



**City of Santa Rosa  
City Council Goal Setting Workshop  
Held January 18, 19 and 25, 2018**

**February 13, 2018**



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## Workshop Report



The City of Santa Rosa held a City Council goal setting workshop on January 18, 19 and 25, 2018 at the Hyatt Regency in Santa Rosa. The executive staff participated with the Council in all three days of discussions. This report contains the results of the combined sessions.

The workshop resulted in an understanding of the City's financial uncertainties and current reserve outlook; Council consensus on 10 broad multi-year goals and aspirations; six near term (six-month) priorities; five Tier 1 priorities; eight Tier 2 priorities; a list of other opportunities for the future; and an outline of a plan for communicating the results of the Council and staffs' work to the community.

Council will formally adopt its multi-year goals, near term priorities, Tier 1 and Tier 2 priorities at a future Council meeting.

In addition, there was a discussion of each City department's key projects and issues, as well as what projects could be deferred to create capacity. There was also a preliminary discussion of potential criteria for determining what the City must do and fund, and ways to generate revenue.

### Workshop Objectives

- Shared understanding of City's financial picture.
- Input from Councilmembers for upcoming budget.
- Shared understanding of major items scheduled for 2018 and key department projects.
- Council consensus on broad multi-year goals, priorities for the year and what to defer.
- Strengthen teamwork of Council and executive staff.

## Workshop Participants

### City Council

**Mayor  
Chris Coursey**



**Vice Mayor  
Chris Rogers**



**Council Member  
Julie Combs**



**Council Member  
Ernesto Olivares**



**Council Member  
Jack Tibbetts**



**Council Member  
John Sawyer**



**Council Member  
Tom Schwedhelm**



### Executive Staff in Attendance

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• City Manager Sean McGlynn</li><li>• City Attorney Sue Gallagher</li><li>• Deputy City Manager Gloria Hurtado</li><li>• Community Engagement Director Caluha Barnes</li><li>• Water Director Bennett Horenstein</li><li>• Acting Finance Director Alan Alton</li><li>• Police Chief Hank Schreeder</li><li>• Fire Chief Tony Gossner</li><li>• City Clerk Daisy Gomez</li></ul> | <ul style="list-style-type: none"><li>• Transportation and Public Works/Parks and Recreation Director Jason Nutt</li><li>• Housing and Community Services Director Dave Gouin</li><li>• Planning and Economic Development Director David Guhin</li><li>• Chief Technology Officer Eric McHenry</li><li>• Interim Human Resources Director Joanne Narloch</li></ul> |
|--|--|

### Facilitation

The workshop was facilitated by Jan Perkins, Senior Partner of Management Partners. Graphic recording was provided on the first two days by Leslie Salmon-Zhu. Mary Neilan of Management Partners provided flipchart recording on the third day.

### Retreat Preparation

To prepare for the retreat, facilitator Jan Perkins conducted individual telephone interviews with each Council member and coordinated with executive staff on workshop materials. The interviews were helpful in learning Councilmembers' interests regarding the workshop and their priorities for the year.

## ***Opening Comments***

The City Manager and department heads opened the workshop with comments about the importance of discussions about priorities. The City Manager stated that the organization has significant capacity limitations and that staff is stretched thin. He said it will be important to have an achievable work plan coming out of this workshop. He suggested creating a six-month focus for the most critical matters and also creating the Tier 1 and Tier 2 priorities for the year. He further suggested that the Council and executive staff revisit the priorities in July 2018, following focus on the most critical priorities.

Department head and other City Manager comments included:

- The fire has created new realities for the organization and significant effort is now going into recovery and rebuilding. That all takes time, resources and capacity.
- The City's financial picture has changed as a result of the fire. More on this was presented later.
- It is important to set clear priorities for the year, with limitations, given the need for staff to focus on rebuilding after the fire.
- Critical day-to-day operations and projects must also be attended to build recovery is going on.

The graphic recorder captured a number of the comments made during this portion of the first day. The chart is provided below.

# CITY OF SANTA ROSA - CITY COUNCIL GOAL SETTING



Question from the Mayor:  
DEPT. HEADS - Why is this session  
IMPORTANT?

The Context we're  
Working in

## DEPT. HEADS COMMENTS

• This time in our City  
is HISTORIC  
- Last 5% of our top Stock  
of housing

• Our Communities  
Stopped up to Help us

FOCUS ON  
TAKING RISKS:  
OPPORTUNITY

• Local Communities  
MUST PAY THEIR  
\$SHARE

The FIRE LEADS  
US TO  
RESET

• Our LIVES have all  
changed... yet  
we're working hard to  
balance Tasks & Natural  
Recovery workload

• We're now in Tier 3  
of responders -

MUST WORK  
Hard in  
Hand

• a lot of waiting on  
other entities before  
we can TAKE ACTION

• Fire Dept -  
Busiest in our EVER

• Water Dept.. No  
Slowing down  
- a lot of Stormwater  
issues/debris flow

• How to maintain  
Service reviews in this context.

• Police:

- Recovery - Debris  
Removal  
Focus.. Collective  
trauma across  
our org'n. crisis  
intervention w/our  
employees

(NED responded the night  
of the fire w/ a deplete  
training to do so)

A lot  
pressure  
is

• Tech -  
maintaining  
CRITICAL ASPECT

• Maps \* Call Ctr.  
+ Facilitate  
local  
Communication's  
lost

• HOW TO  
RESILIENT to  
WITHSTAND  
DISASTERS?

• City ATTY - very  
affected.  
- our ppl really  
Stopped up/volunteered

• will be UPDATING our  
OWN Emergency  
plans

+ RECOVERY  
Procurement

• Rec + Parks + Pub.  
works

• Status of our  
INFRASTRUCTURE  
Will there be recovery on

• Parks?  
• Sidewalks?  
• Elec  
Systems?

• Bonding options for talk  
w/ FEMA

• PED - Balancing...  
As we make decisions,  
urgency... it affects

ALL DEPTS FOCUS: Keeping  
our Community

• Community Engagement  
- Resources? - Understand the COMMUNITY  
of the ASSIGNMENT.

• WHAT DO OUR  
GDWS TAKE IN  
TERMS of RESOURCES

• How TO MANAGE?

• CORE/NON-CORE  
Sucs.

• 4 PHASES  
cleaned up  
1. Lost... so  
many  
UNBUNDLING

• 45 acre/piece  
Nationwide org.  
is 7 acres/piece

• HR - Risk Mgt. Services  
were the focus after the FIRE..  
Behind the  
Scenes ops.

• FINANCE

• Overwhelmed  
response to FEMA + fire.

• FEMA reimbursement request  
Lost a couple ppl. to  
another Dept  
(HIRED NEW)

• ASO

• TRANSIT -  
Reimagined  
CITY BUS ROUTE..  
too much, need  
adjustment

• 118 FACILITIES  
Significant  
ISSUES!

Jan 13, 2018  
Paul P



## Reflections on the Past Few Months

The Council and executive team had a short discussion early on the first day about the past few months during and after the fire. Highlights of their comments were captured in the following graphic.



## **Budget Forecast Overview**

The City Manager and acting Finance Director presented the City's reserve level outlook and discussed other factors regarding the budget. There is much uncertainty about the City's financial outlook, but more will be known in the next few weeks and months. Examples of unknowns include sales tax revenues, general fund revenues, and property tax revenues. Of significance is the damage done during the 2017 fire. The cost of public safety mutual aid is not yet known, and the local cost share of damage to infrastructure could be significant. The Ernst and Young report will inform the City's responsibility in the next few months.

The acting Finance Director provided the following information about the City's reserves. As shown, expected reserves at the end of the current fiscal year will be below the City's stated reserve level.

<b>Beginning Reserves at 6/30/2017:</b>	<b>\$37,310,145</b>
<i>This is 25% of net expenditures</i>	
<b>17% of expenditures = \$25,258,944</b>	
<b>15% of expenditures = \$22,287,944</b>	
<b>Estimated ending reserves at 6/30/18:</b>	<b>\$19,483,075</b>
<i>This is 13% of net expenditures</i>	
<i>* Reserves are based on net expenditures. In this case, the net expenditures for FY2016-17 are \$148,582,028.</i>	

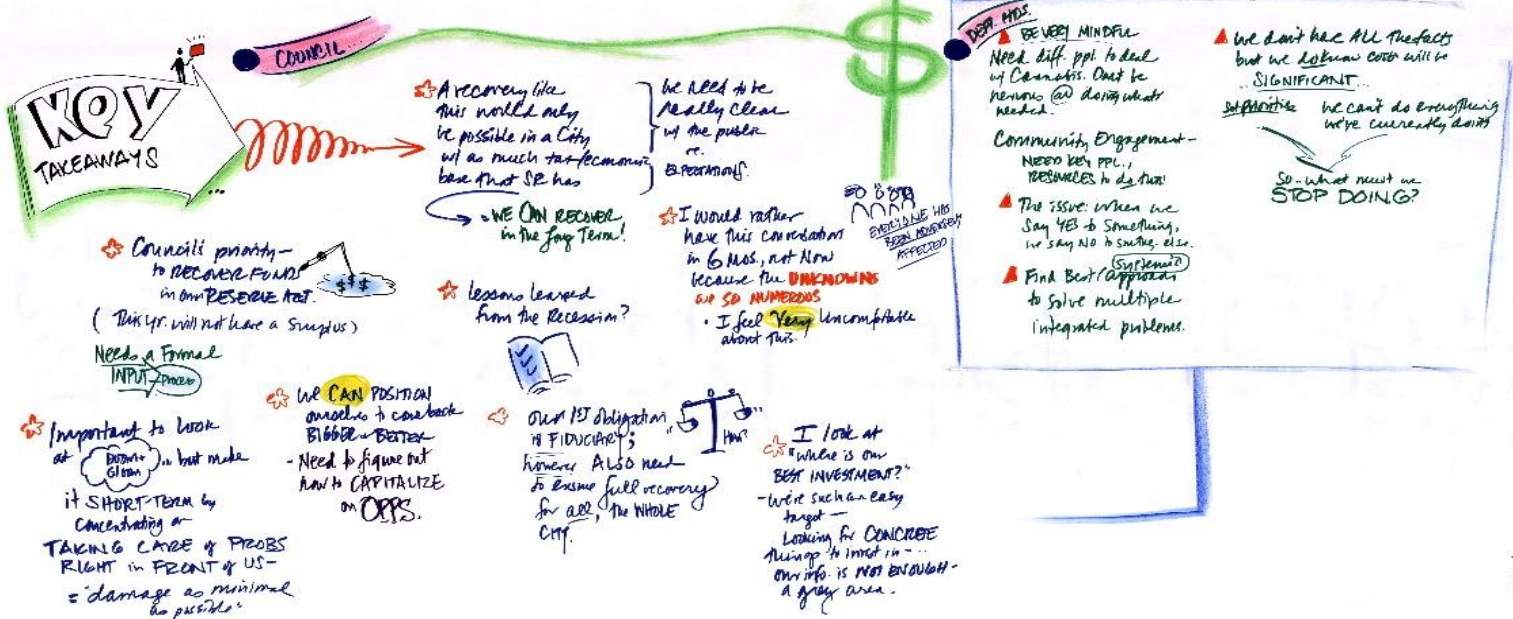
The City Manager commented that had the City not had reserves at the 25% level, the discussions now would be quite different than is the case currently.

Councilmember comments included:

- Use of reserves has been for reasonable purposes.
- Estimated year-end reserves do not include any FEMA reimbursements.
- Recovery costs still looming, unknown.
- Possibility of other emergencies/disaster occurring.

Council and staff comments from the first day of the workshop following presentation of financial slides are shown in the following graphic chart.

BUDGET FORECAST and INPUT FROM COUNCIL MEMBERS for FY 2018-19 BUDGET



**Key Projects/Issues by Department**

As a way to inform the Council and to begin the discussion of the year's priorities with a context of what is already underway, each department head reviewed the top projects that their department will be focusing on during the year. The executive staff also indicated whether additional resources would be needed to meet their objectives. Attachment A contains the key projects by department. The graphic recorder captured department heads' comments about resources needed as shown in the image below.

**Needs:**

**CITY MGRS. OFFICE**

**CITY CLERK**

- Transparency
- Make everything available on line

**CITY ATTORNEY**

**FINANCE**

- How to deal w/ labor cost recovery?
- Data entry - difficult
- Changing changes in our dept.

**COMM. ENGAGEMENT**

- Systemic change (takes time)
- Build resilient neighborhoods & community - a FOUNDATIONAL PROCESS via PLAN
- Interaction w/ City Atty. office - complicated - resistance
- Only 1 person for Comm. Engt. - So much on our plate like CVRA
- Band width / capacity DOES NOT EXIST.

**HR**

- Org. assess ment being done - will provide better, more efficient svcs.
- Give EMP prog. our support

**Current Departmental Projects Underway or Planned for 2018**

**FIRE**

- to build New Station - \$50 (157) km
- 1 Battalion Chief - (Now at 1 chief - 12 piece equip) - NEED 2 on duty - to add one = \$1 m
- + remodel Station 2 (Stuyvesant Road)
- a Plans **BATTAL** vs. Plans **CHECKER** (i.e. Cannibae)
- Comm. svcs. can perform (work closely) needed
- Q. Where is Disaster Preparedness on FD list?

**PD**

- The building is **MAILED OUT** @ Roseland
- The way we **PLAN** EVENTS - Have an **INCIDENT ACTION PLAN** (people) already in PLACE to bring incident under control
- Data for Investigative services + traffic impact (i.e. Roseland)
- Homelss Assistance touches all departments.

**How does COMMUNITY engagement work across all these issues?**

**HOUSING and COMM. SERVICES**

- Be patient w/ our peer - need a different staffing model.
- More discussion on our application of resources.

**WATER**

- Core respons. @ Mandate
- But yet, our community cares @ Sustainability, outreach etc. which must touch the public. Look at - WE NEED TO SEE IF WE'RE **TOD BIG?** will be a hard task
- A lot of challenges ahead
- UPGRADES NEEDED systematically.
- Q. More info on the prog. we can't afford? (water conservation)
- A. There is no regulatory mandate telling us how GOOD WE MUST BE, how much HANDHOLDING NEEDED, etc?
- Balance slowing down operations + put towards **infrastructure**.

**TRANSP. & PUB. WORKS**

- Maintaining programs that impact our time! - RESULTS?
- Change coming in how we program facilities.
- Roseland - more improvements to come

**REC + PARKS**

- GET "PERFECT MIND" operational
- Only 2 ppl. to take care of this @ disaster recovery.
- Lack of info. @ core svcs, level of svcs, lack of history
- will meet to understand each area's core services, level of svcs, what things should be doing
- City SUBSIDIZES ALL recreational activities - hiring consultant to look at our costing

**PLANNING & ECON. DEVELOP. IT**

- Some resources appropriated - Council will have some discretion on allocations.
- A lot more permits becoming operational soon.
- Get on same page re. grants.
- Just had 2 BIG EVENTS (Fire)
- gen. plan update will be costly
- Huge issue - getting childcare in place
- "DOWNTOWN DISCUSSION" - Aggressively go after all assets, city perspective for HOUSING - to bring more employees downtown.

**INFO. TECH.**

- "CRISIS is a terrible thing to waste"
- Ensure connectivity to ppl?
- How to ensure BOLD-BOARD?
- Invest in **DOING THINGS BETTER**.
- Asset Mgt. System on its last legs.
- DD better job supporting GIS + elections - district (spatial analysis)
- DNG - ONCE will need a lot of help from all depts.

Q. HOW MIGHT [ORANGE] FEASIBILITY STUDY HELP US LOOK @ PUBLIC BANK IDEA?

CAPACITY ASSESSMENT - How many people can we support?



**★ MOBILIZE, seek WILLINGNESS to INVEST - UTILIZE the Research Firm - ASK the Comm. if they're willing to help with preparedness + recovery**

**RECOVERY PROCESS UNFOLDING BEYOND THE WORK WE DO.**

Day 2  
PB

## Framework for Priorities



- ❖ **Multi-Year Goals and Aspiration Statements:** These are the Council’s long-range goals, to be achieved over a period of years through annual priorities of specific projects and initiatives.
- ❖ **Near-Term Priorities:** These are the “must do” projects and initiatives for focus between now and the end of June 2018 (six-month focus).
- ❖ **Tier 1 Priorities:** These are projects and initiatives determined by the Council for primary attention of staff and resources.
- ❖ **Tier 2 Priorities:** These are projects and initiatives to be pursued, as capacity and resources permit.

### Multi-Year Goals and Aspiration Statements

The Council and executive staff discussed a draft list of broad multi-year goals and aspiration statements. Through discussion, a final list of 10 were agreed to by Council, subject to formal adoption by the Council at a future Council meeting.

Table 1 contains the goals and aspiration statements as edited on January 25, 2018.

Table 1. City Council's New Multi-Year Goals and Aspiration Statements

GOAL	ASPIRATION STATEMENT
❖ <b>Ensure financial stability of City government.</b>	Santa Rosa sustains a strong, diversified economic base that continually renews itself, and has a structurally balanced budget with sufficient reserves in all funds to weather economic shifts for long term sustainability of City services.
❖ <b>Effectively implement the recovery and rebuilding of Santa Rosa.</b>	Santa Rosa emerges as an even stronger, more vibrant, resilient and livable community prepared to achieve its vision of leading the North Bay.
❖ <b>Meet housing needs.</b>	Santa Rosa actively supports housing for all, through protection, preservation and production of housing.
❖ <b>Attain functional zero homelessness.</b>	Santa Rosa supports effective strategies that house homeless individuals.
❖ <b>Invest in and sustain infrastructure and transportation.</b>	Santa Rosa regularly invests in its transportation, roads, technology and overall infrastructure to protect and sustain its assets and keep pace with community needs.
❖ <b>Provide for community safety, valued City services and open government.</b>	Santa Rosa is a safe and healthy place and has the right mix of services supported by effective internal services operating within open government practices.
❖ <b>Foster neighborhood partnerships and strengthen cultural assets.</b>	Santa Rosa promotes thriving neighborhoods in preserving its heritage and vibrancy of the community.
❖ <b>Promote environmental sustainability.</b>	Santa Rosa protects and improves the environment through its policies and actions.
❖ <b>Foster a 21<sup>st</sup> century city and organization.</b>	Santa Rosa leads the North Bay by supporting innovation in service delivery, engaging its employees and striving for high employee morale.
❖ <b>Foster a strong downtown and overall economic development of the community.</b>	In Santa Rosa, a successful downtown is a community wide economic development engine and cultural center where people live and work.

### Near-Term (Six-Month) Priorities

The city manager identified six key priorities that need to be focused on between now and the end of June 2018. The Council added homelessness to the list below. The Near Term (six-month) priorities are listed in Table 2 below.

Table 2. Near-Term (Six Month) Priorities

Council's Near Term (Six Month) Priorities	
1.	FEMA project sheet (for reimbursement) <i>Timeline: Due April 16</i>
2.	California Voting Rights Act (CVRA)/district elections <i>Timeline: February 6 to mid-April</i>
3.	Rebuild/build downtown and fire areas
4.	Budget process for FY 2018-19
5.	Review revenue options
6.	Purchasing process policy review
7.	Homelessness

### Tier 1 Priorities

On January 25, 2018, the Council determined its Tier 1 priorities. These are initiatives which will receive the highest attention during the year. They are listed in Table 3 below. The number of Councilmembers placing dots on each of these is shown in the table. Additionally, comments to clarify intent are included.

Table 3. Tier 1 Priorities

Tier 1: Council's Top Priorities – To Receive Greatest Attention	
1.1	<b>Recovery/rebuilding</b> (5 dots) • <i>Comments:</i> Includes housing rebuilding, infrastructure rebuilding
1.2	<b>Comprehensive housing strategy</b> (5 dots) • <i>Comments:</i> Refers to Housing Action Plan
1.3	<b>Open government task force recommendations</b> (5 dots) <i>Comments:</i> Staff will prepare a status report on the task force recommendations, and identify the impacts of implementing the remaining items to discuss those with the Council; identify what potentially could be accomplished in different ways than that recommended in the report to still accomplish the same goal; include a review of the Sunshine Ordinance recommendations
1.4	<b>Downtown housing</b> (6 dots) <i>Comments:</i> Includes economic development, downtown revitalization and downtown programming
1.5	<b>Homelessness</b> (7 dots) <i>Comments:</i> Intent is to stay on path of the existing plan; includes risk mitigation pool

## Tier 2 Priorities

On January 25, 2018, the Council reached consensus on eight Tier 2 priorities. These are initiatives that will receive attention as resources permit. Tier 2 priorities were those items receiving four or more dots from Councilmembers during the prioritization process. These priorities are listed in Table 4 below in the order that they received dots from Council members. It was noted that given the critical nature of the six-month priorities and Tier 1 items and the resources needed for those, it is unlikely any work will be done on the Tier 2 items.

Table 4. Tier 2 Priorities

Tier 2: Initiatives to Receive Attention as Resources Permit
2.1 Replenish reserves (6 dots)
2.2 Conduct emergency preparedness (5 dots)
2.3 Focus on employee morale and well-being (5 dots) <i>Comments: This has to do with asking what is the city doing to have positive effect on morale? Do we have a problem with morale?</i>
2.4 Plan and implement the Southeast Greenway (5 dots)
2.5 Create plan to address deferred maintenance throughout the community (4 dots)
2.6 Implement the Climate Action Plan (4 dots)
2.7 Explore feasibility of a public bank (4 dots)
2.8 Explore options for funding Roseland Library (4 dots)

## Other Opportunities for the Future

Table 5 contains a list of potential opportunities for the future. These are projects that will not move forward this year, but which have been listed for future consideration. This list contains items from the April 2017 workshop as well as items added on January 25, 2018.

Table 5. Other Opportunities for the Future

Other Opportunities for the Future
Explore business improvement districts in neighborhood commercial centers.
Adopt living/minimum wage.
Obtain a new funding source for the transit system.
Develop a strategy for producing/stimulating the production of childcare facilities.
Create a transition program for neonicotinoids.
Hold a study session on creating a public bank.
Explore options for funding free transit rides for K – 12 students.
Explore paid family leave.
Conduct study session on community impact reports.
Attract businesses with well-paying jobs and encourage retention and expansion of existing local companies.
Implement participatory budgeting.
Increase funding for community advisory board grants and review policies.
Increase youth engagement services.



## Items to Defer

The Council asked to hear from department heads what projects or initiatives could potentially be deferred to make capacity for the near term and Tier 1 priorities. Each department head offered comments. The City Manager indicated that further discussions will take place as part of the budget process. He also posed the question, "What is our risk tolerance?" He indicated that the answer to that question will help us know what we can and cannot defer. Impacts of federal government shutdown will not be known but immediate impacts not expected on our recovery efforts. The initial comments from department heads made on January 19 were captured by the graphic recorder in the following chart.

**DEFER?**

Public works - PARKS

**FIRE**

- Rental Inspection Prog.
- Honorable Svcs. - Eval. it w/ other Financial Partners in mind
- Defer Active Construction - Station A (delicate)
- Apparatus Replacement - need new hydraulic pump - ladders go out of service often.
- Some maintenance on Equipment... but could be costly.
- Code 2 calls?

**POLICE**

- Staffing Study (Decisions to make on staffing)
- Training Facility
- PLANNING + ECON DEV.
- Community Impact report process
- Policies + Projects Housing / Comm. SE green non

**WATER**

- Decrease in level of service (vs. department)
- Water conservation
- level of Outreach
- Cyclical M.P. updates
- Stormwater work of Pw eq. Stream restoration
- Water Cap. Projects.

**IT**

- Bido (a risk position) - Must have intrusion protection system...
- RISK bearing our data a little less secure?
- Depends on depts.

**HR**

- Hire a Labor MAR = Cost Savings
- Training MAR... reduce/refer some trng. prog.

**LEGAL**

- Code Enforcement Efforts
- plaintiff litigation
- Advice: driven by what depts are doing
- CURA - + District Elections → require legislation

**FINANCE**

- Pension
- Banking Services - delay - but deferring = we don't save much
- Operational

**COMM. BUDGET**

- Boilend Neighborhood
- District Elections

**WHAT IS OUR RISK TOLERANCE?**

Day 2 P. 2

## Communication Strategy

At the end of the session on January 25, the Council and staff discussed elements of a communication strategy. A summary follows.

### What Needs to be Communicated?

- The results from this workshop, including:
  - Broad goals and aspiration statements
  - Near Term Priorities
  - Tier 1 Priorities

- Tier 1 Priorities
- What will not move forward
- City's financial situation, including uncertainties

***With Whom Should We Communicate?***

- The public
- Employees, unions
- Partner agencies (federal, state, local, non-profits)
- Boards and commissions, to enlist them to help inform others in the community
- Press
- Development community
- Non-profits
- Chamber of Commerce

***How Could We Communicate?***

- City Manager's newsletter to employees
- Op-ed piece in the newspaper
- Hold employee and union meetings to hear from leadership
- Department heads will share information with their staff
- Create handout to use at CVRA hearings
- Social media

## **Discussion About What the City “Must Do” as a Government and Revenue Generating Options**

Working in small groups, two questions were discussed, intended as a reference for future discussions. Table 6 below provides a summary.

*Table 6. “Must Do” as Government; Strategic Investments*

What the City “Must Do” as a Government	Strategic Investments for Increased Revenue
<ul style="list-style-type: none"> <li>• “Keep lights on, water flowing, roads to drive on safely”</li> <li>• Community does not see the hidden costs of the city: “nothing is free”, “time is money”</li> <li>• Provide core services (what are these?)                             <ul style="list-style-type: none"> <li>○ There are gradients of service – at what level is a “must” vs. “community expectations”</li> <li>○ Ask ourselves... why did we incorporate?</li> <li>○ Public safety</li> <li>○ Clean water</li> <li>○ Sewer</li> <li>○ Life and safety</li> </ul> </li> <li>• Implement Measure O and other mandates</li> <li>• Code enforcement – tiered levels</li> <li>• “Not visible” services e.g., legal, HR, finance, but be handled if we’re to be a municipal corporation; must meet legal requirements, mandates; technology (phones, computers, etc.)</li> <li>• Infrastructure – look at what we have vs. “luxury”; what people really expect</li> <li>• Prevention strategies; invest now and save money later</li> <li>• Could use opinion research to ask some of these questions of the public</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in downtown to get results – adequate resources for economic development infrastructure</li> <li>• Re-evaluate fees, including a 1<sup>st</sup> responder fee</li> <li>• Maximizing our reimbursements</li> <li>• Develop a state agenda; could be opportunities at the state level</li> <li>• Revenues/expenses – cannabis</li> <li>• Peer review of the capital projects</li> <li>• Dig once (conduits)</li> <li>• Tax increment financing</li> <li>• Utility users tax and transient occupancy tax</li> <li>• Look at dollars going out for tourism - reinvest some into maintenance projects</li> <li>• Housing bond</li> <li>• Opioid litigation; look into it as funding stream for homelessness and other concerns</li> <li>• Utilizing city assets – parking lots, etc.</li> <li>• Evaluate facilities to see where it’s better to “start over” vs. revitalizing</li> <li>• Other litigation opportunities</li> <li>• Unused assets for one-time sale</li> <li>• Investment in infrastructure</li> <li>• Housing action plan underway</li> <li>• Infrastructure finance districts</li> <li>• Public bank</li> <li>• Use other resources other than revenues (i.e., partnerships with non-profits, neighborhoods, volunteers, others)</li> <li>• Transit</li> <li>• Homelessness as a regional project</li> <li>• A strategy of physical and social prevention as a way to increase supply; how to measure “prevention” needs to be adequately funded</li> </ul>

Welcome Back!  
JAN. 19, 2018

SEAN

IF there is a  
govt. Shutdown

We're not expecting much impact  
on our recovery, FEMA, Debris  
removal.

IMPACT  
POSSIBLE

IRS Stop their  
advising Employers  
on the new TAX  
FORMULATION

FEEDBACK ON YESTERDAY?

I Appreciate everyone's honesty  
@ our Financial Condition,  
RESPECTING our New Condition.

WHAT MUST WE DO? "Gradients" point of view

- 6 Provide Core Services / Gradients of Service...  
*Note: Public Safety, Clear water, Sewer, Life + Safety + "Must" vs. Community Expectations...*
- 6 (Measure '0') + Other Mandates
- 6 Code Enforcement - Tier 1
- 6 "Not visible" services e.g. Finance, etc. as a Corp.
- 6 discussion on Infrastructure - Gradients...  
+ look at what we HAVE to DO vs. "Luxury" vs. what ppl. really WANT vs. \_\_\_\_\_  
*Hand questions*
- 6 Legal Records - must meet legal requirements, mandates
- 6 Tech - phone, computers
- 6 Presentation strategies
- 6 "Keep lights on, water flowing, roads to drive on, Safety in place."

MUST DO..

PUBLIC MIGHT SAY

NOTE: Ask ourselves... Why DID we INCORPORATE? That gives us the "Core" Services" list.

Use Opinion Research to ask some of these questions at public forum?

6 Note: Community does not see hidden costs of the City: "NOTHING IS FREE" "TIME IS MONEY"

WHAT STRATEGIC INVESTMENTS COULD RESULT IN INCREASED REVENUE?

- ✓ A Strategy of PHYSICAL + Social Prevention as a way to increase supply.  
↳ How to MEASURE "prevention": Needs to be adequately funded
- ✓ Revenue/Expense Cumbis
- ✓ Peer review of the Capital project
- ✓ Dig once (Conduits)
- ✓ Tax increment Financing
- ✓ UUT + TDT
- ✓ Look at \$ for tourism - re-invest into deferred maint. projects.
- ✓ Housing Bond
- ✓ Opioid litigation - look into it as funding stream for homelessness + other concerns
- ✓ Utilizing City Assets - pky, lots etc.
- ✓ Evaluate Facilities to see where it's better to "Start over" vs. RENTALIZING + invest in New Infrastructure?
- ✓ Public Banking
- ✓ Other litigation opportunities
- ✓ Unused assets for 1-time sale
- ✓ Investment in infrastructure
- ✓ Housing Action Plan underway
- ✓ Infrastructure Finance Districts
- ✓ Use other resource other than Revenue...  
eg. PARTNERSHIPS w/ county? Non-profits? Neighborhoods? Volunteers?
- ✓ Transit Structure - what it is
- ✓ Homelessness as a REGIONAL PROJECT
- ✓ In West is downturn to get results. Maximize resources for Economic Develop. Infrastructure
- ✓ Re-evaluate fees, including a 15% repair fee
- ✓ Maximizing our reimbursement
- ✓ Develop a State Agenda: opps. @ the State level?

STRATEGIC INVESTMENTS revenue

MAKE STRATEGIC INVESTMENT?

Jan. 19, 2018  
Day 2  
P.1

## **Wrap-up/Comments from Council and Executive Team**

Near noon on *January 19, 2018*, each person made some comments about the day and a half they had spent together so far.

- Uncomfortable looking too far out...what's our focus?
- Appreciate staff honesty today. Need staff clarity on goals.
- Great direction – time to get going!
- How do these fit into budget process? How will it look “on the ground”?
- Good discussions.
- It will hopefully become clear on January 25<sup>th</sup>.
- Eye opening. Appreciate the conversations. Helped me.
- Lots of healthy conversations. Good exchange.
- We're trying to squeeze through a knothole. Causes a different way of thinking – I like that we're heading to a reduced number of goals. Worry about sacrificing our services in any way.
- Long-term vs. short-term. I worry about “the next six months”.
- Talk about how to facilitate. Nimbleness needed.
- Very informative on the big picture.
- Helpful to hear from everyone. I'm focused on next six months.
- Directors' sharing their juggling needs.
- How to translate broad goals into our next six months.
- Always good to have these conversations.
- Need to be “comfortable with being uncomfortable.”
- Appreciate this great discussion.
- Wise that we take a break for a week; need time to think and talk with constituents.
- Thank you, department heads for frank discussions.
- There's a lot of risk here for everyone.
- More aware of our task to communicate to our full community what's happening.
- Organizational health and employee morale as an important focus.
- Important to acknowledge the courage in this room and how to tell this story in a complete way.
- A critical part of our healing.
- Thank you, public, for sitting with us through these difficult conversations.

At the end of the session on *January 25*, Councilmembers and executive staff shared a comment about the three days spent together. A summary follows.

- Council needs to reflect on enormity of tasks ahead and be cautious about adding to staff workload
- “Ah-ha” moment to see six-month list
- We need to “walk the talk” regarding sticking with our agreed-upon priorities
- Happy to have clear direction
- Good that this process exists
- A lot to do in next six months
- Waiting to see priorities translated through budget process
- Always good to define what city is doing
- Good to separate six-month and one-year – not surprised by outcome
- Department heads appreciate being able to participate
- Helps with personal/department goals
- Lots to get through in the workshop; appreciate flexibility of facilitator
- Good to reflect on what has been accomplished since last year
- Our goal setting has been a highly evolved process over years
- My first opportunity to participate; good outcome
- So beneficial to have staff here for our discussions
- Thanks to public for participating
- I have a better understanding of challenges for staff
- Good to see council consensus; that will help with the heavy lifting that will be needed
- Model of how government should work
- How to manage items that don’t make it to the top

### ***Next Steps***

- Staff will place the following on a future Council agenda for adoption:
  - Broad multi-year goals and aspiration statements; and,
  - Priorities, including Near Term (six month), Tier 1 and Tier 2.
- The budget process will include earlier Council input this spring, beginning in April 2018, than in prior years.
- Communication strategy will be pursued.

## Attachment A – Key Department Projects for 2018

Key Departmental Projects for 2018	
<b>City Manager's Office</b>	<ul style="list-style-type: none"> <li>• Recovery Oversight</li> <li>• Purchasing Project</li> <li>• CFO Recruitment</li> <li>• CVRA Coordination</li> <li>• Garbage franchise roll-out/Zero waste project</li> </ul>
<b>City Attorney</b>	<ul style="list-style-type: none"> <li>• California Voting Rights Act/District Elections</li> <li>• Wildfire response</li> <li>• Housing initiatives</li> <li>• Homelessness initiatives</li> <li>• Economic Development initiatives</li> <li>• Update of procurement policies and procedures</li> <li>• Cannabis policy and tax implementation</li> <li>• Long term finance initiatives</li> </ul>
<b>City Clerk</b>	<ul style="list-style-type: none"> <li>• Full implementation of VoteCast</li> <li>• Implementation of eComment</li> <li>• Digitizing records and publishing online engagement tools</li> <li>• Support November 6th General Municipal Election</li> <li>• Support CVRA efforts</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Organizational assessment of Human Resources</li> <li>• Establish quarterly review meetings with departments on workers compensation goals</li> <li>• Update personnel policies</li> <li>• Develop performance evaluation model</li> <li>• Adopt project to support city council goals</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Pension Rate Stabilization Program</li> <li>• Citywide Fee Study</li> <li>• RFP for new Parking Access and Revenue Control System (PARCS) for the five garages</li> <li>• Garage 9 top deck replacement</li> <li>• Disaster Labor Audit for Cost Recovery</li> <li>• FY 2018-19 Budget</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>• Radio Infrastructure Modernization</li> <li>• Backup Generator</li> <li>• Disaster Preparedness training facility</li> </ul>
<b>Fire</b>	<ul style="list-style-type: none"> <li>• Fire Department Facilities Master Plan</li> <li>• General Plan Amendment</li> <li>• Reconstruction of Station 5</li> <li>• Station 9 Construction</li> <li>• Expand/remodel station 2</li> <li>• After Action Review of Tubbs Fire</li> <li>• After Action Review of EOC</li> <li>• Public Safety Building</li> </ul>

Key Departmental Projects for 2018	
<b>Housing and Community Services</b>	<ul style="list-style-type: none"> <li>• Application and Administration of Disaster Recovery H.C.V.</li> <li>• Application and administration of CDBG-DR</li> <li>• Consider the creation of a new Affordable Housing Resource</li> <li>• Repurpose Homeless Service Center and Family Support Center to Housing First focused shelter</li> <li>• In partnership with the County explore expansion of H.F. Indoor/Outdoor Shelter Options and alignment with CHAP</li> <li>• In partnership with the County, develop Homeless Service Redesign, Primary Decision-Making Group for C of Care, and common metrics/reporting</li> <li>• Develop Secondary Priority Programs from July 11 Council Meeting: Risk Mitigation and Client Support Fund</li> <li>• Repurpose NRP integration with Rental Inspection Program</li> <li>• CDGB/HOME/HOPWA Waiver</li> <li>• A.D.U. Occupancy and Affordability Compliance</li> </ul>
<b>Water</b>	<ul style="list-style-type: none"> <li>• Organization assessment of department</li> <li>• Compost Partnering with Sonoma County Waste Management Agency</li> <li>• Rebuild Fire Damaged Sewer Infrastructure</li> <li>• Develop a Storm Water Enterprise</li> <li>• Microgrid</li> </ul>
<b>Transportation and Public Works; Recreation and Parks</b>	<ul style="list-style-type: none"> <li>• Perfect Mind Implementation</li> <li>• Summer Programs</li> <li>• Park Master Plans</li> <li>• Core Services &amp; LOS Evaluation</li> <li>• Fee Study (cost recovery evaluation)</li> <li>• Fund Raising</li> <li>• Purchasing Program</li> <li>• Transit Integration and Efficiency Study</li> <li>• Tri-Annual Review (Transit)</li> <li>• Facilities Assessment</li> <li>• Bicycle &amp; Pedestrian Master Plan Update</li> <li>• Matrix Report Implementation (CPE)</li> <li>• Cityworks Implementation</li> <li>• Disaster Recovery</li> <li>• Traffic Engineering Customer Service</li> <li>• Capital Projects</li> </ul>
<b>Planning and Economic Development</b>	<ul style="list-style-type: none"> <li>• Inclusionary Housing Policy</li> <li>• Impact Fee Update</li> <li>• Density Bonus Policy</li> <li>• Permit Streamlining Policy</li> <li>• Design Review Process Improvements</li> <li>• Development Agreement for City Parking lot for Downtown Housing</li> <li>• Creation of a Community Benefit District</li> <li>• Downtown and Station Area Specific Plan updates</li> <li>• Resilient City Ordinance #2</li> <li>• Renewal Enterprise District Development and EIFD Assessment</li> <li>• General Plan Update</li> <li>• Cannabis Program Implementation</li> </ul>



<b>Key Departmental Projects for 2018</b>	
<b>Office of Community Engagement</b>	<ul style="list-style-type: none"><li>• California Voting Rights Act (CVRA) aka: District Elections</li><li>• Community Advisory Board – Staff Support &amp; Strategic Planning</li><li>• Resilience City Rebuilding/Resilient Neighborhoods</li><li>• Homelessness Encampment Reduction Efforts</li><li>• Management &amp; Administration of Grant Programs</li><li>• The Partnership – CBO Coordination &amp; Collaboration</li></ul>