



City of Santa Rosa
City Council and Executive Team Retreat
Held February 21 – 22, 2019

March 2019

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Workshop Report

The City of Santa Rosa held a City Council and executive team retreat on Thursday, February 21 and Friday, February 22, 2019 at the Flamingo Resort in Santa Rosa. The workshop was from 9:00 a.m. – 4:30 p.m. on Thursday and 8:30 a.m. – 12:00 p.m. on Friday.

The workshop provided an opportunity for the Council and executive staff to reflect on major items and projects scheduled for 2019, determine top priorities, develop a consensus on how to govern within the new election by district system, and strengthen teamwork between Council and staff. This report contains a summary of the results of the retreat.

Jan Perkins, Vice President of Management Partners, facilitated the workshop. Leslie Salmon-Zhu provided graphic recording of the session.

Workshop Overview

Objectives

- Understanding of major items scheduled for 2019 and major department projects
- Council consensus on priorities for the year and what to defer
- Strengthen teamwork of Council and executives
- Consensus on governance protocols related to Council districts

Agenda

Agenda: Day 1 <ul style="list-style-type: none">• Welcome from the Mayor• Public comments• Comments from the City Manager• Departments' highlights of priorities and issues• Review status of priorities and other major items• Council direction on priorities for the year• Making progress and staying on track• Wrap up	Agenda: Day 2 <ul style="list-style-type: none">• Welcome from the Mayor• Agenda review• Discuss protocols related to districts• Wrap up and next steps
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Workshop Ground Rules

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



- Listen to understand
- Assume good intent
- Executive team to share views
- Speak up if we need course correction

Bike Rack. The facilitator explained that items that were brought up but would not receive immediate attention would be added to a “bike rack.” The following items were added during the workshop.

- Move the following to a discussion of values:
 - Support health, families, safety and well being
- Get maps of all districts enlarged and put on our wall in the conference room



Participants

City Council

- Mayor Tom Schwedhelm
- Vice Mayor Chris Rogers
- Councilmember Julie Combs
- Councilmember Victoria Fleming
- Councilmember Ernesto Olivares
- Councilmember John Sawyer
- Councilmember Jack Tibbetts

Staff

- City Manager, Sean McGlynn
- City Attorney, Sue Gallagher
- Deputy City Manager, Gloria Hurtado
- Assistant City Manager/Director Planning and Economic Development, David Guhin
- City Clerk, Daisy Gomez
- Fire Chief, Tony Gossner
- Housing and Community Services Director, David Gouin
- Chief Financial Officer, Chuck McBride
- Information Technology Director, Eric McHenry
- Acting Human Resources Director, Jeremia Mills
- Transportation and Public Works Director, Jason Nutt
- Police Chief, Hank Schreeder
- Santa Rosa Water Interim Director, Emma Walton
- Santa Rosa Water Deputy Director, Jennifer Burke
- Communications and Intergovernmental Relations Officer, Adrienne Mertens



Day 1: Opening Comments

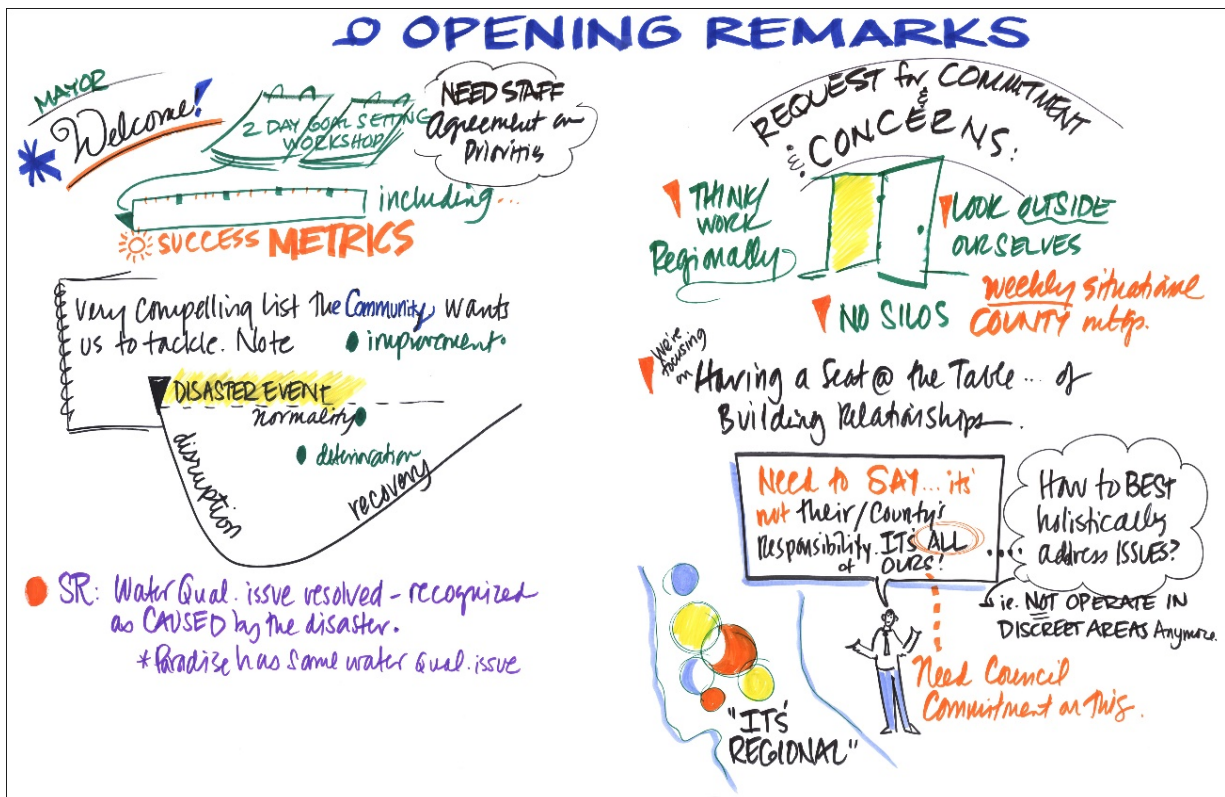
Mayor Schwedhelm

The workshop kicked-off with a roll call and welcome from Mayor Schwedhelm, who thanked the public, Council, and staff for attending. He stated the importance of having priorities, as well as metrics to gauge success. He also said that it was important for staff to provide input about the feasibility of the priorities so that the ones established can be implemented. The Mayor noted he would establish a subcommittee following the workshop to work with staff to establish success metrics for the Council's agreed upon priorities, to then come back to the Council for discussion.

City Manager Sean McGlynn

After hearing from the public at the start of the workshop, City Manager Sean McGlynn offered some opening comments. He said that the public has offered a very compelling list of priorities for the City to tackle. He highlighted the city's focus on improvement, recovering from the disaster event, the disruption that it caused, and a deterioration in the City's fiscal condition. He cited the need to think and work regionally to solve problems.

Highlights of the opening remarks are shown in the graphic below.



Department Priorities and Issues

Each department head gave a brief review of major projects and issues that his or her department is focusing on, and items that require involvement of other departments.

The purpose of the departmental overviews was to provide Council with



a view of the range of issues that department heads are dealing with that are outside of the items on the priorities worksheet.

The City Manager then highlighted several regional efforts, noting that the City of

Santa Rosa is a leader in the North Bay on a variety of fronts.

Following the departmental highlights of priorities and issues was a question and answer session.

Hank Schreeder, Police Chief

In year 2 of our strategic plan, which has three pillars:

1. *Infrastructure*
 - Convert radio system
 - Building security (signage, electric locks, cameras, etc.)
 - Facility improvements
 - Records management system project
2. *People and personnel*
 - Staffing: how to attract, support people; staffing study due in March
 - Professional standards section: request for proposals for new auditing options
 - Legal mandates/1438
3. *Staffing and services*
 - Involved in emergency operations center; example: develop planning for large events...we look at "layering in other services" IP we have an incident – using incident management for major events
 - Coordination of all our public-facing places with safety plans
 - Homelessness and role of the police department; several weekly meetings
 - Improvements in efficiency: our drone program maps major accidents in minutes

Chuck McBride, Chief Finance Officer

- Financial health and sustainability as top priority
- CALPERS: liability increasing for all member agencies; PERS' financial return has to be at 7% to meet their targets
- Budget process underway

- Deficit will get worse over the next 10 years
- Reserve issues need dealing with too
- Need one-time dollars to deal with infrastructure issues
- Purchasing manual; will come to council with updates in policies in order to do business more efficiently
- Recovery accounting and auditing: additional work for accounting staff
- Implications: future bonding will be affected by our ratings/ budget deficit/infrastructure issues, etc.

Eric McHenry, IT Director

- Digital services: mapping, stats.
- Internal services – keeping computers/services up is critical to paying people, vendors, etc.
- Cyber security: the state of being protected against unauthorized use; phishing = specialized attacks on people, asking them to give out information to invalid email accounts; we currently block our email at 10:1 ratio; we get 100 phishing attacks a day
- Media services: example, publicizing 12-15 public meetings/month; we've also built capacity for remote meetings to respond to community interests

Jeremia Mills, Acting Human Resources Director

- New director will assume the position soon
- Labor negotiations: contracts coming open in 2020, with 11 bargaining units
- Americans with Disabilities Act
- Changes in labor, harassment training updates
- Recruitments
- Updating policies and training for compliance

Daisy Gomez, City Clerk

- Focusing on mandated items: elections, Brown Act, Public Records Act requests (tripled since the fire), Political reform mandates
- Coordinating filings and tracking multiple mandates

Sue Gallagher, City Attorney

- PG&E litigation
- Ordinances; ensuring compliance
- Working with Finance – update procurement process
- Code update process improvements, streamlining
- Assuring FEMA-compliant contracts
- Public records
- Open government task force implementation
- All housing initiatives
- Renewal enterprise district set up
- Legal support for multiple boards and commissions for legal compliance
- Respond to courts regarding claims
- Help with day-to-day operations

David Gouin, Director, Housing and Community Services

- Affordable housing: soliciting proposals, working with joint committee, report to Housing Authority, review funding

- Maximize HUD rules
- Waitlist for vouchers
- State action plan
- Disaster recovery dollars
- Homeless services: nine programs launched, involves all city departments, new state dollars for emergency assistance, evaluate community homeless program
- Finalizing code enforcement protocols and timely appeal process

David Guhin, Assistant City Manager/Director, Planning and Economic Development

- Housing policy
- Downtown and citywide
- General plan kickoff; three-year effort
- Recovery rebuild (1,000 construction permits)
- Economic development to attract and retain businesses
- Roseland opportunities – types of investments

Jason Nutt, Director, Transportation and Public Works; Reporting for Recreation and Parks

- Recovery – 28 projects currently valued at \$54m+ total cost; most are in-ground; challenge: this is being balanced by our capital improvement process
- Roads and facilities (118 facilities maintained)
- Public works roles
 - Design and building
 - Maintenance of roadways and structures (fill potholes, etc.); our pavement index is 59
 - Operate transit system
- Recreation employs 200 temps and seasonal employees; \$15/hr. wage will have a financial impact on that budget
- Regarding recovery: several parks were damaged; Coffey Park is largest; we're working with the community; turf is not reimbursable by FEMA
- Measure M: provides \$19m additional dollars for parks and recreation, but a "maintenance of effort" is required to ensure that new money does not displace other money

Emma Walton, Interim Director, Santa Rosa Water

- Recovery/water: working with FEMA to receive all and any reimbursement
- Resilience to our system: working with a consultant for ways to further harden our system
- Water supply/infrastructure planning: staying closely involved; we maintain a lot of infrastructure – we are staying strategic; infrastructure to support downtown/city as a whole

Tony Gossner, Fire Chief

- Fire prevention/rebuild: speeding up processes
- Certified Unified Program Agency (CUPA) audit 2019
- We will help develop the fire services side of the General Plan Update
- Emergency preparedness: implementing new software
- Fire prevention: grant received for vegetation management and keeping our community safe; prevention needs to be a regional approach

- FCC/wireless emergency alerting issues; pros/cons of “sirens” pros/cons
- Infrastructure – just 10 stations now and some need replacing; a fire station now costs \$1,000 a square foot
- Staffing study underway
- Emergency medical: a countywide process
- Sonoma Co. fire services: we want a grid system for evacuations; build a platform for managing all our emergency systems decisions; we want one unincorporated department; we want more positions out in the field
- ½ cent sales/parcel tax
- Need construction and staff of two stations
- Add second battalion
- Apparatus replacement program



A summary of the department presentations is provided in the graphics below.

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Management Partners

Departments Highlights of PRIORITIES and ISSUES

DAVID GOUIN
HCS

AFFORD'L HOUSING
Maximize HUD rules up to 208

HOMELESS SERVICES
Waitlist for Vouchers

9 programs launched
→ Hts all Depts. **CODE**
→ Redesign Transition
→ Support to Law suit
→ New State \$ for emergency assistance
→ Evaluate Comm Homeless Prog.
→ "CHECK program"
→ More funding expected
→ Finalizing Code Enf. protocols + Timely appeal process

Polices
State Action Plan
Disaster Recovery \$
Moving our Affordable Housing Pipeline Forward
Solicit Proposals
Working joint Comm.
Report to Housing Auth.
Review Funding

JASON NUTT
T & PW

RECOVERY - 28 Projects Currently valued at \$54m+
Total cost. Most are "in-ground"

→ Challenge: This is being balanced by our Capital Imp. process

ROADS and FACILITIES (118 facilities maintained)

1. Design + Building Roadways
2. Maintenance of Structures (fill potholes, etc) - Our payment index is 59
3. Operate Transit System

TRANSIT - New Transit MAPS.

RECREATION PROG. Employs > 200 - Temp/Seasonal employees @ \$15/hr. wage

RECOVERY (7 parks damaged + 7 PARKS on hold)
→ Coffee Park is largest - we're working w/ the Community
→ FEMA (Turf not reimbursable)
→ **MEASURE M**: Provides \$1.9m additional \$ for Parks AND Etc.
→ "Maintenance of Effort" req'd. It's a TOOL to ENSURE THEIR "new" money is not used as a "backfill" for others' \$

JASON CARTER
OCE

CAB (Community Adv. Bd.) STRATEGIC PLAN

NEIGHBORHOOD FESTS (goals: cohesion, asset mapping, etc.)
→ e.g. Block Parties

OPEN GOVERNMENT - Subcommittee was created.
→ Creating Citywide Engagement Plan
→ Significant changes made
→ Developing a Cross-Department Engagement Plan
→ Make our website more user-friendly
→ Strategize w/ Rec + Parks

VIOLENCE PREVENTION PARTNERSHIPS
→ Support
→ preparing Community Safety Scorecard

DAVID GUHN
PED

HOUSING POLICY Bring in Right Service...

DOWNTOWN + CITYWIDE

GENERAL PLAN KICKOFF: Priming oppy for a Regional Approach

RECOVERY REBUILD (1,000 construction efforts)

ECON. DEV. = ATTRACT - RETAIN Businesses

ROSELAND OPPS. - types of investments.

EMMA WALTON
GRW

RECOVERY/WATER: Working w/ FEMA to receive all + any reimbursements.
→ ensuring well address needs for families rebuilding.

RESILIENCE to our SYSTEM
→ Working w/ a consultant for ways to further harden our system

WATER SUPPLY / INFRASTRUCTURE PLANNING
→ Staying closely involved
→ Maintaining a lot of infrastructure. We're staying STRATEGIC
→ Ensure our Rate = as low as possible
→ Infra. to support downtown/City as a whole

TONY GOSSNER
SFPD

FIRE PREVENTION / REBUILD:
→ Speeding up processes
→ CUPA audit 2019-
→ Help develop the Fire Svc. side of General Plan

EMERGENCY PREPAREDNESS:
→ Implementing new DOC Software.
→ Fire Prevention Grant received for vegetation management + keeping our community safe.
→ This needs to be a Regional Approach

FCC/Wireless EMERGENCY ALERTING issues:
→ attending a lot of meetings.
→ "Sirens" pros/cons came up.

INFRASTRUCTURE → ID Stations NOW.
→ a fire station now costs \$1,000/sf (EXPENSIVE)

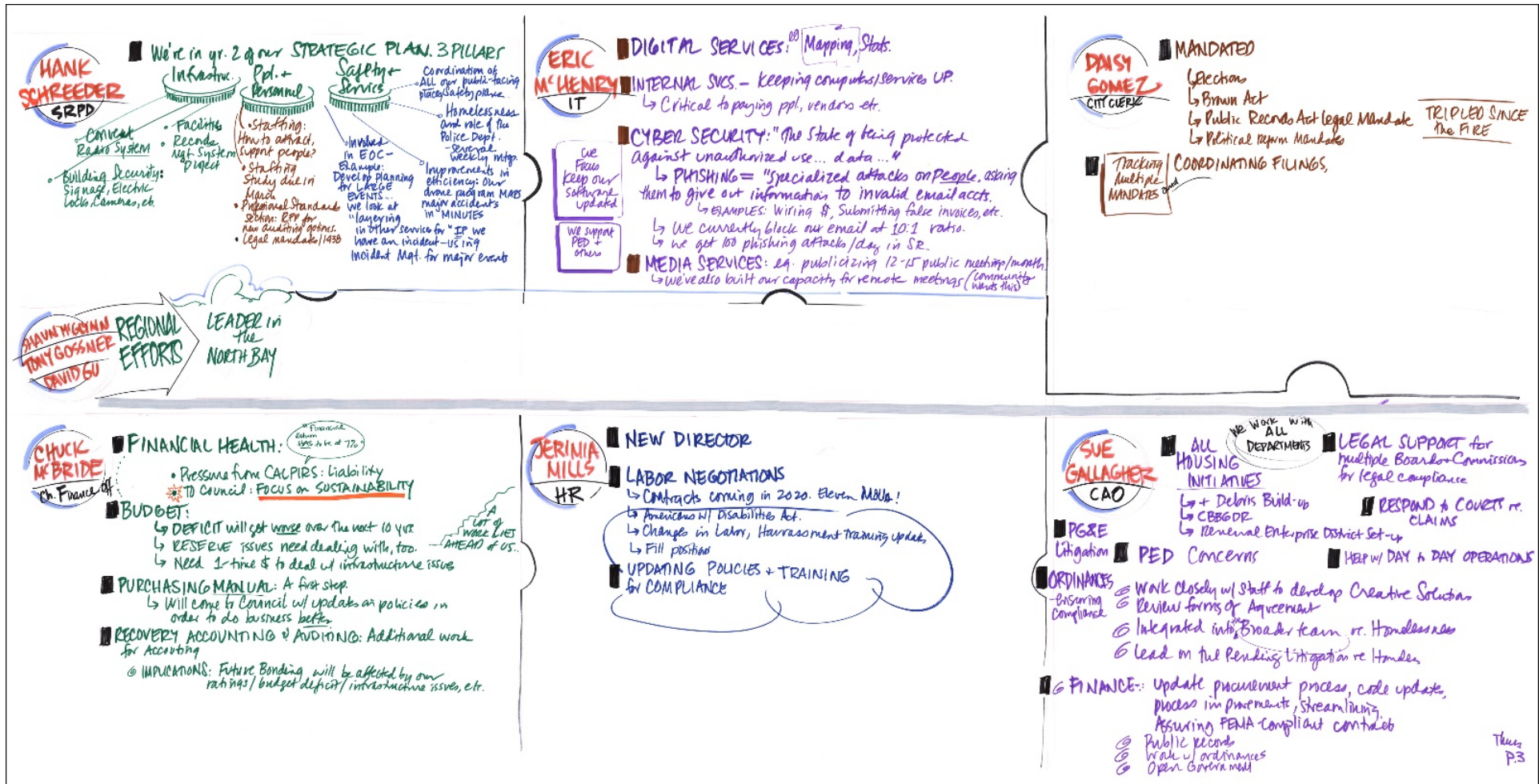
DOING a STAFFING STUDY NOW

EMS: A county-wide process.

SONOMA CO. FIRE SCS. REVISION for the COUNTY

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Management Partners



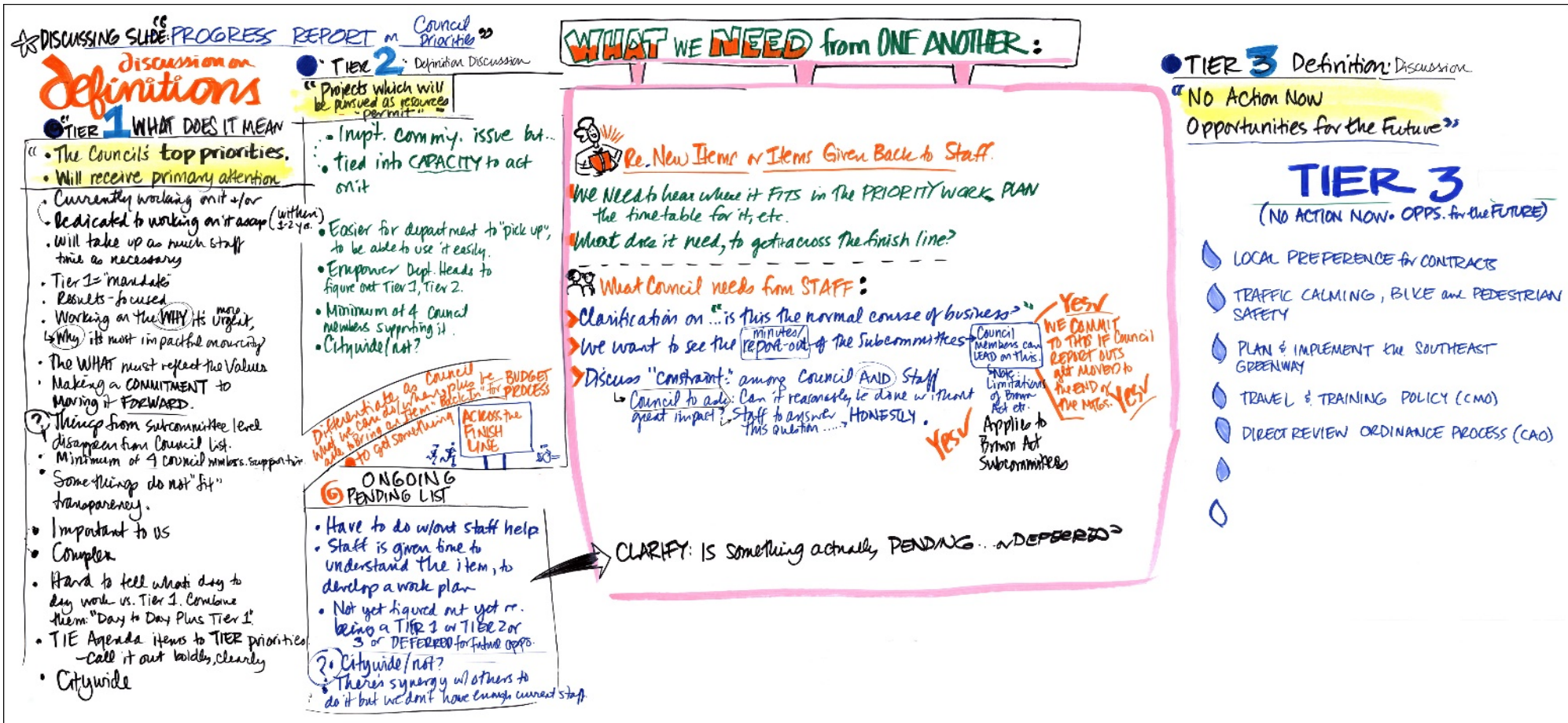


Discussion of Priorities

The first part of the discussion pertained to defining several terms, as follows.

- Tier 1: Council's top priorities; will receive primary attention.
- Tier 2: Projects that will receive attention as resources permit.
- Tier 3: Opportunities for the future.
- Council pending items: Items that result from direction at Council meetings.
 - City Manager will advise Council on what adjustments to work plan will be needed to accommodate these new items so as to fully inform the Council of the impacts.

A summary of this discussion is provided in the graphic below.



City Council Priorities



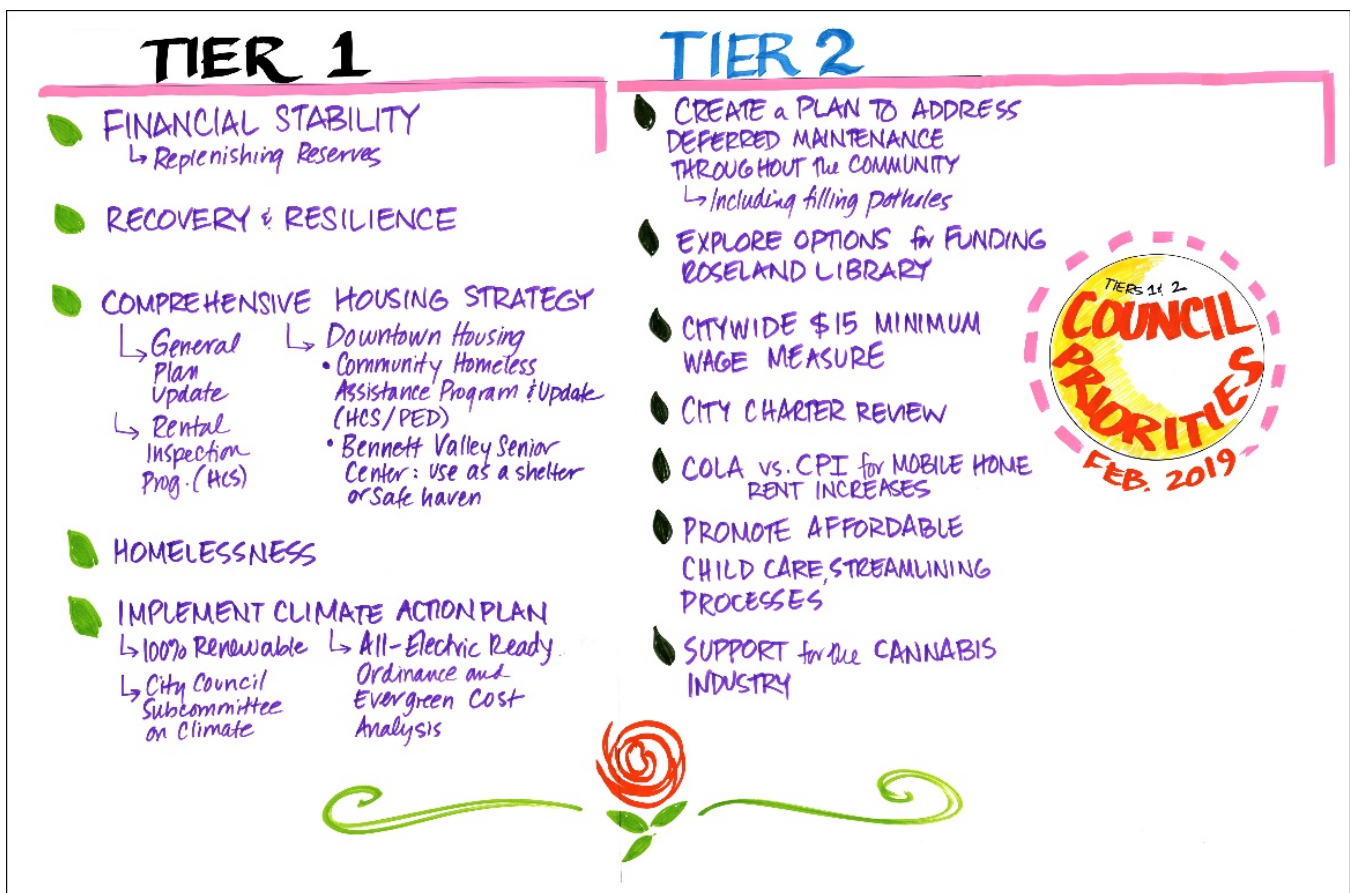
In advance of the workshop, City staff prepared a worksheet containing the status of the 2018 priorities: Tier 1 and Tier 2, as well as six-month items for the period of July – December 2018.

This worksheet was used as a starting point for establishing a list of priorities for consideration for 2019.

Councilmembers added other items to the list prior to dot voting to determine Tier 1 and Tier 2 priorities. Additionally, through discussions, some of the items were combined.

After finalizing a list of prioritized items, each Councilmember participated in a dot-voting exercise to determine Tier 1 and Tier 2 priorities.

The results are shown in the graphic below.



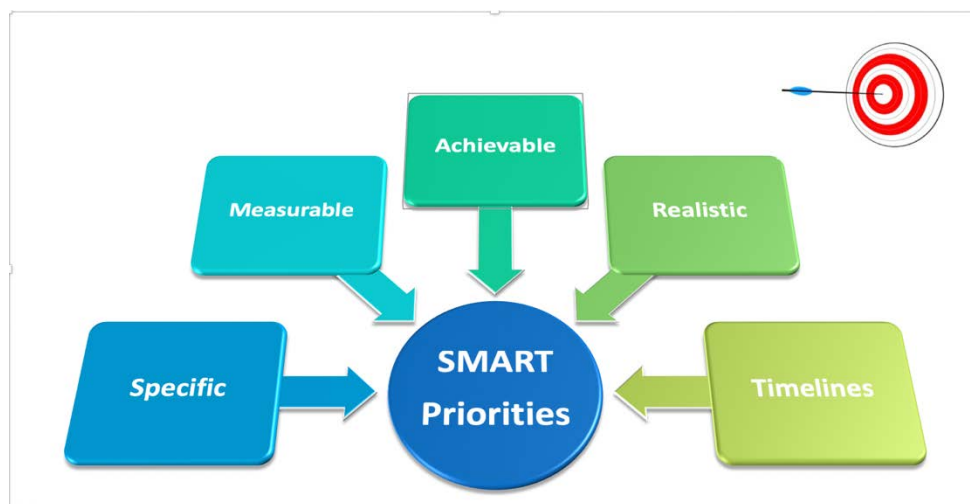
The following items were designated as *Tier 3*, which are not priorities but are opportunities for the future.

- Local preference for contracts
- Traffic calming, bike and pedestrian safety
- Plan and implement the southeast greenway
- Travel and training policy for Council
- Direct preview ordinance process

Follow Up Steps

The Mayor will be appointing a subcommittee to work with the City Manager and staff to define success metrics for the Tier 1 priorities and return to the Council for discussion.

The purpose is to ensure that there is clarity about expectations on all parties about what specifically will move forward and be accomplished within each of the priorities, given that each priority is broad with multiple parts and staff capacity is limited.



Closing Comments for Day 1

The following comments were offered from members of Council and staff about the day's discussions:

- Thank you to the community who stayed all day; what you expect of us was heard.
- Glad financial stability is on the list.
- Thank you to the staff. We've come far under these horrific circumstances. Pleased with our process. Want more concrete assessment of time, department and resources.
- What we've done will bear fruit. Get message to the community: our real fiscal situation, being in a major recovery. Must exercise great restraint. We're getting more honest and open. Optimistic.
- Glad to be exposed to council goals.
- These tiers are powerful; used with the public regularly.
- A great process. Glad financial sustainability rose to the top. Need to better explain our real situation. We all work well as a team, all pulling for the same goals.
- Very interesting – financial stability good to be listed.
- Enlightening to see how goals change with impacts on our city.
- Fortunate to be part of “most amazing teams, hearing our passions.
- Interesting to see gamesmanship that goes on.
- Interested in next steps, Tier 1.
- Honored to be here. What we've accomplished since October 2017 is impressive. So much progress made. Hope for the future. Out of the fire came cohesion about what we all care about.
- Team provided excellent department reports. Goal setting is “painful”, i.e., making choices.
- Appreciate staffs' important input. Hard to “discuss the color of the curtains when we are in 70 foot seas.”
- Thank you to the community. Great to show the work we all do; I'm proud.
- The goals selected and conversations were good.
- Appreciate opportunity to be a part of today. Encouraging seeing so much passion.
- Some of our frustration helped us define where we're going. Fiscal sustainability impacts everything we do. Department heads are important in how we meet community needs.
- Great value to work in partnership with staff today.
- A good opportunity for unfiltered collaboration, a venue to hear from the public/work on their concerns. Have these exchanges more regularly.

- Appreciate observing how our council works together.
- Didn't realize "the magic 8 ball" was so smart. Great opportunities to listen to council and department heads. Helps us do our jobs.
- Appreciate collaboration of all here. Pleased financial sustainability is a top priority. Interested to see next step by subcommittee regarding priorities.



Day 2: Opening Comments

The second day of the workshop kicked-off with a welcome by Mayor Schwedhelm.

The focus of the second day was on discussions related to the new election of Councilmembers by district and on creating principles and protocols for governance.

Discussion of the New Election by District System

The purpose of discussing protocols was to determine how the Council wanted to operate, now that they have an election system by district. Jan explained that many other cities are also addressing this topic, due to recent changes in election systems. Over 100 cities to date have moved to a system of electing members of Council by district.

The Council reviewed examples of norms and protocols that have been adopted by City Councils in other cities. Council and staff discussed several questions as a way to share perspectives about governance. A summary of the questions and answers is provided below.

What principles and practices have caused the City of Santa Rosa to be successful?

- Willingness to try things/test things
- We achieve a great deal and not look at who gets credit for it
- We have strong level of mutual respect
- Look for other cities' best practices/principles to also give to future councils who maybe won't go through the same crises we have (since the fire in 2017)
- "It's a team sport" is an important attitude for us all

What may be challenging by having districts?

- Potential of developing silos among districts
- Important to get community input; how to accurately get the concerns of my specific community and then weigh those with the rest of the city's concerns; how to get an accurate temperature of what people are thinking, beyond those that usually speak up
- Possibility of "horse trading" under districts
- Allocation of resources
- "Potomac fever"
- Community concern: what is good for SR is good for all; yet moving to district elections changed expectations of the community regarding districts. Being at-large serves better, helps us identify areas of special needs and concerns. We are here to do what's best for all.

- This job (of councilmember) is going to become more political, i.e., increase direct accountability
- We can expect more challenges from those in never-before-been-at-large district; in the future – more single-issue candidates

What will be helpful by having districts?

- Develop trust with our community
- Greater communication
- Greater involvement
- We're a growing city; we need to learn to navigate successfully around the changes we are experiencing
- Community will be more engaged, involved, will plan ahead for elected positions
- The original intent of districts was to give a voice to the under-represented; different experience in communities where they had a voice

Other comments/questions about the change to district elections:

- "What do the people I represent want/need from me" is our primary question
- Constituent services...if someone reaches out to me, and I don't respond, they reach out to another councilmember instead, but everyone's demands may have increased too
 - Increase in calls in district
 - Decrease in calls outside district
- Establish philosophy and principles
- Establish protocols of how district reps interact
- If you are elected by people, you have the opportunity/right to serve those people
- If something is good for Santa Rosa and doesn't harm my district then I'll support it; will look out for the greater good
- The community is expecting high engagement
- You now represent "me and my family"
- I'm getting lots of calls regarding the whole city
- Councilmembers will need to do increased homework about their districts and new relationships, what exists in your district, etc.
- City Manager must be politically aware without being political

Principles for Governing

After discussions, the Council agreed on the following governing principles.



- Maintain a citywide perspective while being mindful of our districts.
- Move from “I” to “we” and move from the campaigning to governing.
- Every voice is equally important.
- Make space to hear from everyone.
- Model the city values.
- Never assume intent, do not ascribe motives.
- Seek to be efficient in comments at City Council meetings.
- Ask questions of staff before meetings.
- Understand our roles and the limitations thereof: council, boards, commissions; council/manager form of government.
- Commit to work as unified team for the benefit of the entire city.
- Allocation of resources, including staffing/services and capital projects will be based on the overall needs of the city.
- Councilmembers will assist each other and share institutional knowledge with each other.
- We all have an interest in shared success of each other.

Procedural Questions

The Council discussed specific procedural questions. The questions and answers that were discussed are shown in Table 1 below.

Table 1. Procedural Questions and Answers

Question/Topic	Answer
Appointments to our appointed bodies as related to districts	<ul style="list-style-type: none"> • Potential difficulty of reducing the pool if we are limited to just our district for appointments • It is up to the councilmember to make the appointments, with whatever criteria he/she decides to use • Need representation from throughout the city • Follow up: <ul style="list-style-type: none"> ○ Assign to subcommittee to discuss and bring back; continue to discuss every year; city attorney to check rules ○ Review open government task force recommendations ○ Provide list of appointed bodies to the Council
If a Council seat vacancy occurs in a district	Follow up: City attorney to bring back information about current options to subcommittee.
Order of items on Council meeting agenda	<ul style="list-style-type: none"> • Follow up regarding placement of “Report items” on the agenda (before public hearings as now or at another time): <ul style="list-style-type: none"> ○ Mayor will put this question on the agenda for discussion • Council announcements should stay at the beginning of the agenda • Committee reports should be at end of the agenda
Council salaries	Follow up: City Attorney to provide information on what would be required to raise Council salaries
Potential of having staff for Council	Consensus of Council that staff to Councilmembers is needed but cannot be afforded
Protocols related to the Mayor	<ul style="list-style-type: none"> • Set best practices, processes and protocols • Expectations of council regarding invitations to the Mayor to speak: <ul style="list-style-type: none"> ○ If it is a “citywide” type event, the Mayor will go. ○ If the Mayor cannot attend a “citywide” event he will ask the Vice Mayor, or if the Vice Mayor is not available, then the chair of the relevant subcommittee. ○ If it is an issue within a district, the Mayor will let the relevant councilmember know, as a courtesy, that he has been invited to speak
Events	<ul style="list-style-type: none"> • If an event is a district-specific event, the councilmember for that district would be the primary person to go. • As a courtesy, if one member is going to be in another member’s district, let the council person know. • If an event is a citywide event, any councilmembers should feel free to attend

Information/questions about district-specific items	The existing “two-hour rule” generally applies
Council code of conduct	<ul style="list-style-type: none">• Follow up: Review the existing code (Council norms document) during a future goal setting session, and then each year during goal-setting sessions (review what’s working or not working, and what we can do better)• We should model the values we expect of our employees; individual behaviors affect how people view our entire body
Orienting new Councilmembers	Follow up: Include a seasoned councilmember to help orient new councilmember

Closing Comments for Day 2

At the end of the morning, each member of Council and staff offered comments about the governance discussion and overall two-day workshop, including suggestions for improvement. Highlights are provided below.

- Great discussion around principles – builds our team
- We hardly get to talk with one another openly – this builds confidence, respect and trust within the council
- We need a more appropriate space/more room – cramped; greater accessibility, translation, etc.
- Question: any value in putting “norms” teambuilding *before* goal-setting process?
- Thank you to the public for staying
- Consider moving public comments to after department head update
- Possible to hold these meetings at the city offices
- Needed opportunity to look at how the goals will impact us, more discussion of what’s proposed
- The “why” – how will these goals benefit city; give us time to digest everything in order to make best decisions.
- Discuss metrics
- Review staff information prepared in advance in a more informative way; have staff present the report at the meeting
- Schedule time for each Councilmember to explain “here’s why I voted for x”
- We want to hear staffs’ recommendations for council priorities
- More time for staff to reflect on council priorities

Next Steps

The follow up to the workshop will be:

- This workshop report prepared.
- Mayor's subcommittee regarding the Tier 1 priorities to work with staff in developing metrics.
- Several follow up steps regarding governance and protocols.

