



City of Santa Rosa
City Council Priority Setting Workshop
Held August 24, 2021

September 2021



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Workshop Report

The City of Santa Rosa held a City Council workshop on Tuesday, August 24, 2021 from 10:30 a.m. to 5 p.m. at Santa Rosa City Hall. The workshop provided an opportunity for Councilmembers to review progress made on goals that were set in February and identify top priorities for the next six to nine months. This report contains a summary of the results of the priority setting session.

Nancy Hetrick, Vice President at Management Partners, facilitated the workshop. Claire Coleman, Senior Management Analyst, assisted and acted as recorder.



Workshop Overview

Objectives

- Hear updates on progress to achieve Council goals from the workplan and projects that are underway; identify resource gaps and other constraints
- Ensure a smooth transition and maintain staff stability over the next six to nine months
- Discuss and come to consensus on top priorities for the next six to nine months

Participants

City Council

- Mayor Chris Rogers
- Vice Mayor Natalie Rogers
- Councilmember Eddie Alvarez
- Councilmember Tom Schwedhelm
- Councilmember Victoria Fleming
- Councilmember John Sawyer
- Councilmember Jack Tibbetts

Staff

- Interim City Manager Jeff Kolin
- City Attorney Sue Gallagher
- Assistant City Manager/Operations and Transportation Jason Nutt
- Interim Assistant City Manager/Community Development and Engagement Director Clare Hartman
- City Clerk Stephanie Williams
- Police Chief Ray Navarro
- Fire Chief Scott Westrope
- Chief Financial Officer Jan Mazyck
- Human Resources Director Amy Reeve
- Chief Communications and Intergovernmental Relations Officer Adriane Mertens
- Information Technology Director and Chief Information Officer Eric McHenry

Agenda

- Welcome and call to order by the Mayor
- Public comments
- Ice breaker exercise
- Review Council goals from February
- Hear staff updates and progress on Council goals
- Lunch break
- Identify top priorities for the next six months
- Wrap up and next steps

Workshop Ground Rules

At the start of the workshop, Nancy suggested several ground rules to help the group have a successful workshop.



- Listen to understand
- Participate
- Stay focused
- Assume good intent
- Seek consensus
- Speak up if we need course correction

Bike Rack. The facilitator explained that if items were brought that could not receive immediate attention, they would be added to a “bike rack.” Five items were added to the bike rack, as noted below.

- Discussion of mandatory vaccination requirement
- ARPA fund uses (resiliency)
- Diversity, equity and inclusion (DEI) impact for staff reports
- Role and scope of the Long-Term Policy and Audit Committee to include budget review
- Identify a method of evaluating new Council items and priorities before they are added to the workplan



Opening Comments

Mayor Rogers convened the City Council meeting and asked for the roll call. The Mayor welcomed everyone and thanked Councilmembers for attending. He noted that the purpose of the day’s discussions was to check in with one another and discuss priorities and capacity to meet the community’s needs for the next six to nine months. Mayor Rogers then opened the session to public comments.

Interim City Manager Jeff Kolin offered opening comments. He first explained that the meeting start time moved from 9:00 a.m. to 10:30 a.m. due to technical difficulties. He expressed his appreciation to the Council for making the time to discuss priorities and noted some of the major challenges the City has faced over the past few years (COVID-19 pandemic, water shortages, fire, etc.). He also noted that Council and staff deserve recognition for a job well done, but that the goal now is to get out of crisis mode and start focusing on prioritization and thoughtful resource planning. Two major items facing the City include the hiring of a new City Manager and allocating one-time PG&E and ARPA funds.

In addition, the Interim City Manager highlighted the need to ensure programs are sustainable so the City can maintain critical services and infrastructure. He specified that one of the goals of the workshop was to identify short-term Council priorities to help ensure success over the next six to nine months.



Ice-breaker Exercise

The facilitators began the workshop with an ice-breaker exercise. Each Councilmember and the Interim City Manager shared up to three of their favorite things about Santa Rosa. The results of this exercise are shown below.

My favorite things about Santa Rosa...

- Distinct neighborhoods
- Opportunities and activities for kids
- Big(ish) city that feels like a small town
- People and diversity
- Location
- Natural beauty
- Seeing parades of children
- Resiliency
- Cycling
- Familiarity

Council Goals from February

Nancy Hetrick reviewed the goals and key strategies established in February 2021. The purpose was to provide context to the City’s current efforts and set the stage for a discussion of top priorities for the next six to nine months.

The goals from February include the nine key focus areas listed below, and a set of policy goals for each.

1. COVID-19 Response
2. Homelessness
3. Housing and Affordable Housing
4. Fiscal Stability, Funding, and Services
5. Economic Resiliency, including Childcare
6. Climate Change
7. Public Safety Priorities and Reforms
8. Organizational Diversity, Equity, and Inclusion
9. Government Council and Reforms

Nancy referred to the staff workplan that was provided to Council in advance of the workshop, which shows the progress made on the nine key focus areas.



Staff Updates and Progress on Council Goals

Department directors presented updates on the key activities they completed and are working on, along with any resource constraints they are facing. The purpose of discussion was to establish a shared understanding about what key activities the City has pursued in the past six months and to acknowledge resource challenges (e.g., vacant positions, limited dollars, unavailable contractors) that impact timelines. The slides presented by the executive staff are provided in Attachment A.

A summary of takeaways are provided below.

- There is a need for **organizational sustainability** in both staffing (resources/support) and funding.
- The City might want to explore the option to use **short-term funding** to help provide back up for current staff (i.e., hiring limited-term staff).
- **Emergency response** to disasters such as fire, drought, housing/homelessness, and the COVID-19 pandemic touches many departments.
- **Infrastructure investment** is needed to protect assets and avoid emergency expenditures and/or higher repair costs.
- City leaders need to keep in mind what is required to provide **core and mandated services**.
- **Investments in technology** could provide opportunities for improving efficiency and freeing up staff time.



Discussion of Priorities

Following an afternoon stretch break, the group reconvened for the priority setting portion of the workshop. Nancy began by reviewing the themes from the individual Council interviews. They are listed below.

- Recognition that the City is in a period of transition and there is a desire to support staff and provide stability
- Need to prioritize mandated work, including response to emergencies (e.g., drought, fires, and housing)
- Concern about staff capacity and morale; fear of turnover (prioritize organizational health and sustainability)
- Agreement that priorities identified in February will take time; focus on areas where we can take action and affect change in the near term; want to see a workplan
- Want to understand pinch points, but with recommended solutions

Discussion of Proposed Workplan

The Interim City Manager introduced staff's proposed workplan for the next six to nine months. A summary of the workplan discussion is provided below, in order of key focus area. Any changes to the workplan that were decided during the workshop are noted in red textboxes.

COVID-19 Response

- Return to campus seems less critical than investing in remote infrastructure and should be pushed back or modified
- City should explore a reopening plan to give answers to staff and boost morale
- The Samuel Jones Hall is reopening the entire facility
- Santa Rosa could be a regional leader in establishing a remote workplan
- Feel comfortable with whole COVID-19 plan
- Uncertainty about directing staff work

- There is some support among Councilmembers for a mandatory vaccination policy
- This is what staff feel they can achieve in next 6 to 9 months

No changes to the workplan

Homelessness

- Continuum of Care is working and the City is closely collaborating with regional partners
- There are new funds coming for homelessness, which can be added to the workplan

Add to the workplan

- Allocate new funds that become available to the City to address homelessness priorities (CDBG, etc.)
- Open Portland Loo ASAP

Housing and Affordable Housing

- New developments must be water efficient but future drought stages would require even more water offsets.
- There is insufficient staff time to conduct a master (citywide) fee study
 - This is incorporated in the fiscal priority area (workplan item #2: *present revenue and expenditure options to Council*)
- Considering waiving impact fees for affordable housing is a big project
 - *Councilmember Tibbets recused himself from the conversation about affordable housing impact fees*
- The Interim Assistant City Manager/Community Development and Engagement Director noted an extended timeline for Mendocino Avenue
 - Requires another \$400,000 to \$500,000 and substantial staff time
 - CDE is looking at alternatives for the funding that would be more feasible

Remove from the workplan

- Mendocino Ave Specific Plan (due to lack of funds)

Fiscal Stability, Funding and Services

- Could DEI impacts be added to each staff report?
 - ARPA and PG&E funds will be allocated based on Council direction, ARPA guidelines look at DEI
 - Adding DEI analysis to staff reports would require resources: time, training, analysis
 - This item warrants further discussions and was added to the bike rack
- Should the DEI Officer be elevated to the City Manager's Office?

No changes to the workplan

Economic Resiliency, including Childcare

- The City Hall/Civic Center plan is huge and perhaps doesn't belong on the workplan since we will not get it done within the next nine months
- Leave this on the list but let staff work toward a plan
- This would be the creation of a multi-year plan, not completion
- Potentially use temporary staff to help with these things

Modify item on the workplan

- Revise City Hall/Civic Center plan to clarify the priority to continue staff work toward a multi-year plan

Climate Change

- There is not enough staff capacity to pursue Southeast Greenway, so it is not included
- Council is interested in not losing progress toward Southeast Greenway; would like to move it forward, even if it means slowly
- The issue is staff time; there are too few individuals in the Real Estate Division to deal with this
 - There is a risk of pausing it
 - If Greenway is prioritized, will have to cut back on downtown or CIP
 - Consultants are at capacity
 - *Councilmember Sawyer recused himself from the Southeast Greenway conversation*

- A sustainability team would include a General Fund employee who works with the sustainability team in water
 - There is not currently funding for this

No changes to the workplan

Public Safety Priorities and Reform

- Clarification regarding the need to identify funding to expand inResponse to a 24-hour response team; not full implementation

Add to the workplan

- Measure O outreach

Modify the workplan

- Revise inResponse workplan item to be “Identify outside funding to expand to a 24-hour response team”

Organizational Diversity, Equity and Inclusion

- We can’t have equity without inclusion; we need to focus on bringing people together

No changes to the workplan

Government and Council Reforms

- No comments

No changes to the workplan

Discussion of Top Priorities

Nancy asked each Councilmember to identify a top priority for the next six to nine months. The priorities they identified are listed below.

- Maximize use of ARPA funds (opportunity)
- Address loss of employees (impacts to services)
- Maintain efforts with homelessness; engagement with partners
- Diversity, equity and inclusion (DEI) – works starts with us
- Prioritize high-quality service
- Remove barriers to housing

- Stop brain drain and staff turnover; explore creative staffing solutions (e.g., contract, limited-term employees)
- Maintain services (includes staffing); be innovative to see the way out
- Empower staff to establish priorities and a path forward

Wrap-up and Next Steps

Closing Comments

Councilmembers spent time reflecting on their key takeaways from the workshop. Each shared one or two key takeaways. The comments that were offered are listed below.



- Thank you to staff who are doing a lot with less
- We need to strategize how to resolve needs in a fiscally sustainable way
- We need to prioritize and make tough decisions, compromises, and concessions (bridge to the future)
- A regional approach adds priorities; it is a lot to balance
- Council wants to understand the timeline and impacts of prioritization
- Impacts made by dedicated staff are tangible and appreciated by Council and the community
- We need processes, strategic plans, procedures, and technology to do the work well and stay focused
- Lack of resources will require creativity and synergy
- Low staffing and turnover could be the greatest problem this year
- We will need a strong new city manager

The Interim City Manager thanked Management Partners for their work facilitating the workshop. He expressed his gratitude for the support and leadership staff receives from Council.

Additional final thoughts that were offered, to conclude the workshop, are listed below.

- Let's find a way to raise new items and priorities (this was added to the bike rack)
- Council agrees to have restraint and seek consensus before adding a new item to the workplan
- We need to give staff the time and space to innovate
- Keep a working parking lot/bike rack of issues that arise
- Use restraint, may need to remind others and be reminded

- Staff should feel empowered to identify impacts
- Keep communication channels open



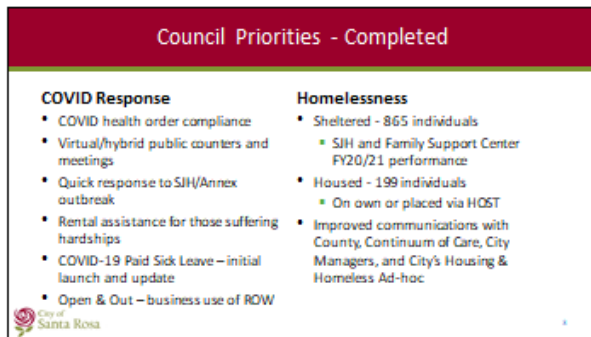
Attachment A: Staff Presentations



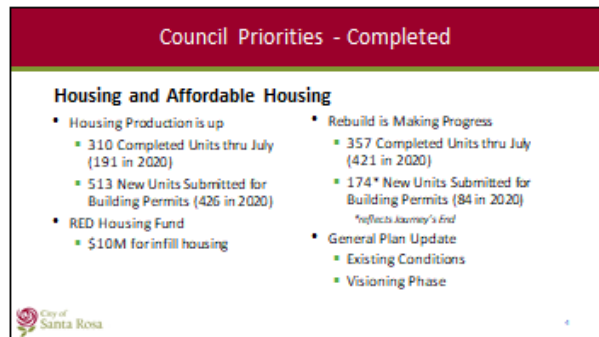
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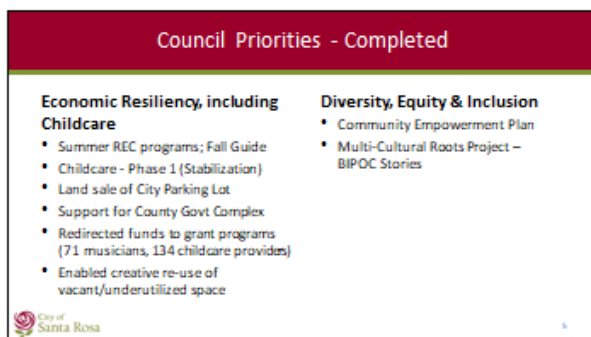
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Council Priorities – In Progress

Housing & Affordable Housing

- Under Construction – 681
 - 431 – market rate MF
 - 250 – affordable MF
- Pending Construction (w/in 6 mos.)
 - 558 – affordable MF
 - 250-500 market rate
- RED Housing Fund – Start Up
 - Loan documents, HA support, Board appointment, and NOFA

• Downtown - 340 units under construction
 • Downtown - Pending entitlements

- SMART Village Residential, – 6-story, 110 units
- Ross Street – demo prkg lot, 8-story, 109 units
- Avenue 320 – 4-story 39 units
- 891 3rd Street – 3-story, 18 units
- 528 B Street, 5-story, 24 units
- The Cannery – 6-story, 129 units (final clearances; consultations)

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Council Priorities – In Progress

Housing & Affordable Housing cont.

- GP Update
 - Alternatives
 - Housing Element
 - Climate Action Plan
- Missing Middle
- Downtown Historic Surveys
- Tubbs & Glass Fire Rebuilds
- \$38.5M CDBG-DR
 - 5 Projects, 370 affordable units – low income households
- \$8M fed/local funding
 - 160 units – low income households
- Vouchers
 - Project Based - 5 projects, 75 vouchers, 20 yr term
 - Emergency Housing – 131 - homeless
 - Housing Choice – 2,000 households

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Council Priorities – In Progress

Housing & Affordable Housing

- Family Self Sufficiency – 57 households
- Pursuing vouchers – Foster Youth
- CDBG, HOME, and HOPWA Programs for SR residents

Economic Resiliency including Childcare

- REC Rentals/Programming
- Economic Dev Strategic Plan
- Childcare Phase 2 (Facilities-RLF)

• EIFD research & planning
 • Sonoma-Mendocino Economic Development District (SMEDD) Comprehensive Economic Development Strategy Update – work with the County
 • Business Support

- Small business support
- Latinx needs/partnerships – Community Benefit District
- Parklets – Long term policy

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Council Priorities – In Progress

Public Safety & Reform

- Short Term Rentals Urgency Ordinance
- SRPD Low Rider Patrol Car

Govt & Council Reforms

- OCE to assist in engagement of Re-Districting efforts

Diversity, Equity, Inclusion

- OCE Strategic Plan
- Citizen's Guidebook
- Comm Empower Plan
- Civic Engage 101 Videos
- Community Asset Building
- Collaboration with City's Equity Officer on DEI efforts
- Coordination with Police and VPP for Crisis Response

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Departmental Gap Analysis - Needs

Homeless Services

- Strategic Plan – mission, values, vision, performance
- Staffing/Program support

Recreation Services

- COVID compliance
- Expansion of programs
 - Funds, time to plan programs and to staff up

Community Engagement

- Budget is staff only - need flexible funds for programming and for leveraging with partners
- Opportunities to support DEI work with City's Equity Officer
- COVID compliant allowances for in person engagement to build trust and relationships

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Departmental Gap Analysis - Needs

Housing & Community Services

- Vacancies/acting assignments
- New programs - funds/staffing
- Mobile Home Rent Control Ordinance Update – delayed

Planning & Economic Development

- Vacancies/acting assignments
- Hybrid public meetings require admin/overtime
- Board support exceeding staff/admin capacities
- Public Record Act Requests – needs technology update, efficiencies
- EIFD – next phase needs funds
- Childcare Phase 2 - more funds


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Departmental Gap Analysis - Needs

Planning & Economic Development cont.

- Professional Services/Staffing
 - Rebuild – BV contract closing
 - Work to staff ratio imbalance
 - Timelines doubled
 - Housing and downtown are prioritized but workload exceeds performance expectations
- Delayed/Impacted efforts:
 - Hazard Mitigation Plan Update
 - Pending Development Report
 - Downtown Development Dashboard
 - Gas Station Ban Ordinance
 - Telecommunications Ordinance Update (macro cell)
 - Mendocino Ave Specific Plan
 - City Govt Complex
 - Cannabis Program Support




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Additional Department Updates


Opportunities Knocking:

- Linking of economic resiliency and housing
 - Jobs/housing fit
 - Rent/down payment assistance
 - Consider a Santa Rosa Avenue Specific Plan; City/County effort
- Permit priorities - focus on housing has delayed permits for economic uses, childcare, and "mom & pop"
- Permit streamlining and fiscal incentives for supportive/affordable housing outside of downtown
- Support for homeless support service uses – need Code update
- Climate Action Plan Update should coincide with Code & Design Guidelines Update
- CTS Comprehensive Strategic Plan & Mitigation Bank



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Transportation and Public Works



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Council Priorities - Completed

- **Homelessness**
 - Sam Jones Hall Annex construction
 - DRT removed 1,500 cy of debris in first 6 months (FY20 = 1,900 cy)
- **Housing and Affordable Housing**
 - Finalized PSA with Cornerstone for Lot 2
 - Entered into DDA with Freebird LLC for the former BVSC
- **Economic Resiliency, including Childcare**
 - Developed term sheet for Downtown County Office proposal



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Council Priorities - Completed

- **Climate Action**
 - Council adopted unlimited ride program for K-12 youth in June 2021
 - Zero Waste Food Ware Ordinance adopted by Council in July 2021



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Council Priorities - In Progress

- **Homelessness**
 - Coordinating on develop and implement 24/7 Safe Parking Program
 - Coordinating on creation of a work-based support program
- **Housing and Affordable Housing**
 - Fremont Park Master Plan underway – next step is award designer contract
 - Developing SLA documentation and RFP for Lots 10 & 11 and Garage 5
- **Fiscal Sustainability**
 - Continuing to deliver core services to maintain, improve and construct public infrastructure
 - Implementing CityWorks in October/November



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Council Priorities - In Progress

- **Economic Resiliency, including Childcare**
 - Continuing negotiations on Downtown County Office proposal
 - Worked with PED on parklet program, road closures and downtown
- **Climate Change**
 - SB1383 Franchise agreement and ZWS MOU at council Oct/Nov 2021
 - Developing Sustainability Team
 - Fleet electrification and purchase policy at council Dec 2021
 - LED Streetlight conversions will be completed by June 2022
 - Roseland Creek Community Park Master Plan at council Sept 2021




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Departmental Gap Analysis

- **Housing and Affordable Housing**
 - Plan Check and Inspection –increase in workload and limited staffing, difficulty meeting turn around times
 - Real Estate – downtown housing efforts diverting significant time from infrastructure maintenance and improvement activities
- **Fiscal Sustainability, Funding and Services**
 - Continuing to identify new revenue sources to deliver core services – maintenance and infrastructure improvement activities are very underfunded and not sustainable
- **Climate Action**
 - Need to establish a Sustainability Team




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Additional Department Updates

- Recruitment & Retention challenges
- Maximizing efforts to secure State & Federal funding
 - Build Back Better, FEMA, CDBG, RAISE, OBAG, STIP, ATP
- BVGC Operational Analysis and New Operator Recruitment
- TIES Process and MTC Blue-Ribbon Task Force
- SB1383 Implementation
- Measure M Expenditure Plan
 - Landscape maintenance, capital investment & recreation programming



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Santa Rosa Water




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Council Priorities - Completed

- **COVID-19 Response**
 - Utility Service – Water is not suspending service due to lack of payment
- **Housing and Affordable Housing**
 - June 8, 2021 – Council adopted Urban Water Management Plan, including 25-year water demand and supply projections
- **Fiscal Stability and Economic Resiliency**
 - May 25, 2021 – Council adopted 4-year water and wastewater rate schedule
 - June 29, 2021 – Council adopted new water and wastewater demand fee schedule, including new category for high rise development



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Council Priorities - In Progress

- **COVID-19 Response, Fiscal Stability and Economic Resiliency**
 - Pursuing multiple federal and state funding sources to address Water customer bill arrearages
- **Fiscal Stability**
 - NPDES Permit – Continued discussions with Regional Board
- **Climate Change**
 - Updating Energy Optimization Plan (EOP) cost benefit analysis for water and wastewater systems based on Evergreen energy rate
 - Planning to bring update to Climate Action Subcommittee in October
- **Government Council and Reforms**
 - Open Government – Reviewing urgent item timing constraints related to BPU and Council





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Departmental Gap Analysis

- **Affordable Housing**
 - Permits, Plan Check and Inspection – Due to a 30% increase in workload and limited staffing, difficulty meeting turnaround times
 - Reviewing staffing needs and options for consulting support to address need






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Additional Department Updates


- Maintain continuity of water, sewer, recycled water and treatment system operations
- Drought
 - Regional Coordination, Allocation Methodology, Resiliency Projects
 - Preparing for Higher Stages of Shortage Plan, Demand Offset Policy
- Emergency Response Preparation
- Cityworks Implementation
- Ultraviolet (UV) Disinfection Replacement Project
- Creek Maintenance
- Santa Rosa Plain Groundwater Sustainability Plan

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Fire



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Council Priorities - Completed

- **Vegetation Management Program**
 - Funded for 5 years via PG&E settlement
 - Work is in progress
 - Leverage for grant funding
- **Wildland Response and Resiliency Strategic Plan**
 - Funded via PG&E settlement
- **Recruitment and Diversity Strategic Plan**
 - Unfunded, however work in progress with current staff
 - On-going and ever evolving



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Council Priorities - In Progress

- **Revenue Opportunities:**
 - Fire Impact Fee (Winter 2021) – feasibility study to implement
 - EMS Subscription Fee (Winter 2021)- feasibility study to implement
- **Strategic Plan (Spring 2022)**
 - New 5 year strategic plan
 - First plan post Tubbs and Glass Fires




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Departmental Gap Analysis

- **Operations:**
 - Capital Projects (infrastructure/fleet)
 - GO Bond, one-time monies, Fire Service Sales Tax, Measure O reform
 - Personnel
 - Increase on-going revenue, Fire Service Sales Tax
- **Fire Prevention:**
 - Vegetation Management – Grant Match
 - One-time monies (\$1.25M)
 - Permit Approval – mid term solution
 - One-time monies – outsourcing (\$500K)



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Departmental Gap Analysis

- **Administration:**
 - DEI (Recruitment and Diversity Strategic Plan)
 - On-going soft costs - \$40,000/year
 - Grant funding with OCE and/or HR
 - Plan recommends two FTE assigned to R&D - \$355,000/year
 - **Change of Risk Matrix/Business Model**
 - Alternative Service Delivery
 - Measure O reform, Ambulance Franchise FOA, EMS Subscription Fee
 - Growth of City without addition of Public Safety resources
 - Fire Impact Fee, Measure O reform, Fire Service Sales Tax Measure

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Additional Department Updates

- **Emergency Management**
 - Preparation, Mitigation, Response, Recovery
 - Change of Risk Matrix/Business Model
- **Employee Health and Wellness**
 - Systematic and programmatic enhancements
- **Strategic Improvements**
 - Infrastructure/Fleet, Fire Prevention, Emergency Preparedness
- **Collaboration/Communication**
 - Proactive and equitable strategies

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Police

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Council Priorities – Completed

- **After Action Report – Hillard Heintze**
 - Implemented or work on all 12 Recommendations from After Action Report
- **Use of Force Report – OIR Group**
 - Implemented 7 Recommendations from Use of Force Report
- **Policy revisions**
 - Use of Force, Control Techniques, 1st Amendment Assemblies policy, Communications System
- **Empowerment meetings with O.C.E. and Community**
 - Several meetings completed in 2020.
 - Continued partnership with O.C.E. for future community engagement
- **Created Chief's Community Ambassador Team (C-CAT)**
 - 15 community members meeting every other month

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Council Priorities - In Progress

- **"inResponse" (Mental Health Response Model)**
 - Implementation in Fall, 2021. Ongoing strategy to expand to a 24/7 model
- **Continuing the Recommendations from Use of Force Report**
- **Continuing work on the Recommendations from After Action Report**
- **Police Auditor**
 - Currently in selection phase.
- **Recruitment, Hiring, and Retaining an Equitable Workforce**
 - 30X30 pledge, developing applicants, employee wellness
- **Community Engagement Strategies – Virtual**
- **Department Strategic Plan**
 - Three pillars - Safety, Personnel, & Infrastructure
 - Next Update February 2022

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Departmental Gap Analysis

- **Personnel**
 - Recruitment, hiring, and retention. Staffing reduced over the last 20 years
 - Smaller entry applicant pool / recruiting qualified laterals from other areas
 - Staffing study requested to be completed in early 2022
 - Increase in calls for service and population
 - Evaluating calls which require a response from police employees
 - Employee wellness
 - Resiliency training and progress
- **Community Engagement**
 - Requires staff to be available rather than responding to calls
 - Virtual engagement when possible
 - Selective in engagement opportunities.
- **Budget**
 - Measure O
 - Staffing, technology, training are getting more expensive
 - Seeking grants for Community Engagement, Mental Health, and Training

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Additional Department Updates

- **Increased population and calls for service**
 - Evaluate calls which require the response of a police department employee
 - Mental Health – 24/7 model
- **Equitable Policing Strategies**
 - Work with SEED Collaborative. Recommendations expected in 2022
- **Training**
 - Mandated training increases every year
- **Technology**
 - Body Worn Cameras, Digital solutions for investigations and service
- **Transparency**
 - Public Records Acts (created a new Admin. Tech position)
 - Website, Social Media, Public Relations (PIO Sergeant)



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City Attorney



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Council Priorities - Completed


- **Government and Council Reform**
 - Initiation of Charter review
 - Initiation of redistricting
 - Initial implementation of Open Government Ordinance
- **Legal support for key Departmental initiatives, including**
 - COVID-19 response, including internal policies and community support
 - Police After Action, Use of Force and Human Rights Commission Reports
 - Homelessness policies, programs and litigation
 - Housing and Affordable Housing, including Cornerstone PSA, RED Housing Fund, Planning initiatives



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Council Priorities In Progress

- **Governmental and Council Reforms**
 - Charter Review Committee will begin its work in September, anticipated to result in ballot measures for Council consideration in spring 2022
 - Demographer has been selected and redistricting process to begin next month, with final maps to be completed in spring 2022
 - Continued implementation of Open Government Ordinance
- **COVID-19**
 - Continuing and evolving response to COVID-19, including internal City policies and protocols and response to community needs



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Council Priorities In Progress


- **Continued support for Department priorities, including:**
 - Homeless services, initiatives and litigation
 - Housing and affordable housing: real estate transactions, project entitlements, housing ordinances, General Plan, RED Housing Fund
 - Police Auditor selection and contract
 - Economic resiliency, including downtown development, EIFD, ENAs and DDAs and business support
 - Climate change: solid waste requirements, shared mobility, climate action plan, drought response
 - Fiscal stability: ballot measures



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Departmental Gap Analysis

- **Staff resources dedicated to ongoing responsibilities and legal mandates, including:**
 - Litigation and legal defense
 - Contract review
 - Council, Board and Commission support
 - General department support
 - Labor negotiations
 - Public records review
- **Priority for internal staff development and cross-training**
- **Priority for new efficiencies and updated internal policies**



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Additional Department Updates

- Working through and adjusting to COVID
- Highlights of a challenging year:
 - PG&E settlements
 - Resolution of claims arising from protests
 - Support for government and council reforms
 - Successful defense of All-Electric Reach ordinance
 - Emergency response support – fires, homelessness and pandemic
 - Solution-focused partnership with Departments, Boards and Commissions

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Communication

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Council Priorities - Completed

- **Wildfire Ready Website & Outreach Campaign - CWPP** (Public Safety Priorities)
- **NOAA Radio Distribution Outreach Campaign - CWPP** (Public Safety Priorities)
- **Drought Website & Mandatory conservation kick-off campaign** (Climate Change)
- **Equity SR website and outreach plan kick-off** (Organizational DE&I)
- **Water Rate Setting/Prop 218 Noticing Outreach Plan** (Economic Resiliency)

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Council Priorities – In Progress

- **COVID-19** - Support public information needs through duration of pandemic and subsequent recovery (COVID-19 Response, Economic Recovery)
- **Open Data portal enhancements** - As identified in the Open Government Task Force (Government and Council Reform)
- **Human Resources Web Redesign** (Organizational DE&I)
- **State legislative platform development** - Align with timing of update to federal legislative platform/priorities (All Areas)
- **Track legislation and potential funding opportunities** - Working with lobbyist teams (All Areas)

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Council Priorities – In Progress

Development/implementation of communication plans for:

<ul style="list-style-type: none"> • Drought (Climate Change) • Zero Waste Food Waste Ordinance (Climate Change) • Transit COVID Recovery Programs (Climate Change) • Fire Vtg. Management Programs – CWPP (Public Safety Priorities & Reforms) • Short-term rentals (Public Safety Priorities & Reforms) • Mental Health Crisis Response Program rollout (Public Safety Priorities & Reforms) • SRPD Low-Rider Car Unveil and Program Rollout (Public Safety Priorities & Reforms) • Redistricting process (Government & Council Reform) 	<ul style="list-style-type: none"> • Charter review (Gov and Council Reform) • Citizen Guidebook Rollout (Gov & Council Reform) • Citizen Engage. 101 Videos (Gov & Council Reform) • Safe Parking Program rollout (Homelessness) • Encampment resolution (Homelessness) • General Plan Update (Housing & Affordable Housing) • Measure M Parks for All Expenditure Plan Input Process (Fiscal Stability, Funding, Services) • Diversity Equity & Inclusion Workplan Process (Organizational Diversity, Equity and Inclusion)
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Additional Department Updates


- **Fire recovery** - Rincon Ridge Park recovery (2017 Fires), Debris removal insurance collection outreach (2020), PG&E felled tree removal advocacy (2020 and for future wildfires)
- **2021 Fire Season/ PSIS / Forecasted Weather Event** - a single event can have significant impacts on Teams ability to address other needs
- **PED Website Redesign** - Virtual Permitting Counter
- **SB 1 and Measure M Road Projects** - Require critical communications support to ensure community is aware of construction impacts (i.e. Roseland Slurry Seal, Pacific Ave. Improvements, etc.)
- **CIP Projects Outreach** - Require critical communications support to ensure community is aware of construction impacts (i.e. Chanate/Mendocino N. Trunk Sewer Replacement, etc.)

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Additional Department Updates

- **Recreation program marketing** - Programs are ramping back up with tentative schedules which make marketing efforts more difficult to plan
- **Merit Awards Communication Support** - A much-needed uplifting gesture for those who served the community through incredibly tough times; last year's event was cancelled. Committee is planning to move forward with some type of recognition.
- **Job Recruitments** - Marketing support for major recruitments such as the City Manager
- **Internal Communications** - Support ongoing weekly internal communications needs of the organization
- **CIRO Departmental protocols/procedures development** - social media policy, translation guidelines, media relations SOP, standardized outreach templates



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Human Resources



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Council Priorities - Completed

- The Human Resources Department began working on the Diversity, Equity and Inclusion goal established by the City Council by accomplishing the following:
 - SEED Collaborative was selected and hired to create diversity priorities and to produce equity plans for the City.
 - The Diversity, Inclusion and EEO Officer position was created and a candidate was selected for the position.
 - Brown Bag trainings, learning opportunities and awareness campaigns have been rolled out to staff, with additional opportunities in development.



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Group Facilitation



City

City Equity Task Force (CETF)

Inclusive group of City stakeholders, including representation from Dept Mgrs/Directors, unions, admin staff, program staff, POC, LGBTQ, etc.



Police

Equitable Policing Task Force (EPTF)

Inclusive group of Police stakeholders, including representation from Captains/Lt's, unions, admin staff



Fire

Fire Equity Task Force (FETF)


Inclusive group of Fire Dept stakeholders, including representation from Captains/Lt's, unions, admin staff

Seed Process

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Council Priorities – In Progress


- Work has begun on three equity plans with SEED Collaborative that will prioritize and make recommendations for future DEI priorities. Interviews and Focus Groups have been conducted with staff and community stakeholders and a City Survey will be sent in the coming weeks.
- Work is underway on a variety of City-wide DEI initiatives including:
 - Policies have been reviewed and recommendations are being made to attract and retain a highly qualified and diverse workforce, with a focus on the diversity lens in hiring.
 - Training, Lunch & Learn Sessions
 - Communications and Presentations on DEI
 - Coordination with Community Engagement and City Departments on DEI Initiatives



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Departmental Gap Analysis


- With the SEED Collaborative work underway, we will come back to Council to request funding once strategic priorities are identified and work is ready to begin for additional DEI initiatives, programs during the implementation phase.
- We are currently working closely with Community Engagement to support complimentary DEI work, with Community Engagement focusing on outward facing initiatives and the HR Department focusing on internal DEI work, including the Seed Collaborative recommendations, policy development and training opportunities.



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Additional Department Updates

- COVID-19 Response:
 - Policy Development and Communication
 - COVID Testing Resources and Tracking
 - Vaccination Tracking
- Labor Negotiations
- Recruitment
- Transition to new Online Benefits Portal
- New NeoGOV Module Implementations in Learn, Onboard and Perform



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Information Technology



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Council Priorities - Completed

- Hybrid meeting technology to improve public meetings participation, transparency and internal collaboration.
- Technology solutions supporting key community initiatives (homeless, housing, etc).



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Council Priorities - In Progress

- Continue to expand and improve hybrid meeting technology to improve public meetings and internal collaboration.
- Partnerships to evaluate expanded broadband access to underserved areas.




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Departmental Gap Analysis

The last year of COVID-19 has dramatically changed how the public interacts with the City, and how our employees use technology to serve those needs. As our community shifts back to reopening, we expect to retain and expand some of the novel approaches associated with remote work, increased access to City services and collaborative work.

Gaps:


- Support for hybrid meeting rooms, configuration, support and employee assistance with the technology and processes associated with hybrid public and internal meetings.
- Helpdesk and Field Technician support. As employees return to work, in addition to cementing their remote working configurations, this essentially means the IT department must support two different environments – one structured and the other extremely personalized.



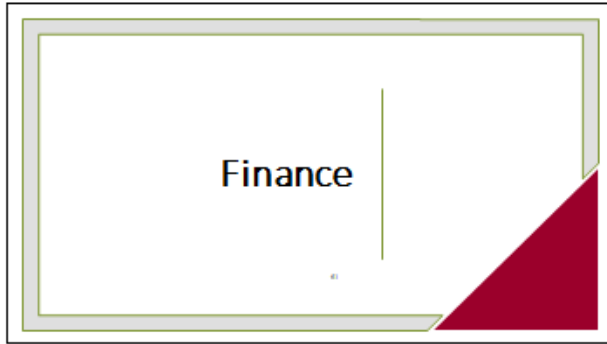
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Additional Department Updates

- **Remote Work:** Initially the assumption was that hybrid was a temporary model only during the pandemic. Now it is clear this a long-term support need. The IT Department is struggling after 1.5 years of an unprecedented level of support expectations.
- **Cybersecurity:** An ongoing concern to the City, demanding continued response to new threats through employee training and technology improvements.



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Finance: Council Priorities - Completed

Budget: February 9	Budget priorities public hearing
<ul style="list-style-type: none"> Provided the public the opportunity to indicate their desires/preferences for the upcoming budget process; High level presentation of financial information to Council 	
L/R Fin. Forecast: April 6	Management Partners' presentation to UPPA Committee
<ul style="list-style-type: none"> Committee's review of near-and long-term implications of financial decisions 	
Budget: May 30	Budget study session
<ul style="list-style-type: none"> Finance provided in-depth presentation of detailed budget amounts to Council for their review and feedback 	
Budget: June 22, 2021	Budget adoption public hearing
<ul style="list-style-type: none"> Final presentation of summary information on the final Budget passed by Council 	

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Council Priorities - Work-in-progress

Budget Strategies	Measure O
<ul style="list-style-type: none"> Polling Ballot Measure Preparation Council approval - July 22 deadline 	
Budgetary Practices, Policies	Mid-Year review processes and financial policies
<ul style="list-style-type: none"> Instituted quarterly review commitment (budget vs. actuals) with first report due to UPPA in mid October Mid-year financial review slated for February (active decisions of staying the course or amending the budget) Various financial policies in progress (budget policy, GF reserve and ancillary policies) 	
Unfunded Liability Management Strategies	\$400 million in CalPERS high-cost debt
<ul style="list-style-type: none"> Study session on July 23 Follow up study session on September 14 	
One-time Monies	Study session slated for October 19

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GAPS: Budget | Monitoring & Performance

<ul style="list-style-type: none"> Development of procedures to monitor the budget Requires creation of management (non-accounting) tool Goal: provide transparency into structural components and drivers of performance Evolving process that defines highest & best use of resources over time and from year-to-year Improve longer-term forecasting as the data set evolves Currently working to create this template Ultimate deliverable should be financial management dashboard that enhances financial decision-making, regularly and transparently 	<ul style="list-style-type: none"> Current system does facilitate monitoring but is ineffective as a management tool Manages to year-end number on project/dept level <ul style="list-style-type: none"> Potentially creates singular/narrow focus which dilutes efficiency Potentially creates other organizational challenges Difficulty in assessing the totality of overall performance Monitoring system needs to be fully integrated into the accounting system
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Attachment B: Recommended Workplan

Council Priorities – Recommended Work Plan

September 2021 – May 2022

Responsible Portfolio	Finance	Ops & TPW	CDE	Police	Fire	HR
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Focus Area	Recommended Priorities	Schedule	Responsible Department
COVID-19 Response	Option for assisting water customers with past due accounts	Dec 21	OPS/TPW/Water
	Workforce mandatory vaccination plan – options to CC	Aug 31	CM/HR
	Return to campus policy	Sept 28	
	Remote work policy		
	Sam Jones Hall reopening plan		
	Testing and vaccination waiver requests at SJH Homeless Shelter		
Homelessness	Housing and Homeless Ad-Hoc – Interim priorities/funding opportunities	On-going	CDE/CM
	Open Portland Loo facility	August 2021	
	Allocate new funds that become available to the City (CDGG, etc.)	On-going	
	Support CofC Strategic Plan development	On-going	
	Project Home key – finalize local selection criteria	August 2021	
	Review NOFA from state	September 2021	
	Complete RFP for Homeless Services 22/23	September 2021	
	RFP to Council	October 2021	
	Rec. to Council for providers	January 2022	
	Issue RFP for Safe Parking Pilot Program	September 2021	
	Rec. to Council for program operator	November 2021	
	Implement program	Early 2022	
	Issue RFP for consultant – Homeless Services Strategy	November 2021	
	Rec. to Council for consultant	December 2021	
	Strategy development	January/February 2022	
Rec. to Council for Strategy	February 2022		

Focus Area	Recommended Priorities	Schedule	Responsible Department
	Complete Encampment Strategy	Spring 2022 – complete after Safe Parking and Homeless Services RFPs	
	Samuel Jones Hall CIP - restrooms	TBD – TPW to develop timeline	
Housing and Affordable Housing	Water demand offset policy	Oct 21 Nov 21	OPS/TPW
	Fremont Park Master Plan		
	Housing package: Ordinance and General Plan Amendment	Oct 21	CDE
	RED Housing Fund adoption and allocation of funds		
	General Plan Alternatives report	Oct 21	
	Missing Middle Ordinance	Winter 22	
	Housing Element	Winter 22	
Fiscal Stability, Funding, and Services	Complete a comprehensive plan for reducing employee pension UAL	October 2021	Finance/CM
	Present a plan to City Council for a package of General Fund revenue increases and expenditure reductions	December 2021	
	Incorporate a screening or evaluation process in future budget process to incorporate the values of diversity, economic impact, fiscal and environmental sustainability	January 2022	
	Start the budget process at mid-year with a clear budget message and instructions to staff that incorporates the opportunity for discussion and collaboration.	November 2021	
	Continue to support economic development activities focused on the downtown core and key commercial corridors	Ongoing	
	Make recommendations for streamlining organizational structure and service delivery	March 2022	
	Develop the City’s American Rescue Plan Act (ARPA) Recovery Plan	November 2021	
	Determine guiding principles and uses for one-time PG&E settlement funds	November 2021	
Economic Resiliency,	Economic Resiliency –	Ongoing	CDE
	Small business support		

Focus Area	Recommended Priorities	Schedule	Responsible Department
including Childcare	Lot Latinx recovery and support		
	Micro entrepreneurial		
	Economic Development Strategic Plan	Dec 21	
	Downtown Development Infill Project Support		
	EIFD		
	Create City Hall/Civic Center multiyear plan		
	Presentation of JLL and PFM Analysis -Study Session	Oct/Nov	
	Childcare support pilot program Phase 2	Jan 22	
	Past due water account relief	Dec 21	OPS/TPW/Water
Climate Change	Climate Mobilization strategy		CDE
	Adopt Roseland Creek Park masterplan	Sept 29	OPS/TPW
	TIES – Transit Integration activities – Study Session	Oct 12	
	Mandatory recycling and composting SB 1383 Study Session	Oct 12	
	MOU with Zero Waste Sonoma County	Oct 12	
	Public Hearing Mandatory recycling	Oct 23/Nov 9	
	Vehicle purchasing policy	Dec 21	
	Climate Action Plan – Scoping EIR	Apr 22	
	Shared mobility ordinance	Jan 22	
Public Safety Priorities and Reforms	Short term rental urgency ordinance	Oct 12	Police
	Police Auditor selection	Oct	
	Auditor contract approved by Council	Nov	
	Policy 706 Public Address System – PSS	Completed	
	Mental Health Response Team – 10 hr. response team implemented		
	Identify outside funding to expand to a 24-hour response		
	DEI Plan for departments		
	Implementation Plan		
	Policy Update and Review – Policy 308 Control devices and techniques	Oct 13	
	Policy 467 First Amendment assemblies	Dec 8	
	Annual Report	Apr 22	
	Staffing study	Jan/Feb	
	Replacement of body-worn cameras	2022-23	

Focus Area	Recommended Priorities	Schedule	Responsible Department
	Fire Impact Fee – Study Session	Dec 21	Fire
	Feasibility Study Fee EMS Subscription Fee	Jan 22	
	Five Year Strategic Plan	Mar 22	
	Countywide Fire Prevention and Vegetation Management Sales Tax Measure	Oct 21	
	Measure O Outreach		CMO
Organizational Diversity, Equity, and Inclusion (DEI)	DEI Facilitation Task Force	Jan 22	HR
	1. Police		
	2. Fire		
	3. City wide		
	Prepare draft recruitment strategies 1-2-3	Apr 22	
	Finalize plans	Apr 22	
	SRPD Lowrider patrol car video		CDE
	Community Engagement Division Strategic Plan		
	Multi-Cultural Roots Project		
General Plan Engagement			
Government and Council Reforms	Citizen Guidebook to Participation	Oct 1	CDE
	Civic Engagement Videos		
	Complete redistricting study		City Clerk
	Finalize recruitment of new City Manager	Nov 2021	HR
	Review organization structures – Study Session	March 2022	
	Complete Employee Labor negotiations	Oct 2021	
	City Charter review	Sept 2021 – July 2022	CAO
	Open Government Ordinance Implementation	Jan 1, 2022	