

City of Santa Rosa City Council Priority Setting Workshop

August 3 - 4, 2020

Greg Larson, Partner
Sam Lieberman, Principal Management Analyst
Management Partners



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Welcome By Mayor Schwedhelm



Tom Schwedhelm
Mayor
District 6



Victoria Fleming
Vice Mayor
District 4



Dick Dowd
Council Member



Ernesto Olivares
Council Member



Chris Rogers
Council Member



John Sawyer
Council Member




Jack Tibbetts
Council Member




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Comments from City Manager Sean McGlynn



Three images are displayed: a group of children playing on a yellow slide, a path winding through trees with vibrant autumn foliage, and a chalkboard with the words 'PRIORITY SETTING' written in chalk, with a stopwatch icon replacing the letter 'I' in 'PRIORITY'.

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Workshop Objectives



A keyboard is shown with a purple key labeled 'FUNDAMENTALS' highlighted. To the right of the keyboard are four boxes, each containing a workshop objective.

- Obtain Public Input
- Review 2019 Priorities
- Establish Priorities
- Strengthen Teamwork

Management Partners

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August 3rd Agenda: Obtain Public Comment

1. • Welcome by the Mayor
2. • Solicit Public Comment
3. • Council Comments
4. • Wrap Up and Next Steps







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August 4th Agenda: Set Priorities

1. • Mayor and City Manager Opening Comments
2. • Update on 2019 Priorities and Council Direction
3. • Understand Organizational Constraints
4. • Council Direction on Evolving Priorities
5. • Review Other 2019 Workshop Direction
6. • Wrap-up and Next Steps




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Workshop Ground Rules



Listen to understand

Assume good intent

Pursue consensus

Speak up if we need
course correction

Bike Rack

- Time management tool
- Things to discuss at another time will be tracked separately

Updates on 2019 Council Priorities

Tier 1 – Primary Attention

- **Financial Stability**
- **2017 Recovery & Resilience**
- **Comprehensive Housing Strategy**
 - *General Plan Update*
 - *Rental Inspection Program*
 - *Downtown Housing*
- **Homelessness**
 - *Homeless Assistance Program*
 - *Senior Center as Shelter or Safe Haven*
- **Implement Climate Action Plan**
 - *100% Renewable Energy*
 - *Council Committee on Climate*
 - *Electric Readiness and “Evergreen” Analysis*

Tier 2 – As Resources Permit

- **Deferred Maintenance Plan**
- **Roseland Library Options and Funding**
- **Minimum Wage Ordinance**
- **City Charter Review**
- **Mobile Home Rent Increase Ordinance**
- **Promote Affordable Childcare**
- **Support the Cannabis Industry**



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Updates on Prior Council Priorities (continued)

Tier 3 – Future Opportunities

- **Local Contracting Preference**
- **Traffic Calming and Bicycle and Pedestrian Safety**
- **Southeast Greenway**
- **Council Travel and Training Policy**
- **Direct Preview Ordinance Process**

Earlier Direction This Year

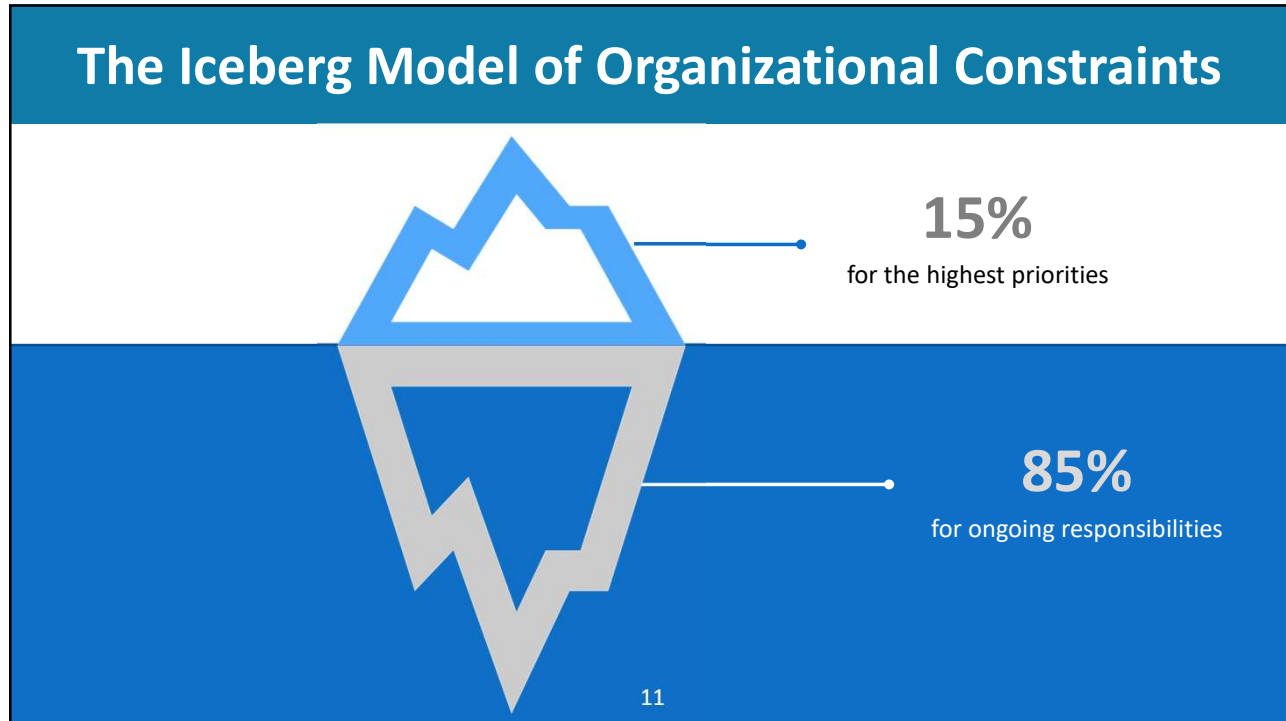
- **Public Safety and Human Services Reform**
- **Community Engagement and Outreach**
- **Organizational Diversity, Inclusion and Equity**



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Elements of Organizational Capacity				
Staff Capacity	Financial Capacity	Council Capacity and Clarity	Community Capacity	External Dynamics
<ul style="list-style-type: none"> • ~75% devoted to day-to-day services • Managers spend at least 70% internally • <u>Negative Factors:</u> <ul style="list-style-type: none"> - Staff turnover - Emergencies - Changing direction - Inadequate tools • <u>Positive Factors:</u> <ul style="list-style-type: none"> - Dedicated staffing - External resources - Clear priorities - Clear direction 	<ul style="list-style-type: none"> • Most city funds allocated to personnel • New resources typically consumed by new obligations • Some investments reduce future burdens • Forces focus on one-time resources and opportunities • Pandemic Recession 	<ul style="list-style-type: none"> • Assume: 30 meetings/year 5 hours/meeting • <u>150 hours available</u> • Now assume: <ul style="list-style-type: none"> Closed – 1 hour Land use – 1 hour Finance – 1 hour Other – 1 hour Priorities – 1 hour • <u>30 hours per year for COUNCIL priorities</u> 	<ul style="list-style-type: none"> • Rising divisiveness at all levels of government • Rising single or narrow issue interests • Rising complexity of issues • Rising expectations and communications • Community Engagement as a positive force 	<ul style="list-style-type: none"> • State mandates • Regional competition • State legislation • CEQA considerations • Economic changes • Recessions • Pension and health care costs • Technological advancements



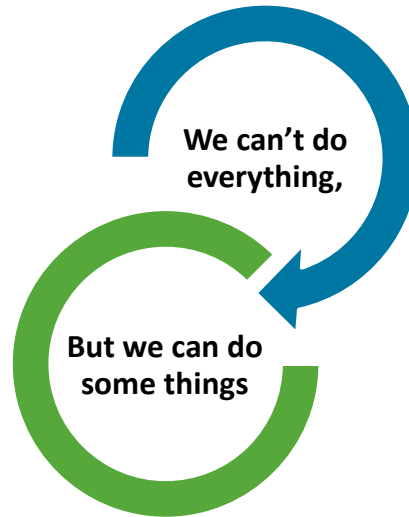
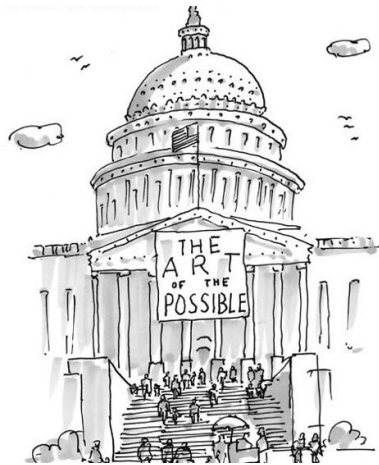
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Mission	Vision
 <p><i>To provide high-quality public services and cultivate a vibrant, resilient and livable City.</i></p>	 <p><i>Santa Rosa – Leading the North Bay</i></p>

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Council Direction on Priorities



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Evolving Council Priorities

2019 Adopted Priorities - Tier 1

- Financial Stability
- 2017 Recovery and Resilience
- Comprehensive Housing Strategy
- Homelessness
- Implement Climate Action Plan

2019 Adopted Priorities - Tier 2

- Deferred Maintenance Plan
- Roseland Library Options and Funding
- Minimum Wage Ordinance
- City Charter Review
- Mobile Home Rent Increase Ordinance
- Promote Affordable Childcare
- Support the Cannabis Industry

March Interviews

- Homelessness
- Climate Change
- Fiscal Stability and Funding
- Housing
- 2017 Recovery and Resiliency
- Government/Council Reform
- Focus on Deferred Maintenance
- Downtown Vibrancy (*Live, Work, Play*)
- Affordable Childcare (*Family Friendly*)

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Evolving Council Priorities (continued)

July Fiscal Interviews

- Homelessness and Affordable Housing
- Fiscal Sustainability and Avoiding Layoffs
- Public Safety
- 2017 Rebuilding and Recovery
- Utilities

Council Meeting Direction

- Public Safety and Human Services Reform
- Community Engagement and Outreach
- Organizational Diversity, Inclusion and Equity



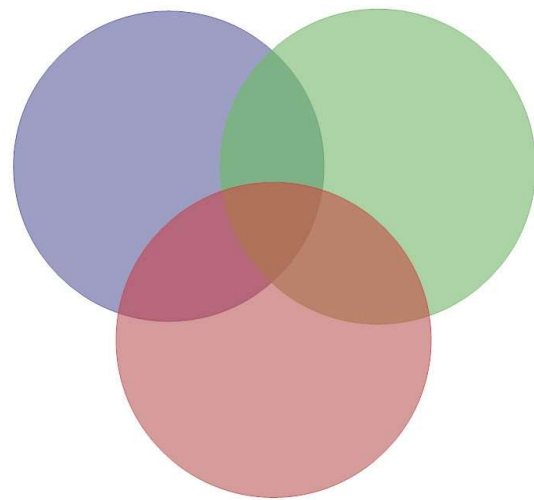
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Review and Agree on Possible Priorities

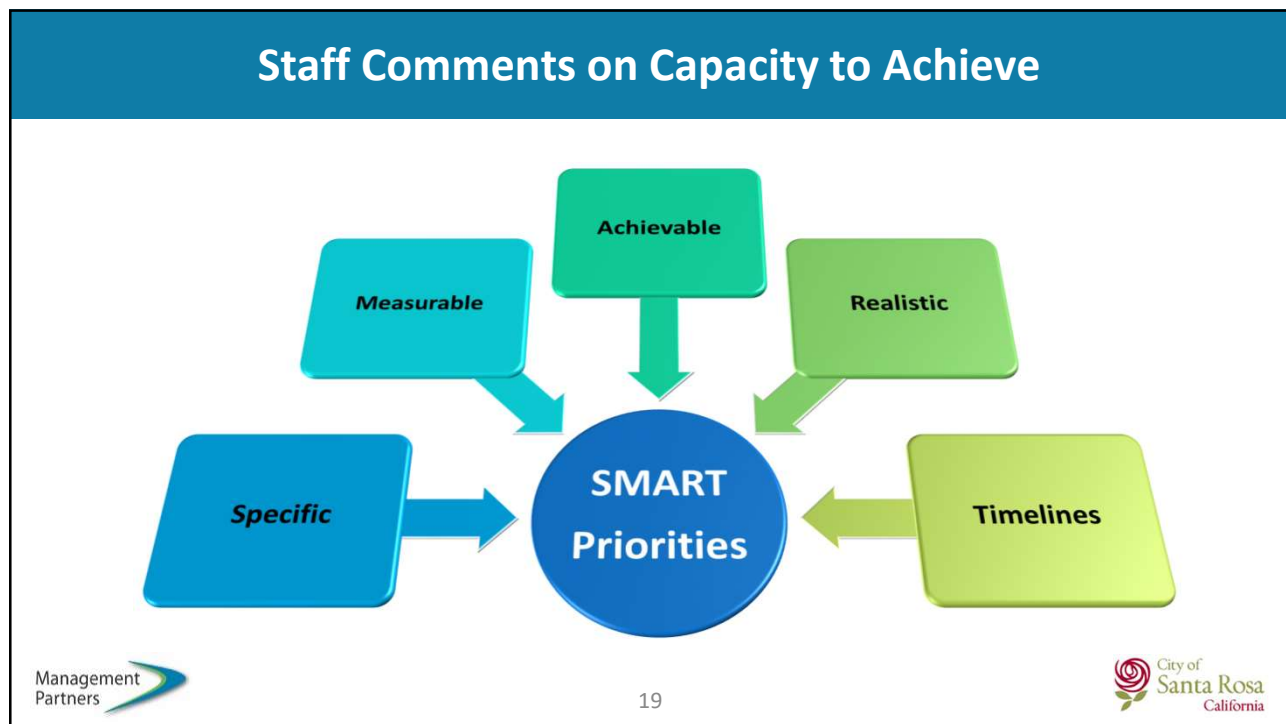
1. Fiscal Stability, Funding and Avoiding Layoffs
2. Homelessness and Affordable Housing
3. Public Safety Priorities and Reform
4. Community Engagement and Outreach
5. Organizational Diversity, Inclusion and Equity
6. Climate Change
7. 2017 Recovery and Resilience
8. Housing, including Downtown
9. Government/Council Reform
10. Focus on Deferred Maintenance
11. Downtown Vibrancy (*Live, Work, Play*)
12. Affordable Childcare (*Family Friendly City*)
13. Utilities



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Wrap Up

- **Next Steps**
 - *Workshop report*
 - *Financial planning workshop*



- **Evaluation by Council/Staff**

Reflections on Today's Discussions



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Thank you!

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