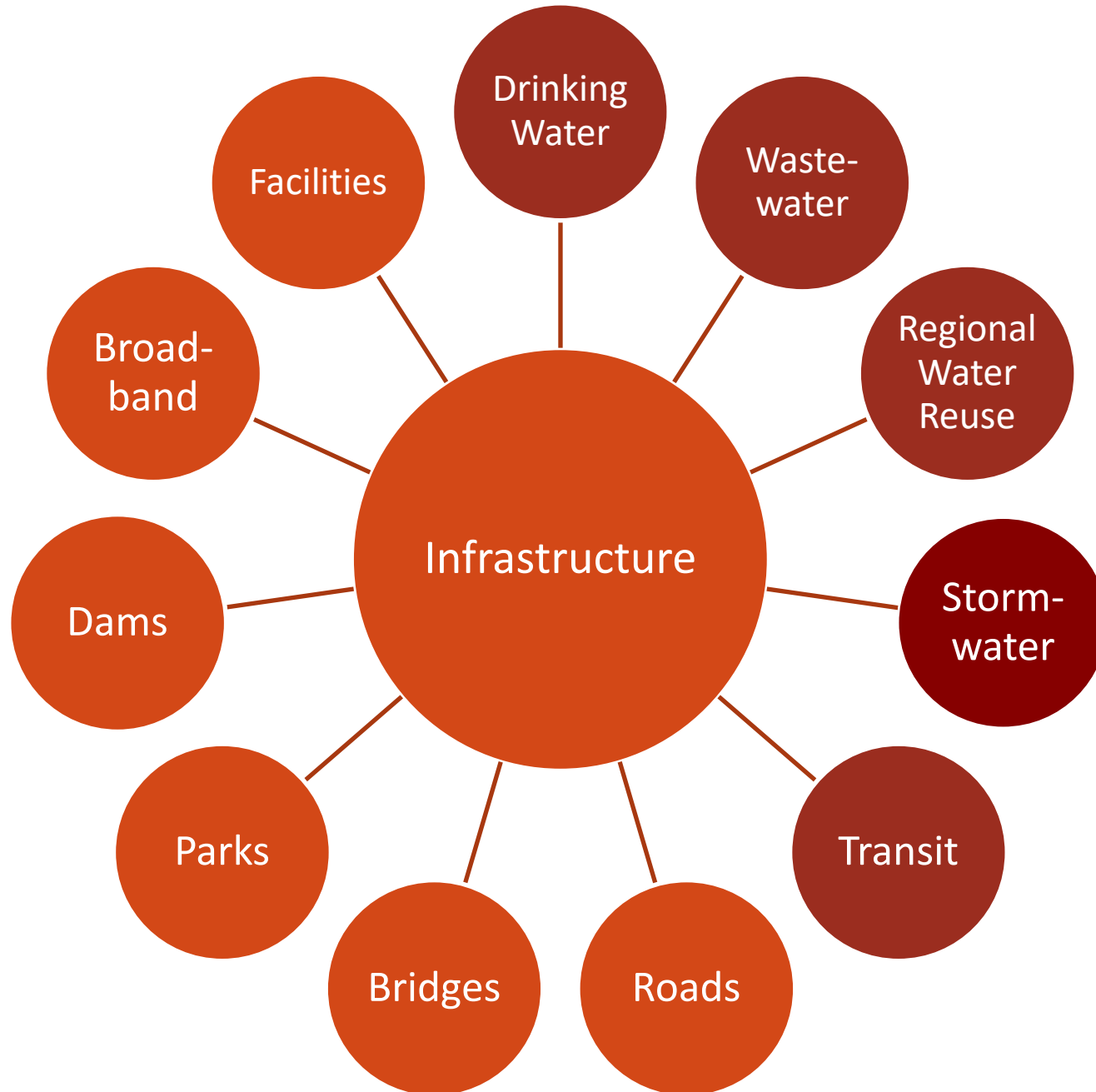
Laguna Treatment Plant

CIP FY 2022-23 Funding Sources

Total
\$68,408,642



Citywide
Assets
Total Value
\$10 Billion



Property

Category	2021 ASCE Report Card (National)	2019 ASCE Report Card (California)	2022 City Report Card (Santa Rosa)
Drinking Water	C-	C	B
Wastewater	D+	C+	C+
Regional Water Reuse	-	-	D+
Stormwater	D	D+	Unknown
Transit	D-	C-	C+
Roadways	D	D	C
Bridges	C	C-	C+
Parks & Recreation	D+	D+	C-
Dams	D	C-	B
Building Facilities (schools)	D+	C	C

- A = Exceptional, Fit for the Future
- B = Good, Adequate for Now
- C = Mediocre, Requires Attention
- D = Poor, At Risk
- F = Failing/Critical, Unfit for Purpose

Category	2022 City Report Card (Santa Rosa)	Annual Deficiency
Drinking Water	B	\$20,000,000
Wastewater	C+	\$29,000,000
Regional Water Reuse	D+	\$17,000,000
Stormwater	Unknown	Unknown
Transit	C+	\$1,250,000
Roadways	C	\$6,000,000
Bridges	C+	\$2,000,000
Parks & Recreation	C-	\$5,000,000
Dams	B	Unknown
Building Facilities	C	\$9,300,000

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C02382	Public Safety Building Generator Replacement	Sep-21	\$900,000	C	
C02284	West College Storage Facility Pumping Improvements	Nov-21	\$1,111,453	C	
C02400	Santa Rosa Water Reuse System On-Call Phase 7	Jan-22	\$333,000	C	
C02248	Six Fire Damaged Parks - Recovery	Jan-22	\$1,400,000	C	
C02401	Santa Rosa Water Reuse System On-Call Phase 8	Jan-22	\$333,000	C	
C02402	Santa Rosa Water On-Call Phase 19	Jan-22	\$333,000	C	
C02300	Fire Damaged Roadway Landscaping	Feb-22	\$6,009,000	C	
C02117	Fulton Rd. Sewer Main Improvements West 3rd St to Santa Rosa Creek	Feb-22	\$1,011,192	P	
C01178	Fulton Rd from Guerneville Rd to Piner Rd-Widen to Four Lanes	Mar-22	\$14,300,000	C	
C00327	Terra Linda & Buena Vista Sewer & Water Replacement-Phase 1	Mar-22	\$1,777,141	C	
C00284	Laguna Treatment Plant Disinfection Improvements Project	Mar-22	\$68,109,000	C	C = In Construction
C02041	Cleveland Ave & St Rose District Sewer & Water Improvements	Apr-22	\$1,772,965	C	B = Ready to Bid
C02052	Controller & Radio Upgrades at Water Pump Stations & Sewer Lift Stations	Apr-22	\$1,650,282	C	A = Awarded
C02311	Crosstown Trunk Lining - 3 Segments	Apr-22	\$1,802,749	C	D = In Design
C02405	Santa Rosa Public Works On-Call Phase 1	May-22	\$388,000	C	P = Pending Scoping or Staff
C02111	Geysers-Delta Connection Improvements	Jun-22	\$1,456,610	C	
C02200	Delta Pond Diffuser Maintenance	Jun-22	\$580,000	C	
C02388	Public Safety Building Hydronic Pipeline Replacement	Jun-22	\$425,000	C	
C01978	LTP Waste Gas Burner Replacement	Jun-22	\$2,161,800	C	
C02089	Santa Rosa Pavement Rehab of Various Streets	Jul-22	\$2,441,000	A	
C02411	2022 Pavement Markings	Sep-22	\$75,000	C	



C02188	Parking Garage 12 Elevator Modernization	Dec-22	\$600,000	A	<p>C = In Construction</p> <p>B = Ready to Bid</p> <p>A = Awarded</p> <p>D = In Design</p> <p>P = Pending Scoping or Staff</p>
C02184	Fire Station 5 Resiliency & Relocation	Jan-23	\$16,000,000	A	
C01620	Santa Rosa Avenue Corridor Improvements	Feb-23	\$2,000,000	B	
C01903	Los Alamos Trunk Replacement: Streamside Dr to Elaine Dr	Mar-23	\$5,500,000	B	
C02061	Water Pump Station 1 Retaining Wall	Mar-23	\$157,115	D	
C02256	Backup Generators-Water and Wastewater Facilities	Mar-23	\$7,789,000	B	
C02259	Dotti Farm Recycled Water Pipeline Improvements	Mar-23	\$1,210,000	B	
C02262	Sonoma Ave Pavement Rehabilitation-E St to Bobelaine Dr	Mar-23	\$2,750,000	B	
C02290	Rock Creek & Matanzas Water & Sewer Main Replacement	Mar-23	\$4,305,175	D	
C02383	Roseland Pavement Maintenance-2022	Mar-23	\$600,000	B	
C02393	Kawana Springs Community Park Gardens	Mar-23	\$1,061,726	B	
C02403	Llano Trunk Lining-Subregional Portion	Mar-23	\$3,687,167	D	
C02424	Pavement Preventative Maintenance - 2023	Apr-23	\$1,000,000	B	
C02336	Finley Aquatic Center	May-23	\$3,062,120	B	
C02383	Roseland Pavement Maintenance - 2022	May-23	\$1,000,000	B	
C00203	Albany, Clement and Malano Sewer & Water Replacements	Jun-23	\$2,581,992	D	
C01521	Mendocino Ave - Dawson Rd Sewer Replacement	Aug-23	\$1,100,000	D	
C01684	E. Haven Dr Sewer & Water Improvements-Eleanor Ave to E Foothill Dr	Jun-23	\$2,978,714	D	



C01999	Cobblestone Dr Zone R2-R4 Water Main Connection	Jun-23	\$1,504,340	B	<p>C = In Construction</p> <p>B = Ready to Bid</p> <p>A = Awarded</p> <p>D = In Design</p> <p>P = Pending Scoping or Staff</p>
C02114	Robles Trunk Lining Phase 1	Jun-23	\$7,017,411	D	
C02261	Sonoma Ave Pavement Rehabilitation-Farmers to Haman	Jun-23	\$1,505,000	D	
C02338	Fire-Damaged Tree Removal-Parks, Open Space, ROW Phase 3	Jun-23	\$200,000	D	
C02395	Transit Mall Roadbed Rehab	Jun-23	\$1,000,000	D	
C00720	Hearn Ave at Highway 101-Phase 3 Rebuild Interchange	Jul-23	\$27,000,000	B	
C01102	Santa Rosa Creek Trail Access @ Dutton	Aug-23	\$550,000	D	
C02212	Seismic Upgrades & Improvements Phase 5-R9A, R16 & R17 and VFD and Fire Pump Additions at S16 & S17	Oct-23	\$9,943,816	D	
C02258	Coffey Park & Fountaingrove Neighborhood Road Disaster Recovery	Oct-23	\$17,000,000	D	
C02264	Downtown High-strength Slurry	Oct-23	\$260,000	D	
C02408	Bst & 3rd Right Turn Lane	Oct-23	\$1,200,000	D	
C02417	Emergency Operations Center	Nov-23	\$1,000,000	P	
C00544	LTP Flood Protection	Mar-24	\$5,686,000	D	
C01805	Oakmont Treatment Plant Sewer Trunk Location	Mar-24	\$1,172,600	D	
C02365	Sam Jones Hall - Phase 2	Mar-24	\$3,000,000	D	
C00769	Highway 101 Bike/Pedestrian Overcrossing	Jun-24	\$25,000,000	D	
C02263	Calistoga Road Reconstruction	Feb-25	\$4,000,000	P	
C02406	Hopper Avenue Corridor	Feb-25	\$6,000,000	P	



QUESTIONS



STRETCH BREAK

Annexation

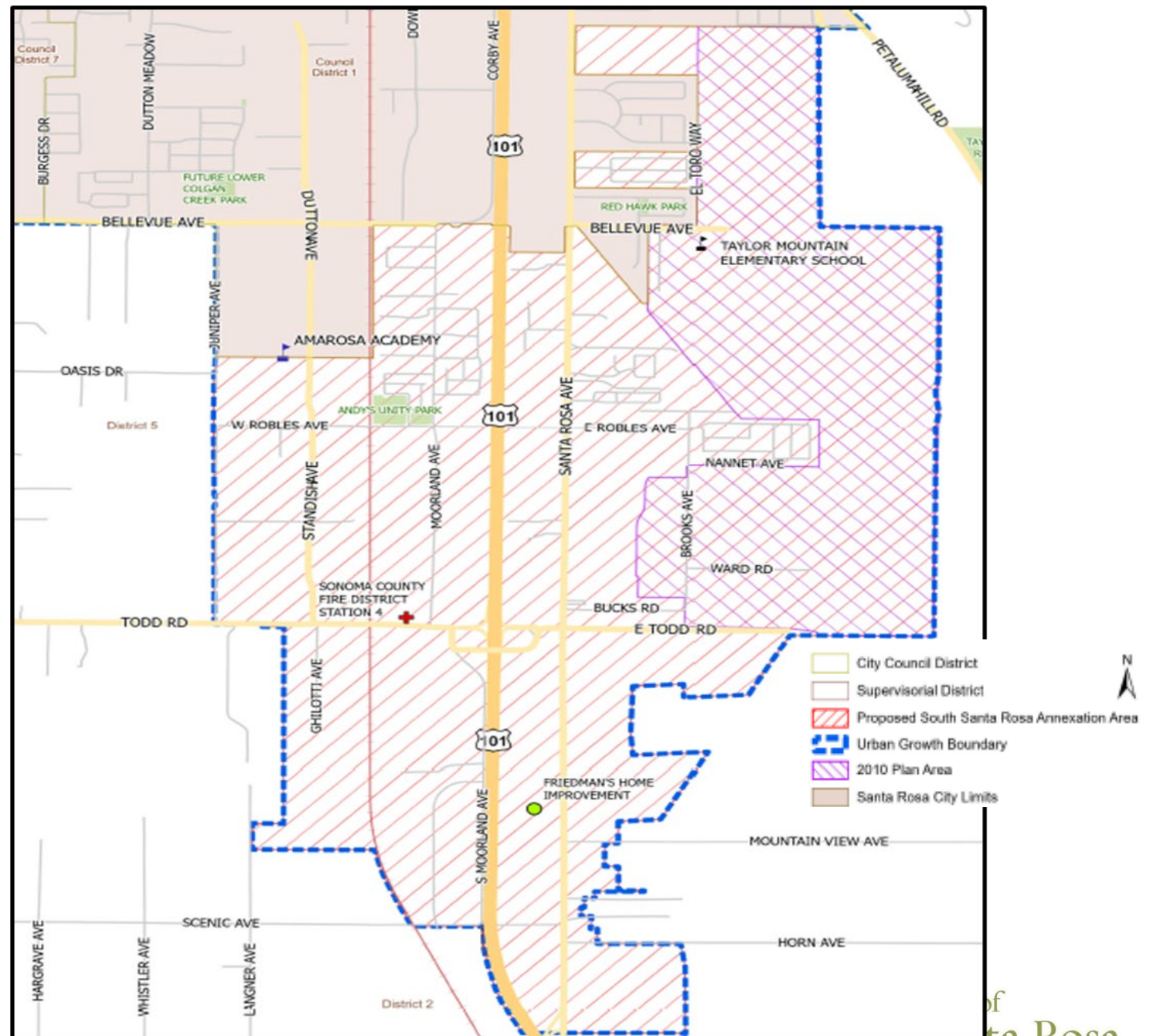
Annexation Opportunity

South Santa Rosa

Annexation of unincorporated areas in south Santa Rosa - South of Hearn and Yolanda Avenues, along both the west and east sides of Hwy 101 and within the UGB

- Moorland
- Industry West
- Todd Creek/2010 Area
- South Santa Rosa Avenue

- Area - 1,404 acres
- Population - 6,494 persons
- 2,038 residential units
- 410 commercial units
- 61 vacant parcels



Annexation Opportunity

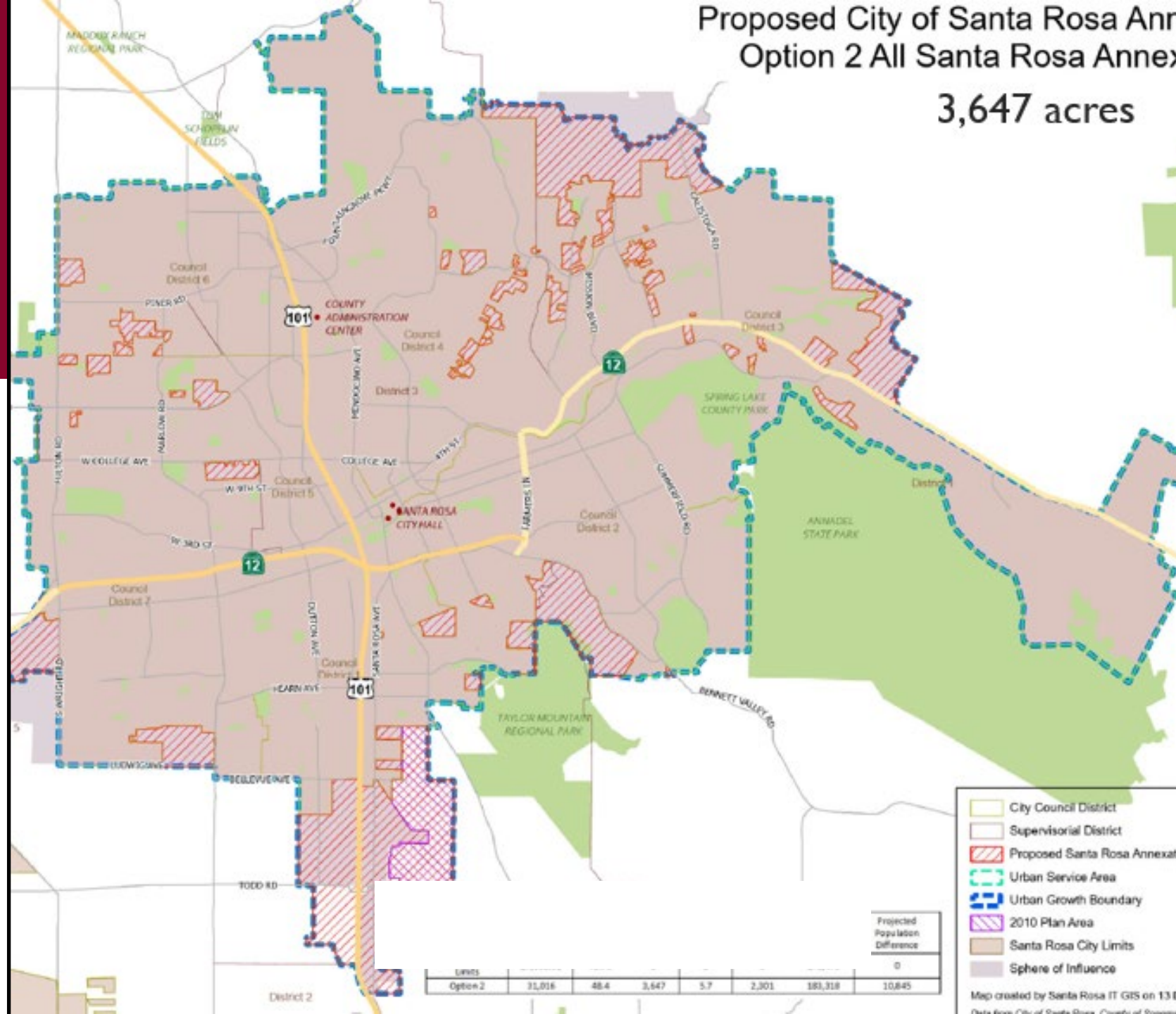
All Santa Rosa

Annex *all* unincorporated areas within the City's UGB, including the South Santa Rosa area, *plus* all County islands and fringe areas within UGB

- Area – 3,647 acres
- Population – 10,845 persons
- 3,845 residential units
- 426 commercial units
- 174 vacant parcels

Proposed City of Santa Rosa Annexation
Option 2 All Santa Rosa Annexation

3,647 acres



Annexation Estimated Revenue

TOTAL POTENTIAL REVENUE: \$6.5M per year

- **Sales Tax:** additional \$5M in sales tax revenue estimated per year for both Annexation areas
- **Property Tax:** Potential additional \$1.5M in Property Tax revenue; 2010 Study area, assuming new 1,500 SFR and low-density MFR
- No property tax estimate available for all Santa Rosa annexation area

South Santa Rosa Annexation Costs

Dept	Startup Costs		Annual Costs	
Police	8 Patrol Vehicles	520,000	18.0 FTES & support costs	3,969,146
	Substation	3,000,000	Vehicle costs	115,000
Fire	Fire Station	17,000,000	10.0 FTEs & support costs	2,268,065
	Engine & Vehicles	1,150,000	Vehicle costs	126,000
PED	Reports & Records Costs	1,314,581	5.0 FTEs & support costs	592,520
	Inspector Vehicle	40,000	Vehicle costs	4,500
HCS	Mobile Home Outreach	50,000	1.0 FTE & support costs	120,000
			Mobile Home support	200,000
			Homeless Services Contract	1,432,500
Storm Water	H&H Study	750,000	6.0 FTEs & supports costs	894,000
	Environmental Clearing	1,500,000		
Parks			Landscaping & Maintenance	100,000
TPW	Equipment	835,000	10.0 FTEs & support costs	835,000
			Equipment & Materials	403,500
Total		26,159,581		11,060,231

Capital Projects		
Storm Water	Infrastructure, Deferred Maintenance, etc.	20,000,000
Parks	Purchase and development of 20-30 acres of park land & \$600K annual staff & maintenance costs	38,000,000 - 59,000,000
TPW	Infrastructure, Deferred Maintenance, etc.	18,000,000

All Santa Rosa Annexation Costs

Dept	Startup Costs		Annual Costs	
Police	8 Patrol Vehicles	520,000	18.0 FTEs & support costs	3,969,146
	Substation	3,000,000	Vehicle costs	115,000
Fire	Fire Station	17,000,000	13.0 FTEs & support costs	2,674,706
	Engine & Vehicles	1,150,000	Vehicle costs	126,000
PED	Reports & Records Costs	1,802,775	7.0 FTEs & support costs	1,006,162
	Inspector Vehicles	80,000	Vehicle costs	9,000
HCS	Mobile Home Outreach	50,000	1.0 FTE & support costs	120,000
			Mobile Home support	200,000
			Homeless Svs Contract	1,565,000
Storm Water	H&H Study	1,500,000	7.0 FTEs & support costs	1,102,000
	Environmental Clearing	3,700,000		
Parks			Landscaping & Maintenance	100,000
TPW	Equipment	1,260,000	12.0 FTEs & support costs	1,422,000
			Equipment & Materials	616,000
Total		30,062,775		12,409,014

Capital Projects		
Storm Water	Infrastructure, Deferred Maintenance, etc.	51,000,000
Parks	Purchase and development of 44.5-64.5 acres of park land & \$900K annual staff & maintenance costs	77,000,000 - 119,000,000
TPW	Infrastructure, Deferred Maintenance, etc.	36,000,000

Annexation Process – Staff Costs/Capacity

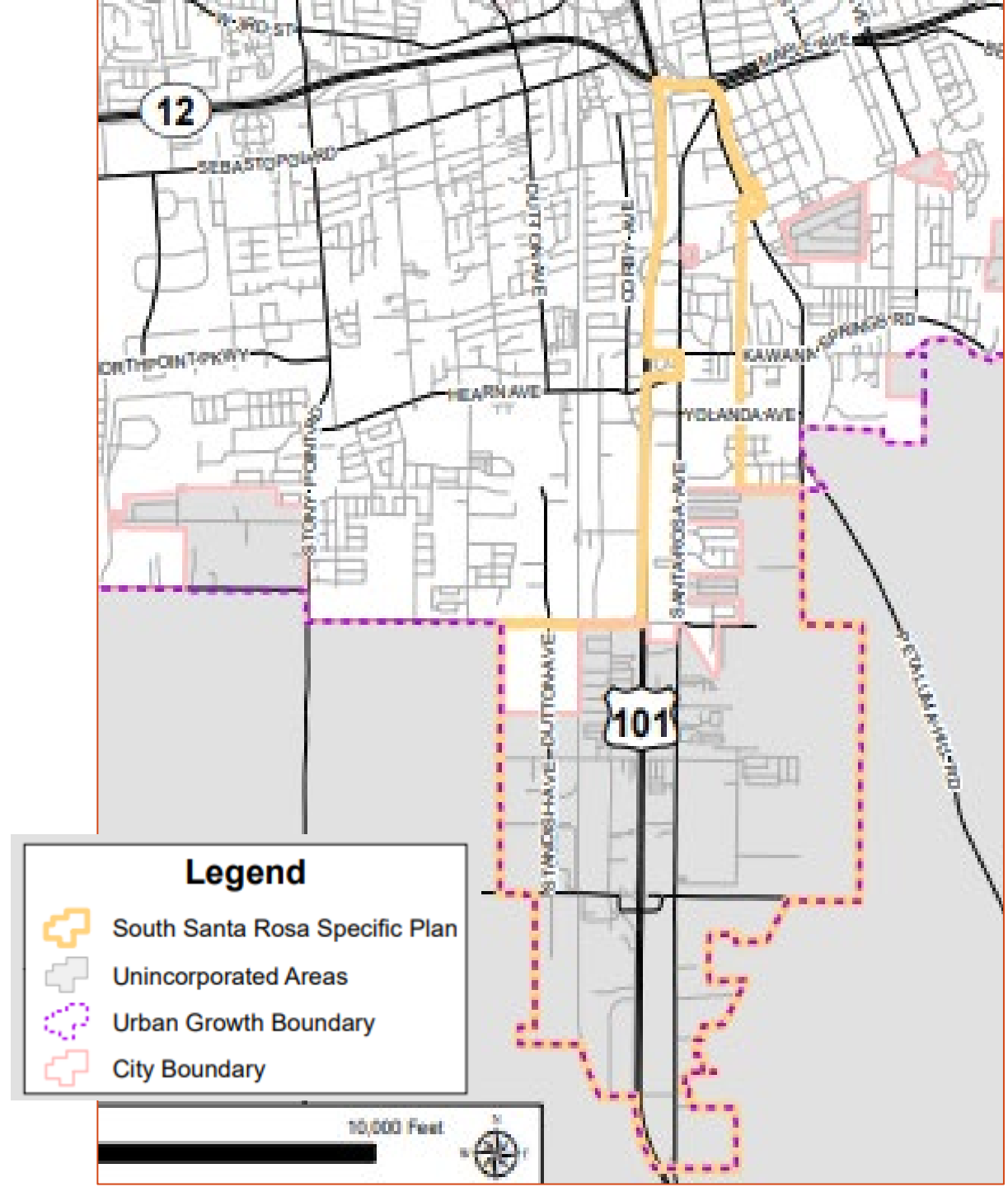
CITY-INITIATED ANNEXATION

- **100% hard & staff costs paid by City; All consultant costs plus 0.5 FTE Senior Planner for 3 years – will require general fund**
- PED – lead effort and preparation of Annexation Boundaries, Plan for Services, Community Engagement, Pre-Zoning, Public Hearings and LAFCO application; and manage consultants in preparation of an Environmental Impact Report
- CMO – lead city/county MOU negotiations
- TPW – Prepare survey maps and legal description of boundaries
- All - Prepare a Plan for Services
 - Manage consultants and/or prepare sections of plan for services internally

South Santa Rosa Specific Plan

City-initiated Santa Rosa Ave Priority Development Area (PDA) Specific Plan & Environmental Impact Report (EIR)

- City-led Planning/Pre-Zoning effort can be decoupled from a city- or applicant-initiated annexation effort
- Prepares for future integration and intensification of area through annexation and utility certificates
- Once adopted, serves as a major streamlining and funding tool for addressing annexations, public infrastructure and transit-oriented development
- Area - 1,900 acres (500 acres are in City Limits)
- Applied for a \$1.2 Million grant through MTC
- RFP - 2023; Specific Plan & EIR – 2024-2026 (2 yrs)



Specific Plan Process – Staff Costs/Capacity

CITY-INITIATED SPECIFIC PLAN & EIR

- **Potential \$1.2M state grant; grant can support the 0.5 FTE Senior Planner needed for 2 years; however, funds may restrict scope or boundaries**
- Assuming completion of the GP Update by Dec 2023;
 - RFP/Contract – Jun-Dec 2023
 - Specific Plan & EIR – Jan 2024 to Jan 2026
- PED – 0.5 FTE Senior Planner for 2 years to lead project and manage consultants of a Specific Plan and Environmental Impact Report
- All – participate in up to five Technical Advisory Committee meetings
- All – review of Admin Drafts for Plan and EIR
- All – participate in community engagement events

DISCUSSION

Departmental Updates on Strategic Goals



LUNCH TIME

Celebrate Accomplishments



Key Accomplishments

- Secured more than \$53M in federal and state funding
- Reauthorization of City's Public Safety Special Tax
- Passed a balanced budget for FY 2023
- Created Pension Stabilization Fund
- Successfully ran 2022 City Council election
- Facilitated Hearn Community Hub community engagement
- Completed first prescribed burn
- Completed response time analysis
- Opened Safe-Parking Site – serving 130 individuals
- Adopted Five-Year Homelessness Solutions Strategic Plan
- Adopted Gas Station Ban Ordinance
- Supported housing production

Key Accomplishments

- Hired 375 Employees
- Implemented online, self-service benefits enrollment system (BCC)
- Launched MySantaRosa app
- Cyber Security Analysis
- Implemented Pro-active Plan to Eliminate Sideshows
- Prioritized Principles of Community Policing
- Selected Operator for Bennett Valley Golf Course
- Completed agreement with Pecos League
- Rolled out battery-electric buses
- Lower Colgan Creek Restoration Project
- Ultraviolet Disinfection Project
- Cleared 4,187 cubic yards of debris from the public Right of Way, removed 9,376 graffiti tags, filled 4,826 potholes, applied 257 pavement markings, and installed 1,735 street signs
- Launch of Clean Santa Rosa



DISCUSSION

**What stands out to you about the accomplishments?
What are you most proud of?**

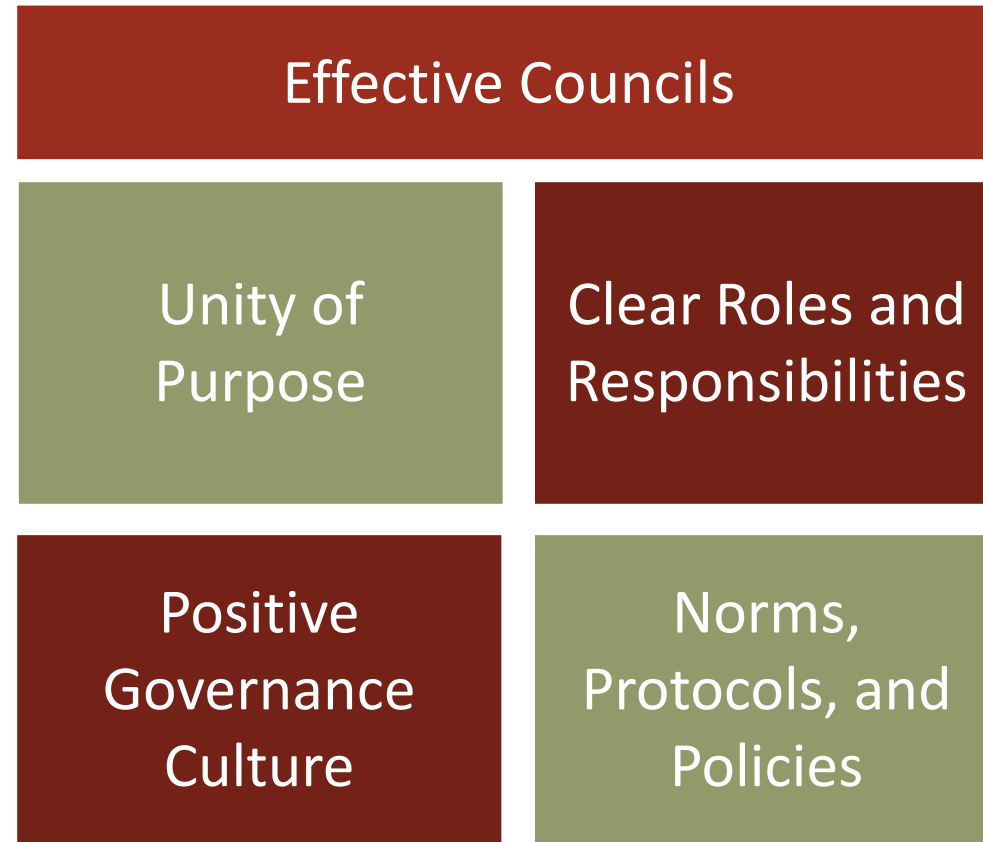
Working Together to Achieve Results



DISCUSSION

What qualities describe an exceptional City Council?

What Makes a Council Work Well?

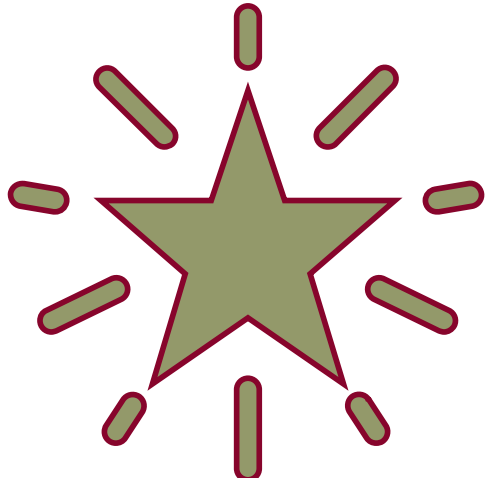


Institute for Local Government

Effective Decision Making

- Subcommittees
- Ad hoc committees
- Study sessions
- Community listening sessions
- City Manager one-on-one updates
- Regular updates with the Mayor
- Council packets
- Ongoing training and professional development

Effective Use of Ad-hoc and Sub-committees

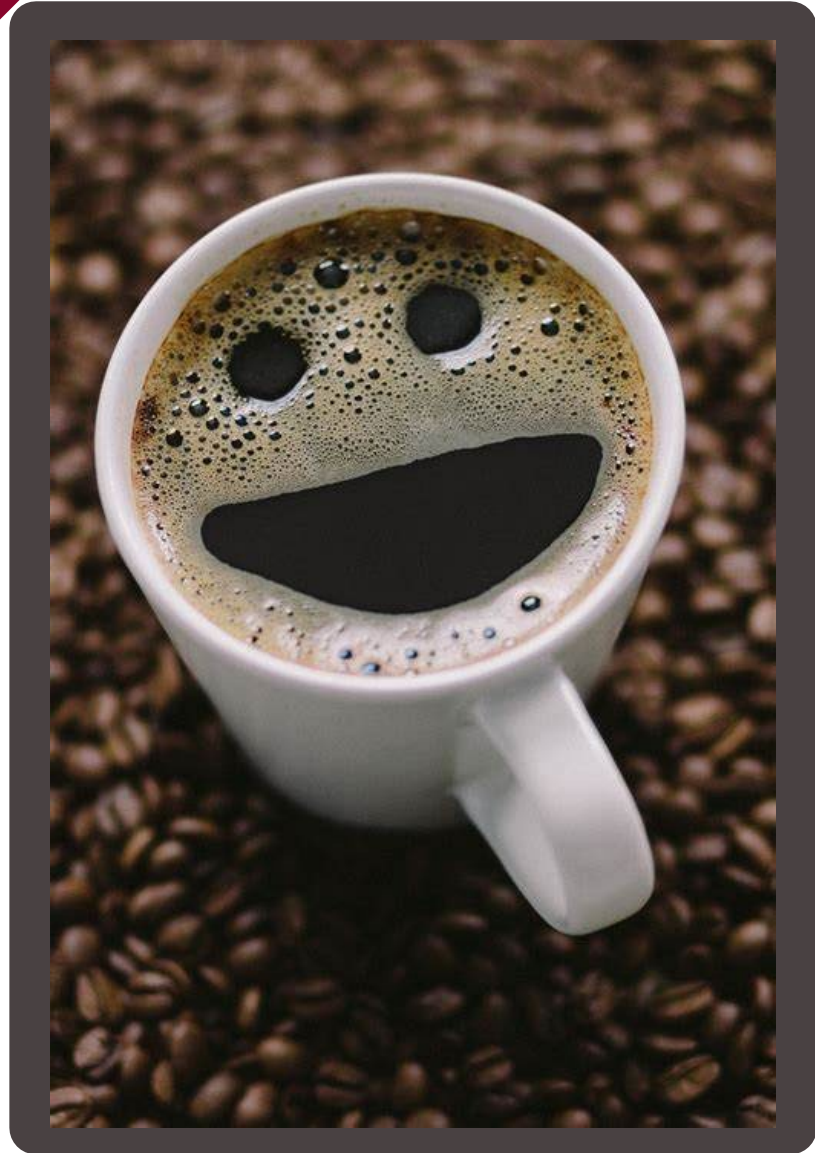


How do you ensure committees add value?



What is the appropriate scope and time frame for ad-hoc committees and subcommittees?





BREAK

Priorities Discussion

“Big Rocks”

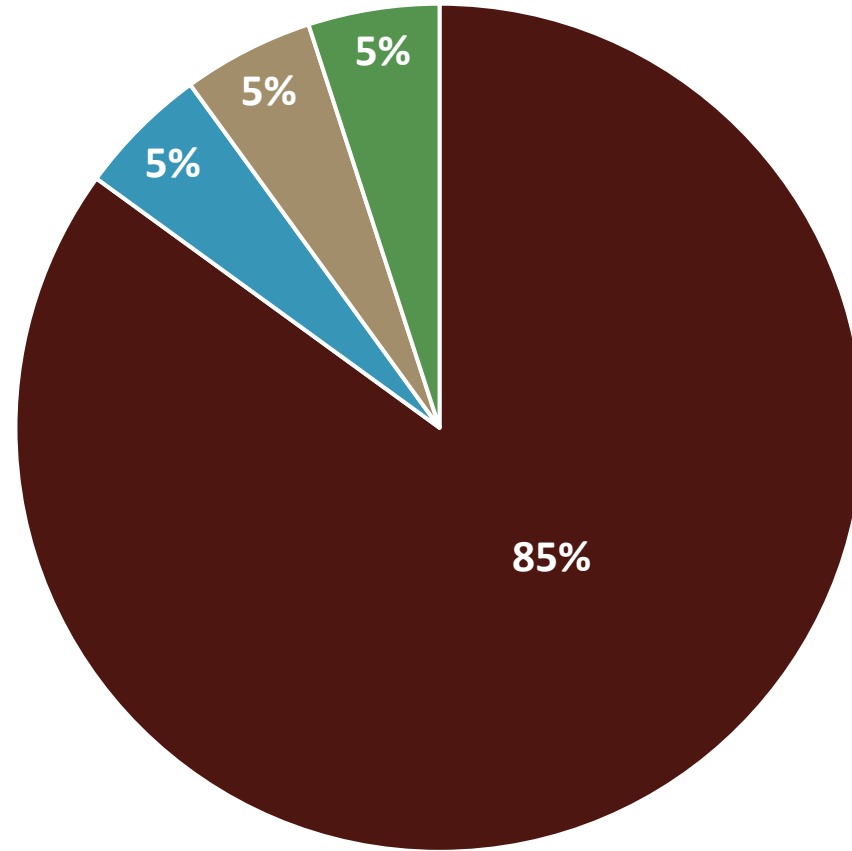
Don't fill up the bucket
with so many small
rocks that there isn't
room for the big ones

Put the **big
rocks in first**

Then add the small
ones where there is
room

How Management's Time is Allocated

Management's Time



- Day-to-day management of municipal services
- Unforeseen challenges
- New initiatives
- Strategic improvements and training

Today's Process: Council Discussion and Consensus about Top Priorities

✓ Reviewed accomplishments and context for setting priorities

✓ Identified what is already planned and underway

Discuss current strategic goals and other items of interest to Council

Council dot voting to determine top priorities

Staff will incorporate into budget and work plans

Interview Themes

Interview Themes

- **Stay the course**; continue work that is underway; focus on what we can achieve
- Focus on the basics/**core services**
- Care and feeding of **good governance**
- **Organizational health** - Fiscal stability; securing funding; long-term planning; recruitment and retention
- Community **engagement** and operating across districts
- Priority themes:
 - Housing and Homelessness
 - Infrastructure
 - Economic development – downtown, railroad square, Roseland
 - Organizational effectiveness

Strategic Goals

Deliver housing for all

- Pursue housing options for residents of all income levels.

Reduce Homelessness and its impacts

- Partner with key stakeholders to offer housing and support services to the unsheltered and address the issues and causes of homelessness.

Ensure a healthy and safe community for all

- Ensure the public's safety by engaging residents and using a broad range of proactive approaches.

Promote economic and community vibrancy

- Sustain and develop a diverse and thriving economy that benefits Santa Rosa residents and businesses and contributes to the community's economic health.

Build and maintain sustainable infrastructure

- Invest in and maintain infrastructure that supports environmental sustainability and supports a vibrant City.

Achieve organizational excellence

- Create a high performing organization that is proactive; fiscally sound; promotes diversity, equity and inclusion; and reliably delivers outstanding services to the community.

Deliver Housing for All

Strategies

- Update the City's **Housing Action Plan** to address ongoing unmet housing needs - facilitate housing options/supply for all
- **Reduce barriers** to ownership and **access** to housing opportunities through education, awareness and financial assistance
- Encourage **higher density housing** development in the downtown, expand **options** of housing stock
- Encourage **innovation** in achieving increased inclusionary housing
- **Streamline** the approval process; be nimble and quick

Reduce Homelessness and its Impacts

Strategies

- Maintain the City's commitment to the **Housing First Strategy** in partnership with the Sonoma **County Continuum of Care** (*Home Sonoma County*)
- **Fund programs** that enable emergency shelter and deliver individualized assistance to people experiencing homelessness
- Support **temporary housing options** like the Safe Parking Pilot Program
- Invest in **prevention and intervention** programs to prevent vulnerable individuals from becoming homeless
- Improve and expand coordinated **outreach and engagement** (i.e., Homeless Outreach Services Team, Downtown Enforcement Team)
- Use a **compassionate approach** to address the health, safety and shelter needs of those living in encampments and ease the impacts on surrounding communities
- Rely on **evidence-based or best practices**

Ensure a Healthy and Safe Community for All

Strategies

- Increase **community partnerships, engagement and the accountability for law enforcement through an equity lens**
- Utilize **data driven strategies and tactics** to deploy resources and reduce crime
- **Engage neighborhoods**
- Develop and implement strategies for **mental health response**
- Invest in **prevention and intervention** programs
- Implement the **Fire Resiliency and Response Strategic Plan**

Promote Economic and Community Vibrancy

Strategies

- Develop **business incentives and tools** for underserved neighborhoods
- Promote open dialogue with **education** partners to improve quality of life, increase literacy, and work together to connect students to potential career paths in public service
- Engage private employers and the business community in **workforce development and job placement**
- **Support and engage local businesses** and workers - convene a business summit to engage/ask to understand **business community needs** and **promote prosperity**
- Establish Santa Rosa as a desired **destination for business**
- **Create spaces** for residents to gather, learn and connect
- Support access to **childcare**, including preschool and early childhood support and recreational and summer camp programming
- Encourage **public-private partnerships**

Build and Maintain Sustainable Infrastructure

Strategies

- Be responsive and competent **stewards of public infrastructure and the environment**
- Establish policies that support environmental **sustainability in building and infrastructure investment** to facilitate carbon neutrality (electric fleet, bikeways, SWOT analysis of PG&E independence)
- Safeguard the City's assets by **anticipating, planning and allocating resources for infrastructure** upgrades and replacement as needed (roads - set a policy threshold for desired PCI)
- **Educate the public** about water usage impacts and long-term water-saving strategies to meet conservation goals
- **Enable movement** within and around the city to reduce reliance on vehicles
- Complete **solid waste system** improvements (engage businesses)
- Adopt **Climate Action Plan** update
- Finalize the **Roseland Creek Community Park Master Plan**

Achieve Organizational Excellence

Strategies

- Sustain **fiscal health** by maintaining reserves, forecasting impacts of budget choices, monitoring revenue trends, maintaining competitive salaries for employees, and creatively leverage other funding sources
- Plan for **asset and technology maintenance** needs (i.e., streets, facilities, technology, capital assets, adjust facilities for gender accommodation, include supporting cost for public safety, such as recreation, sheltering, water, building safety, etc.)
- Utilize **data driven** strategies and tactics
- Implement process improvements and best practices that prioritize **customer experience** (i.e., multilingual approach to website as the portal to the city)
- Invest in staff **training and professional development**
- Create a culture of that cultivates **diversity, equity, inclusion, safety and belonging**
- Optimize **organization structure** to strengthen teamwork through interdepartmental collaboration to deliver results

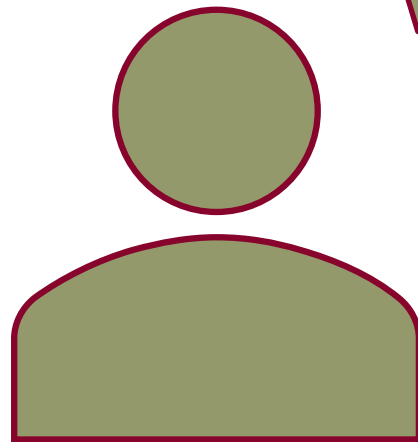


Dot Voting on Top Priorities

Wrap Up and Review Tomorrow's Agenda

www.menti.com code: **8372 1216**

*In one word,
please describe
today's session...*

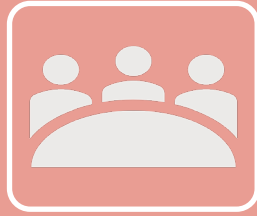


Day 2 – Council Workshop

Friday Agenda

- Reflections to the prior day
- Recap of Council Priorities
 - Questions and Discussion
- Staying on Track to Achieve Results

Commitments from Staff



Develop work plan to align with Council priorities

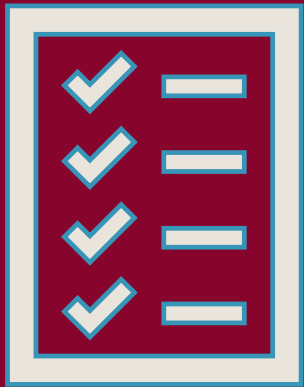


Build budget proposal consistent with Council priorities



Build Council direction into budget

Staying on Track with Priorities



Regular progress reporting

Hold off on new Council initiatives until next goal setting cycle or mid-cycle in the budget

Best Practice Criteria for Adding Initiatives and Projects Mid-Cycle

*Otherwise wait until
next priority-setting
process*

Emergency
(natural disaster,
pandemic, civil
unrest)

**New outside
funding
opportunity** that is
time sensitive

**New multi-agency
opportunity** that
cannot be delayed

Community safety
issue that must be
addressed in near
term

Changes in
**laws or
mandates**

What **comes
off** the plate if
something
goes on?

What are the
consequences
of shifting
direction mid
way?

Next Steps

**Baker Tilly
prepares
workshop
report**

**Staff
incorporates
priorities into
FY 2023-24
budget**

**City
Manager
reports on
progress**

Closing Comments

Evaluation Form

Thank You!

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