



MINUTES

October 9, 2019

SPECIAL MEETING NOTICE
CITY COUNCIL STRATEGIC PLANNING WORKSHOP
10:00 a.m.
Martha Riley Library Community Room
1501 Pleasant Grove Boulevard
Roseville, California
www.Roseville.ca.us

1. CALL TO ORDER AND WELCOME

The workshop was called to order at 10:00 a.m. by Mayor John B. Allard II.

City Manager Dominick Casey provided welcome comments.

City Manager Dominick Casey introduced Greg Larson and Lisa Phan representing Management Partners.

2. PUBLIC COMMENTS

No public comments received.

3. REVIEW WORKSHOP OBJECTIVES, GROUND RULES, AND TODAY'S AGENDA

Greg Larson outlined workshop objectives, ground rules and the agenda stating the Council would be requested to strive for consensus.

Workshop objectives:

- Strengthen the City leadership team
- Affirm City mission, vision and values
- Agree on Goals for the City's Strategic Plan
- Identify Strategies for the City's Strategic Plan

Ground rules:

- Seek consensus

- Listen to each other
- Participate
- Disagree agreeably
- Focus on issues not the person
- Seek to understand

4. CELEBRATE ACCOMPLISHMENTS

The City Council discussed the following City accomplishments:

- Measure B passage
- Engage Roseville
- Public safety services (police staffing, fire station)
- Labor agreements
- City's financial strength (reserves, recession management, etc.)
- Downtown improvements (garage, housing, events, bridges, etc.)
- Improved infrastructure and services in general
- Three new Councilmembers on board
- Citywide training programs established
- Surplus property plan developed
- Social media policy provided
- Amoruso Ranch Specific Plan approved
- Enterprise resource planning selection and implementation
- Electronic plan review
- Community solar project
- Water reliability planning
- New electric substation
- Advanced metering project
- Financial policies updated
- New facility agreement for the Society for the Prevention of Cruelty to Animals
- New sports facility agreement
- Roller-compacted concrete pilot
- Treatment plant improvements
- New passport center

Success of accomplishments due to:

- Engage Roseville
- Great residents - high expectations
- Exceptional planning and coordination - utilities, specific plans
- Assembled groups: Community Priorities Advisory Committee, boards and commissions and advisory bodies
- Constructive dialogue
- Strategic planning and vision of staff and Council
- High level of trust for people involved
- Tenure and experience of councilmembers

Factors hindering goals:

- Previous lack of resources pre Measure B
- State mandates and costs associated with
- Complexity of issues - previous Council's courage to take action

- Time to work through complex issues
- Requirements out of City's control
- Workload - how do we add capacity?
- Staff retirements - 300 plus people are eligible for retirement in the next three to five years

5. WORKING TOGETHER

Council Goals and Relationships:

- Strong teams
- Council best practices
- Roseville interview results

Strengthening the Council "team" and elements of a functioning team as well as the five dysfunctions of a team were overviewed.

Steps for Council to "Go High Functioning!!"

- Build trust
- Engage constructively
- Commit to shared goals
- Hold self and other accountable
- Focus on results

City Council Best Practices:

- Differentiate the many hats you wear
- Adhere to established roles and rules
- Decide as a group, but act as one
- Provide clear direction
- Avoid reconsidering or delaying items
- Effectively use committees/commissions
- Maintain strong Council priorities

City Council - Informal Roles

- Citizen (first and foremost)
- Representative (reflect your constituents)
- Political Leader (alignment and support)
- Delegate (act on behalf of constituents)

Council Rules - Interview Results

As a Full Council:

- Represent the City
- Engage the community
- Work as a team
- Make decisions
- Set priorities
- Establish policy
- Provide fiscal oversight
- Appoint City Manager and City Attorney
- Stay out of day-to-day operations

- Move forward together

As Individual Councilmembers:

- Be prepared
- Serve on committees
- Attend public events
- Represent City on appointed bodies
- Refer community issues and concerns
- Respect roles and responsibilities

As Mayor/Vice Mayor:

- Chair Council meetings
- Review Council agenda
- City spokesperson
- Appointments

Interview Results - Council Relationships

What's Working Well:

- Engaged
- Collegial
- Respectful
- Thoughtful deliberations
- Diverse perspectives
- Constructive disagreement
- Usually achieve consensus

What Can Be Improved:

- Increased one-to-one connections
- Prepare for district elections
- Ensure accuracy on social media
- Stay positive and in alignment
- Review Council policies and procedures

Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)

Strengths:

- Strong City finances and practices
- City owned and operated utilities
- Quality city staff
- Community involvement and support
- High quality of life
- Strong customer services
- Housing availability and affordability
- Land use and infrastructure planning
- Effective legislative outreach efforts

Weaknesses:

- Traffic and congestions, especially Highway 65
- Finance issues facing all cities (pension and health care costs)
- Community amenities provided after related development
- Need for new community leadership - the next generation

Opportunities:

- Economic development potential
- Regional role and leadership
- City Charter revision
- Increased transportation/openness
- Douglas area specific plan

Threats:

- Rising City Costs (pensions/health)
- State regulations and mandates
- Looming economic recession
- Rising traffic
- Move to elections by district
- Cost of housing and homelessness
- Inflation and rising costs of living

Councilmembers spoke to:

- Quarterly Check-in on goals
- Building relationships (after elections senior councilmember with new councilmember)
- Brown Act considerations
- Social media consistency (individual responsibility to past accurate information)
- Developing individual ground rules
- Governance policies
- OnBoarding process

6. LUNCH BREAK

Recessed for lunch.

Reconvened following lunch.

7. AFFIRM MISSION, VISION AND VALUES

City's Mission:

A mission statement tells the purpose of the organization - the reason for its existence.

Current City Mission:

To provide exceptional services in a fiscally responsible manner that enhance the quality of life today and into the future.

City's Vision:

A vision statement is about the desired future of the organization. It tells people where the organization plans to go.

- Should be short enough to remember
- Should not repeat what is in the mission

Current City Vision:

- A safe and healthy community
 - People feel safe and secure in our community. We work together to prevent problems and to protect those in need.
- A fiscally sound city
 - We live within our means and maintain a responsible level of fiscal reserves. We consider long-term effects when weighing options.
- A Well-planned community
 - An appropriate balance of land uses including housing, employment sites, shopping areas, parks, and open space is essential for a vibrant community. By requiring development to pay its fair share, we ensure the community experiences positive effects from growth.
- Well-managed infrastructure
 - City infrastructure - including roads, streetscapes, utilities, facilities, and technology - is well maintained. We effectively plan infrastructure improvements that anticipate future needs.
- Out-standing recreational opportunities
 - Diverse recreational and cultural opportunities are widely accessible. Ample open space allows for outdoor parks, bike trails, and interactions with nature.
- A transparent, accountable environment
 - Information, services, and resources are readily available online and in person. Active engagement in dialogue promotes transparency and encourages a healthy exchange of ideas

Values of the Organization:

- Values state how people are to behave in carrying out City policy and programs.
- There should be few enough to they can be remembered
- Each value should be well defined and clear

Current City Values:

- Instill trust
 - Safeguard the trust placed in us as stewards of public resources
 - Keep commitments and be accountable
 - Demonstrate fairness an respect
- Cultivate innovation and creativity
 - Take initiative and calculated risks
 - Anticipate and adopt to change
 - Consider a variety of solutions
- Treat people well
 - Demonstrate empathy and show respect
 - Anticipate needs and recognize expectations
 - Respect individuality and differences of opinions
- Work together
 - Collaborate and build partnerships
 - Communicate with an understanding of different needs
 - Make good decisions that keep the organization moving forward
- Promote personal development
 - Seek opportunities to learn

- Optimize individual strengths and talents
- Recognize the importance of balancing intellectual, emotional, and physical development

8. ESTABLISH STRATEGIC GOALS

Goal Setting (5 Year Strategic Look Ahead - need 3 to 5 goals):

Current City Priorities:

- Public safety
- Fiscal responsibility
- Economic development
- Sound and stable utilities
- A great downtown
- Infrastructure
- Legislative advocacy
- Civic engagement
- Core neighborhoods
- Regional engagement
- Culturally rich community

Possible City Goals (Council):

1. Maintain a safe community
2. Focus on economic development
3. Engage locally and regionally
4. Prepare for the future
5. Keep the organization strong

Possible City Goals (Staff):

1. Public safety
2. Economic vitality
3. Livable community
4. Outstanding public service

Possible Goal Statements Side-by-Side

- Public Safety - Maintain a safe community
- Economic Vitality - Focus on economic development
- Livable Community - Prepare for the future
- Outstanding Public Service - Keep the organization strong and engage locally and regionally

Refining Goals:

1. Are these potential goals worded appropriately?
2. Are there any critical items missing?
3. Are the goals in the right order?
4. Any other ideas or suggestions?

Proposed Goals (May need further refinement and the order may need adjustment):

1. Maintain a safe and healthy community

2. Enhance Economic vitality
3. Provide Outstanding Public Services
4. Create a culturally vibrant community
5. Remain fiscally responsible
6. Promote civic and regional engagement
7. Invest in quality infrastructure and growth

Strategic Plan Framework (means to achieve goals)

Identification of Potential Strategies From Council:

- Increase funding for Baseline and Highway 65 improvements
- Address homelessness with non-profit partners
- Promote neighborhood equity and improvements
- Further prepare for rising city costs and declining revenues in the face of a recession
- Recruit and retain quality staff
- Focus of economic development
 - West Plan retail project
 - Higher education facility
 - New targeted specific plans
 - Reuse of surplus city lands
 - Westfield Sports Park
 - Gateway signage
 - 40-year water permits
 - Regional marketing

Identification of Potential Strategies From Staff:

- Prepare for district-based elections
- Develop affordable housing to meet State Regional Housing Needs Assessment (RHNA) expectations
- Improve traffic capacity and operations (signal light timing, enforcement)
- Evaluate regional development near Roseville
- Improve communication on policy decisions and using media outside of traditional city meetings and forums
- Increase the use of data and analytics to monitor, improve and even transform municipal services

Public Comment:

Erica Crumley - spoke on social media usage and expectation of immediate information to residents and requests a policy for release of official and non-official information. Also suggested the city develop a slogan and spoke on Sacramento's "City of Trees" slogan.

City Manager Dominick Casey and Public Affairs and Communications Director Megan MacPherson spoke on city branding campaign and increase in social media utilization.

9. WRAP-UP

Mayor John B. Allard II adjourned the workshop at 4:30 p.m.