

Exhibit A

City of Santa Rosa: Community Advisory Board

Five Year Strategic Roadmap

Year One Workplans

October, 2018

Prepared by CivicMakers



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City of Santa Rosa



 **CivicMakers**

CAB 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.

CAB 5 Year Vision - 2018 to 2023

CAB is a highly effective working group that bridges the divide between residents and their government. CAB members are regularly attending neighborhood meetings. We have developed strong trusted bonds with community leaders. We know most people by name, and they know us. Community groups use CAB as a vehicle to convey their concerns, ideas, and suggestions to the appropriate City Department or Council member. CAB not only represents these voices, but teaches them to more fully participate in the public process, developing their internal capacity. Members are well versed in best practices of community engagement, and CAB members are regularly called upon by Council and City Departments to coach them how to do it best. When Council wants to engage underrepresented, hard-to-reach groups or when they need in-house experts about how best to engage the community, they turn to CAB.

CAB meetings are helpful and productive, and the grant making process makes a true social impact. CAB members, staff and Council are clear about their respective roles and work well as a supporting team.

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.

5 Year CAB Overall Strategic Roadmap



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Mission

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Vision

CAB members have developed strong trusted bonds with community leaders. Community groups use CAB as a vehicle to convey their concerns and suggestions to the appropriate city department, while CAB guides them to more fully participate in the public process. Members are well versed in best-practices of community engagement and are regularly called upon by city departments to coach them how to do it best. CAB meetings are professional and productive, and all sides are clear about their respective roles. We've created strong community cohesion, more pride, less violence, more resilience, and more peace because people feel heard.

Strategic Categories

Empowerment

Community Engagement Expertise

Operations

Strategic Priorities

Educate and connect individuals and groups how best to participate

Build connected and empowered neighborhoods

Develop best-practices conducting community meetings and community engagement

Increase awareness of CAB and its tangible results

Form strong trusting relationships with community leaders

Proactively **understand and listen** to residents

Develop better collaboration among CAB members

Empower a diversity of voices to be included in city decision making

Improve communications

Qualify for more grant money



CAB Year 1 Roadmap for “Empowerment”

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Strategic Priorities

Empower a diversity of voices to be included in city decision making

Educate & connect individuals and groups how best to participate

Build connected, empowered, and sustainable neighborhoods

Proactively **understand and listen** to residents

Build strong trusting relationships

Develop a social media strategy to engage community

Create and spearhead a community engagement academy for residents

Get grants and help neighborhoods plan block parties

Proactively attend neighborhood meetings

Attend more community meetings

Develop a training program

Understand city departments & have them utilize CAB more

Get list of block party permits

Proactively meet with neighborhood leaders

Get calendar of existing meetings and assign CAB members to attend

Understand city government and departments better

Ask one city department to present at each CAB meeting

Create inventory of neighborhoods and map assets

Create more neighborhood associations

Attend school meetings

Partner with Margie Purser to map neighborhoods & assets

Attend fairs

Year 1 Objectives

CAB Year 1 Roadmap for “Expertise”



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Strategic Priorities

Learn best practices conducting community meetings and community engagement

Improve communications

Year 1 Objectives

Assess CAB strengths and weaknesses to identify training areas

Create ideal CAB member profile

Ask neighborhood leaders about their preferred communication style/channels

Communicate better with city council

Train in various engagement formats with an ability to host meetings across Santa Rosa

Train in listening, parliamentary procedure, public speaking, and presenting

Identify communication tactics for each neighborhood

Document tangible benefits of CAB

Assess the community for strengths and weaknesses of leaders

Add accomplishments to agenda - recognition system

Create onboarding, orientation, and mentor program documentation

Increase communication skill sets

CAB Year 1 Roadmap for “Operations”

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Strategic Priorities

Increase awareness of CAB and its tangible results

Develop better collaboration with and within CAB

Qualify for more grant money

Year 1 Objectives

Improve CAB strategy for engagement within CIP (bike and ped plan)

Run more collaborative meetings and engagement

Neighborhood fest

Develop robust outreach plan for BPAP

Put on agenda - get to know your CAB members and your expertise

Attend Coro.org, NLC, and Leadership training

Solidify CIG grant process & voting metric

Create a CAB list of assets on the board

Get 2 neighborhoods to silver

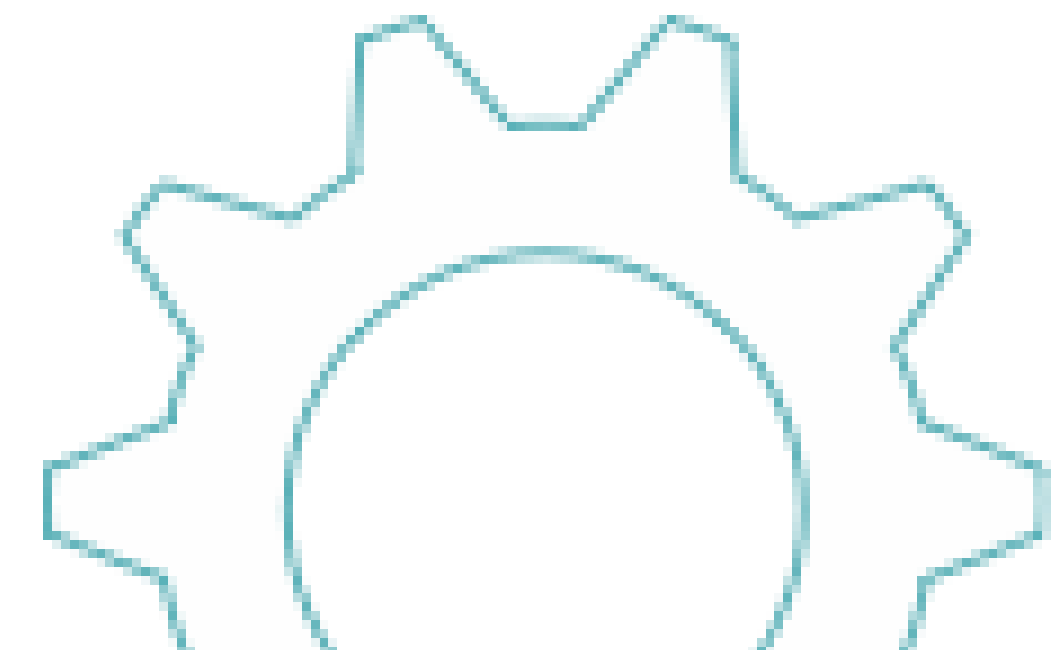
Explore concept of a CAB rapid response listening team



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Year 1 Objectives



Primary Roles & Responsibilities

<u>Objective</u>	<u>CAB</u>	<u>Staff</u>	<u>City Council</u>
Proactively attend neighborhood meetings	<ul style="list-style-type: none"> Wants list of meetings; get invited to meetings; establish relationships with neighborhood associations 	<ul style="list-style-type: none"> Provide list of meetings to share with CAB (i.e. applying for block party permits) → City Clerk Staff provides materials (“swag”) 	<ul style="list-style-type: none"> Go to meetings; access list
Invite City government departments and Council to come to CAB meetings	<ul style="list-style-type: none"> Wants departments to give a brief overview of what they do 	<ul style="list-style-type: none"> Let departments know that this is something CAB wants 	
Plan community engagement academy	<ul style="list-style-type: none"> Establish working group 	<ul style="list-style-type: none"> Logistics 	<ul style="list-style-type: none"> Attend/present/kick-off/graduation
Orientation, onboarding, mentoring	<ul style="list-style-type: none"> Codify mentorship structure; develop process for onboarding; set expectations 	<ul style="list-style-type: none"> Orientation binder 	
Add accomplishments to agenda (i.e. what a CAB member has done since last meeting)	<ul style="list-style-type: none"> Establish working group (Operations) 		
Assess CAB strengths and weaknesses and conduct trainings	<ul style="list-style-type: none"> CAB map its own assets 	<ul style="list-style-type: none"> Help find facilitators; use existing resources (reach out to HR) 	
Neighborfest grants	<ul style="list-style-type: none"> Subcommittee to improve process 	<ul style="list-style-type: none"> Provide oversight 	
Create list of board assets and present one CAB member per meeting	<ul style="list-style-type: none"> Add to agenda (Chair/Vice Chair) 		
Run more collaborative meetings (more effective and efficient?)	<ul style="list-style-type: none"> Have each CAB member each month present (i.e. get to know each other better) 		



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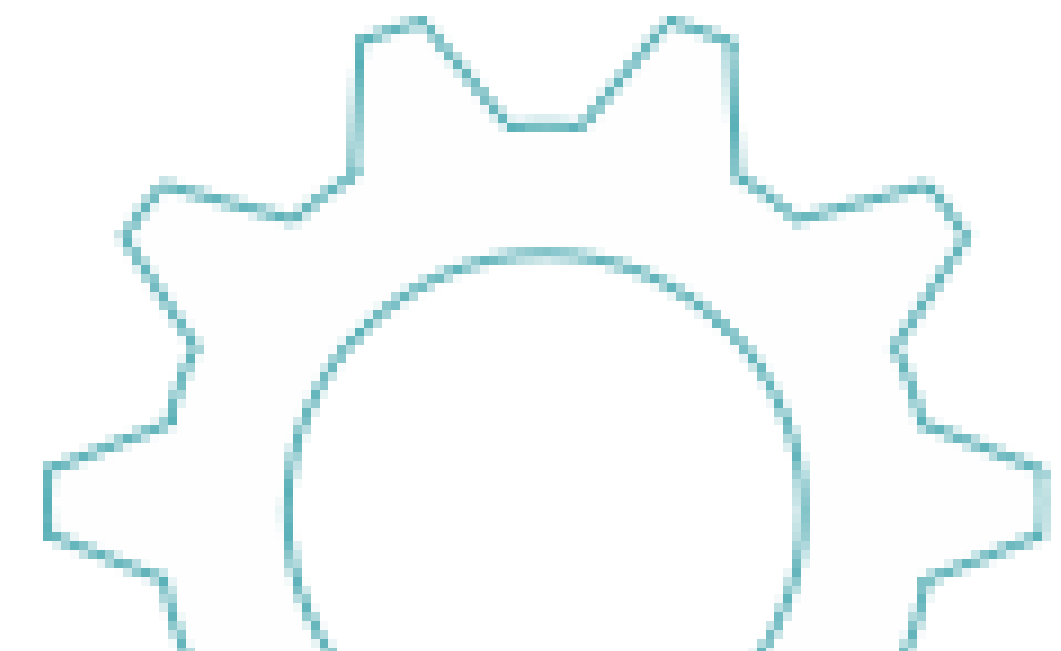
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Work Plans



Empowerment Year 1 Work Plan



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Objective	What	By Who	By When
Implement Neighborfest	Understand Neighborfest Process	Staff	Oct/Nov 2018
	Localize/develop materials (Application, fliers, guidelines)	Empowerment Subcommittee/Staff	Dec/Jan 2018/19
	Assign CAB Members to Neighborfest (group within their districts)	Empowerment Subcommittee/CAB/Staff	Jan-Mar 2019
	Outreach to neighborhood groups/orientation	Empowerment Subcommittee/CAB	Mar 2019
	Neighborfest Implementation	Assigned CAB Members/Staff	Mar-Sept 2019
	Evaluate process (revise as needed)	Empowerment Subcommittee/Staff	Oct 2019

Empowerment Year 1 Work Plan



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Objective	What	By Who	By When
Plan Community Engagement Academy	Research & understand existing academies (current and past) such as police academy	Empowerment Subcommittee	Jan 2019
	Plan & develop curriculum	Empowerment Subcommittee	May 2019
	Set timeline for implementation	Empowerment Subcommittee	June 2019
	Calendar curriculum & presenters	Empowerment Subcommittee	July 2019
	Develop & implement outreach strategy for enrollment	Empowerment Subcommittee/Staff	Sept 2019

Empowerment Year 1 Work Plan



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Objective	What	By Who	By When
Proactively attend neighborhood meetings	Obtain list of associations	Empowerment Subcommittee/Staff	Oct 2019
	Obtain list of meetings & events	CAB	Oct/Nov 2019
	Prioritize Council goals/priorities as issues for residents' input at meetings	Empowerment Subcommittee	Oct 2019
	Prioritize neighborhood meetings to attend	Empowerment Subcommittee	July 2019
	Report back to CAB (create report format)	Empowerment Subcommittee/CAB	Oct 2019
	Develop social media strategy	Empowerment Subcommittee	Dec 2019
	Go to meetings & events informed & having conversations	CAB	Sept-Jan 2019

Expertise Year 1 Work Plan

Objective	What	By Who	By When
Assess CAB strengths & weaknesses & conduct trainings	Facilitate work group to explore ideal CAB member - Top 3	Expertise Subcommittee & Staff to get on agenda	In lieu of mtg 1 hour in Nov. before holiday
	Research training and tools available through staff or outside resources ("What color is your parachute?"/Myers-Briggs)	Expertise Subcommittee & Staff	Now to end of Oct.
	Create electronic survey to gather data on: 1. Strengths 2. Weaknesses 3. Assets (Survey Monkey)	Expertise Subcommittee	End of Jan.
	Analyze data	Expertise Subcommittee	End of Feb.
	Based on data define training priorities & determine with City Dept or Council member can assist in these areas	Expertise Subcommittee w/ Staff assistance	End of March
	Annually reassess CAB members & new members during onboarding	Expertise Subcommittee w/ Staff assistance	Every Jan. or upon appointment to CAB

Expertise Year 1 Work Plan

Objective	What	By Who	By When
Create list of Board assets and present one CAB member per meeting	Defer to "Assess CAB strengths/weaknesses" & survey (identified as first priority for Expertise Subcommittee)	CAB	Feb. 2019
	Create list: 2 CAB members 10 min. presentation @ beginning of meeting	CAB	Jan. 2019
	Publish profile(s) on website/social media	Staff	Ongoing - 1 month after each presentation

Expertise Year 1 Work Plan



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Objective	What	By Who	By When
Invite gov't departments & Council to come to CAB meetings	After survey analysis, create list of departments*/topics to address	CAB	March? 2019
	Schedule/outreach presentations (CAB will share results and explain process)	CAB/Staff	Ongoing starting in April

Expertise Year 1 Work Plan

Objective	What	By Who	By When
Orientation, Onboarding, Mentoring	Assign mentors/mentees	CAB	Jan 2019
	November meeting create mentor program w/ CAB	CAB/Staff	Nov 2019
	Finalize and public mentor program	CAB/Staff	Dec 2019
	Address orientation/onboarding in June or July CAB meeting	CAB/Staff	July 2019

Operations Year 1 Work Plan



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Objective	What	By Who	By When
Solidify CIG Process + Voting Metrics	Next CAB draft CIG	Staff/CAB	Oct. 2018
	Operations meets after CAB direction on voting metrics	Operations Subcommittee/ CAB/Staff	Dec. 2019

Operations Year 1 Work Plan



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Objective	What	By Who	By When
Run more collaborative meetings i.e. the hardest goal	Define "collaborative"	CAB	ASAP
	Get alignment with City Attorney	Staff	Oct/Nov. CAB mtg
	Research board models other cities, states	Operations Subcommittee	Oct/Nov.
	Try 3 models out (with City approval)	CAB	Dec. 2018
	1st model tryout	CAB	Dec. 2018
	2nd model tryout	CAB	Jan-Mar. 2019
	3rd model tryout	CAB	Apr-June 2019
	Collect feedback/vote on model adoption	CAB	Oct. 2019

Operations Year 1 Work Plan



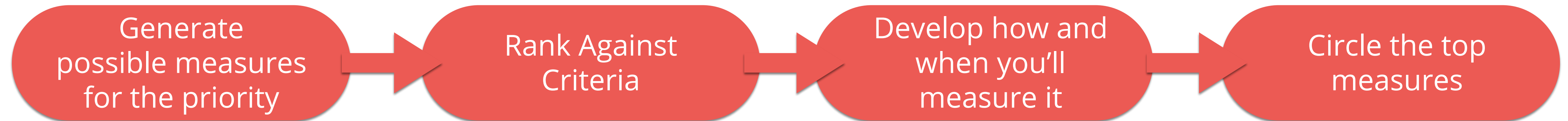
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Objective	What	By Who	By When
Add "accomplishments" to agenda	Add Rose, Bud, Thorn 2 @ a time & time sensitive	CAB Chair & Co-Chair	Starting Oct. 2018
	Bios profiles and pictures website	Operations Subcommittee	By Feb. 2019



Pick your best fit measures



<ul style="list-style-type: none">• What are the most important components of this priority that need to be measured?• How would you measure it?• What's your target?	<ul style="list-style-type: none">• Is the measure a sufficient proxy?• Is it something we can control?• Does it motivate desired behavior?• Is it practical/easy to measure?	<ul style="list-style-type: none">• Pick a good metric<ul style="list-style-type: none">○ Absolute number, ratio, percentage, rating, ranking• When will you measure it?<ul style="list-style-type: none">○ Yearly, monthly, daily, etc	<ul style="list-style-type: none">• Of all the possible measures, which one measures it best?• CIRCLE IT!
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Metrics

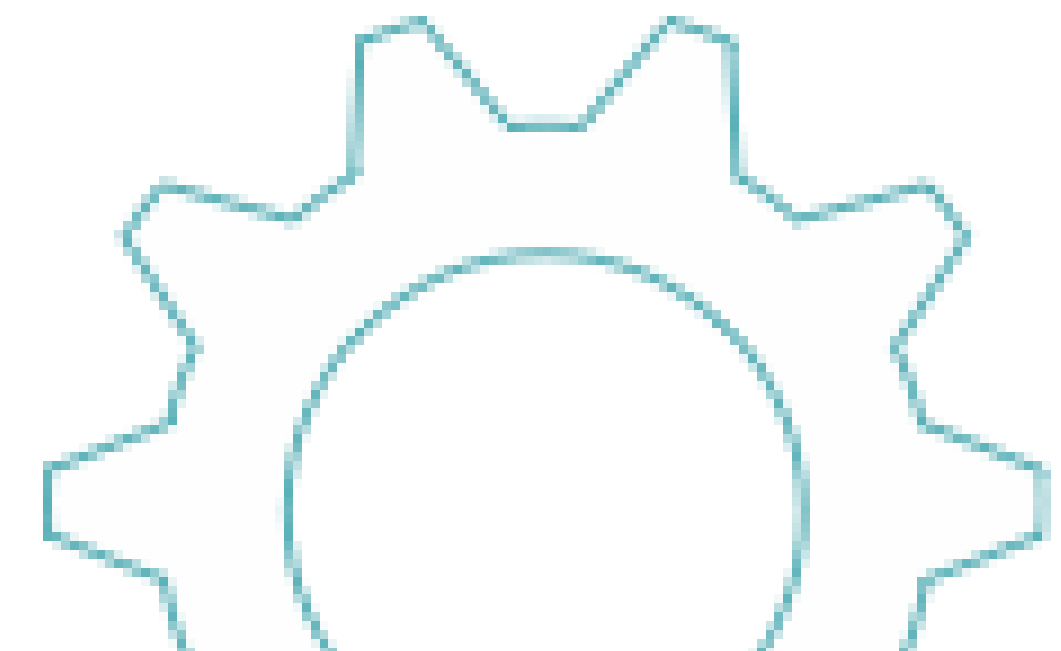
<u>Objective</u>	<u>Metrics</u>
1. Empower Voices	<ul style="list-style-type: none"> • Demographic breakdown • Identify 5 groups not included (non-English) • Meet w/ groups & write up needs
2. Educate about participation	<ul style="list-style-type: none"> • See metrics for #1 and #3
3. Build connected neighborhoods	<ul style="list-style-type: none"> • Identify 50 neighborhood groups • Survey of effective neighborhood groups
4. Proactively listen & understand	<ul style="list-style-type: none"> • See metrics for #3
5. Build strong trusting relationships	<ul style="list-style-type: none"> • Survey questions • Number of invites
6. Learn best practices	<ul style="list-style-type: none"> • Complete list of CAB strengths • Self-evaluation after events • Ideal CAB member profile defined
7. Improve communication	<ul style="list-style-type: none"> • Mentor program • Quarterly reports about Council/CAB communications
8. Increase awareness	<ul style="list-style-type: none"> • Number of CIG applications
9. Develop collaboration	<ul style="list-style-type: none"> • Pre and post survey • Scorecard after every meeting • Attendance
10. Qualify for more grant money	<ul style="list-style-type: none"> • \$\$\$ • Going for a bigger grant



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On-Going Work



Improve your enabling skill sets



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Key question: Which of the following need to be optimized to enable you to deliver on your critical few priorities?

Drivers of Team Performance	Definition	Examples of Possible Team Improvements
Leadership	How we inspire, engage others	Do we need to strengthen our leadership abilities? Do we need to promote a different type of leader? Do we need to adjust our leadership roles?
Culture	Our norms and behaviors	How are we working together as a team? What gets rewarded?
Systems & Processes	Meet structure, appointments, communications	Do we need new technology? Do we need to improve accountability? Does the org structure work for this strategy?
Competencies	What we know and are able to do	Do we need to acquire or increase our skills? Should we change how we develop internal talent?

What are yours?	Your New Enabling Skill Sets
Leadership	
Culture	
Systems & Processes	
Competencies	