

City of Santa Rosa
City Council Goal Setting Workshop

UFO Training Facility, Santa Rosa
February 24, 2022

Nancy Hetrick, Vice President
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Management Partners

City of Santa Rosa

Welcome from Mayor Chris Rogers



Public Comment

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Objectives



Affirm the City's mission, vision and values



Establish strategic goals and clear direction for FY 2022-23



Define expectations and methods for regular updates on Council priorities

Ground Rules



Listen to understand each other's point of view



Assume good intent



Speak up if we need course correction



Seek consensus



Stay focused

Bike Rack



Time Management Tool

Items to discuss later

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Today's Agenda

- City Manager's Remarks
- Review Accomplishments
- Reflect on the City's Mission, Vision and Values
- Establish Goals and Strategies
- Discuss Working Together to Achieve Results
- Wrap Up and Next Steps



Opening Remarks from City Manager Maraskeshia Smith

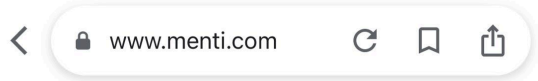


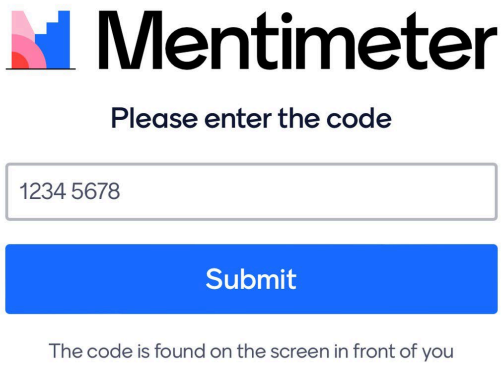
Feedback Tool



Instructions

1. ***Please take out your mobile device***
2. ***Enter www.menti.com in your browser***
3. ***Click Join a Presentation***
4. ***Enter 8-digit access code: 3201 9156***
5. ***Click Submit button***





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What does “high performing organization” mean to you?

Financial Outlook

Status of General Fund Reserves	Amount
FYE 2020-21 Unaudited Reserves for Contingencies	**$122.8 million**
Policy-Mandated Reserve Requirement – **17%**	($30.4 million)
PG&E Funds: Roseland Library- $10M, Coffey Park- $20M, RED- $10M, Miscellaneous Projects $7M	($47 million)
Committed PG&E Funds for Fiscal Stabilization	($40 million)
Over/(Under) Council Policy	**$5.4 million**

Review Accomplishments



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Discussion

Any surprises? What stands out? Anything missing?

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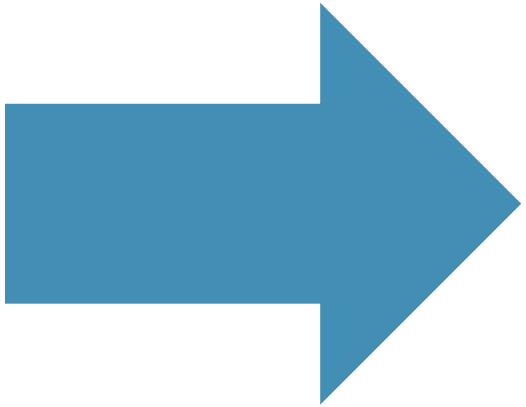
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Small Groups

Discuss

What contributes to our success?

What gets in the way?



Report Out



STRETCH BREAK

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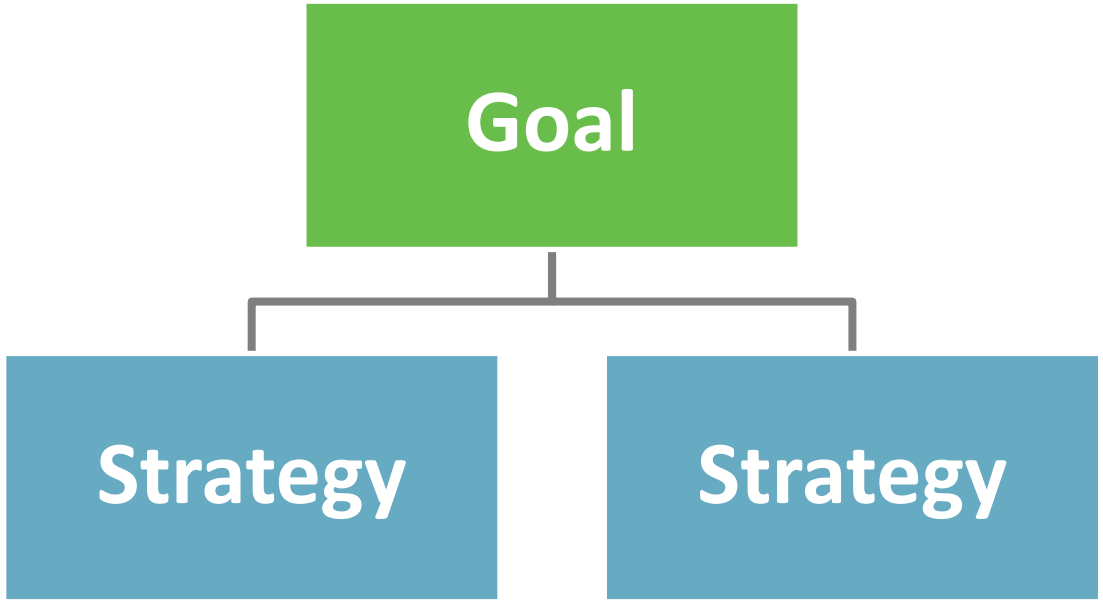
Strategic Planning

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Strategic Planning Framework





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Reflect on your vision for the City…

Please write a ***headline*** of what you would like to see in the paper/online **five years** from today.



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Mission | Vision | Values

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Mission

- **Mission: a statement of the *purpose* of the organization**
  - **Understandable**
  - **Achievable**
  - **Succinct**
  - **Shared**



Existing Mission

To provide high-quality public services and cultivate a vibrant, resilient and livable City.

Vision

- **Vision: a statement of the *desired future* of the organization**
  - **Future-focused**
  - **Vivid**
  - **Challenging**
  - **Inspiring**
  - **Succinct**



Existing Vision

Santa Rosa – Leading the North Bay

Values

- **Values: guiding principles that provide an organization with purpose and direction**
  - **Core beliefs**
  - **Drive behavior and action**
  - **Integrated in all we do**



Values mentioned during Council interviews



Transparency



Diversity, Equity and Inclusion



Applying an Environmental Lens (Sustainability)



Engagement

Existing Values

- Excellence
- Innovation
- Teamwork
- Integrity
- **Inclusiveness**
- **Transparency**



Discussion

What is the right mix of core values?

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Reach Agreement on the City's Values

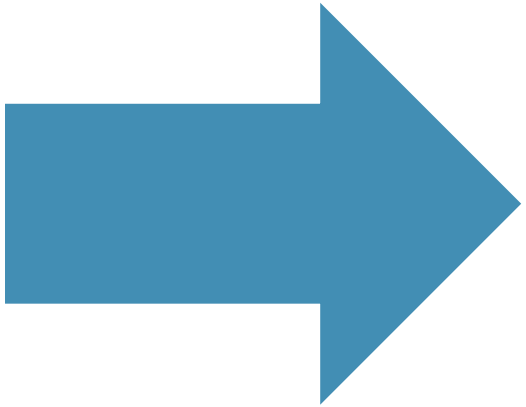
INSERT FINAL VALUES HERE.

Small Groups

Discuss

What do these values look like in practice?

How do we integrate and promote these values in all we do?



Report Out



LUNCH TIME

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Strategic Goals

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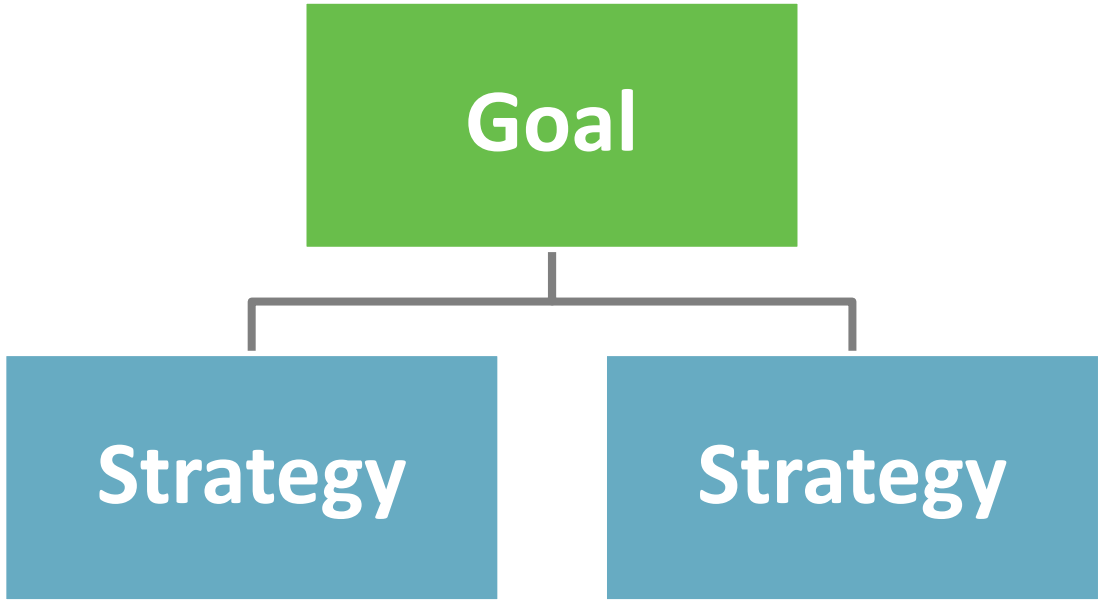
Interview Themes

The following priorities were identified during interviews

- Pursue **housing** for all
- Address issues and causes of **homelessness**
- Strengthen **organizational** effectiveness
- Facilitate **economic development** (i.e., business support, community investment, vibrant downtown)
- Maintain **infrastructure**
- Ensure **public safety** using modern practices
- Promote **community resilience** (including childcare)
- Apply an **environmental lens** in all we do
- Foster an **engaged and connected community**
- Embrace **diversity, equity and inclusion** as a core value

Strategic Plan Framework





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Strategic Goals

Provide the direction and focus of the organization, including resource decisions

Are multi-year in nature

Are achieved through a range of strategies

A look ahead



We can't do everything

But we can do some things well

Potential Strategic Goals

Housing for All	• Pursue housing options for residents of all income levels.
Homelessness	• Partner with key stakeholders to offer housing and support services to the unsheltered and break the cycle of homelessness.
Public Safety	• Ensure the public's safety by engaging residents and using a broad range of proactive approaches.
Economic and Community Resilience	• Sustain and develop a diverse and thriving economy that benefits Santa Rosa residents and businesses and contributes to the community's economic health.
Infrastructure and Environmental Sustainability	• Invest in and maintain infrastructure that supports environmental sustainability and supports a vibrant City.
Organizational Excellence	• Create a high performing organization that is proactive; fiscally sound; promotes diversity, equity and inclusion; and reliably delivers outstanding services to the community.

Possible Strategies

Pursue Housing for All

- Implement the City's **Housing Action Plan** to address ongoing unmet housing needs
- Reduce **barriers to entry**
- Enable **access to housing opportunities** through education and awareness
- Encourage **higher density housing** development in the downtown
- Encourage **innovation** in achieving increased inclusionary housing
- **Streamline** the approval process; be nimble and quick

Possible Strategies

Reduce the Impacts of Homelessness

- Maintain the City's commitment to the **Housing First Strategy** in partnership with the Sonoma **County Continuum of Care** (*Home Sonoma County*)
- **Fund programs** that enable emergency shelter and deliver individualized assistance to people experiencing homelessness
- Support **temporary housing options** like the Safe Parking Pilot Program
- Invest in **prevention and diversion** programs
- Improve and expand coordinated **outreach and engagement** (i.e., Homeless Outreach Services Team, Downtown Enforcement Team)
- Use a **compassionate approach** to address the health, safety and shelter needs of those living in encampments and ease the impacts on surrounding communities
- Rely on **evidence-based or best practices**

Possible Strategies

Ensure a Safe Community for All

- Increase **community partnerships and engagement**, including regular interaction with residents and business owners
- Utilize **data driven strategies and tactics** to deploy resources and reduce crime
- **Engage neighborhoods**
- Develop and implement strategies for **mental health response**
- Invest in **prevention and intervention** programs
- Implement the **Fire Resiliency and Response Strategic Plan**

Possible Strategies

Promote Economic and Community Resilience

- Develop **business incentives and tools** for underserved neighborhoods
- Work with **education** partners to improve quality of life, increase literacy, and develop the workforce
- Engage private employers and the business community in **workforce development and job placement**
- **Support and engage local businesses**
- Promote Santa Rosa as a desired **destination for business**
- **Create spaces** for residents to gather, learn and connect
- Support access to **childcare**
- Encourage **public-private partnerships**

Possible Strategies

Develop Infrastructure that supports Environmental Sustainability

- Be responsive and competent **stewards of public infrastructure and the environment**
- Establish policies that support environmental **sustainability in building and infrastructure investment**
- Safeguard the City's assets by **anticipating and planning for infrastructure** upgrades and replacement as needed
- **Educate the public** about water usage impacts and long-term water-saving strategies to meet conservation goals
- **Enable movement** within and around the city to reduce reliance on vehicles
- Complete **solid waste system** improvements
- Adopt **Climate Action Plan** update
- Finalize the **Roseland Creek Community Park Master Plan**

Possible Strategies

Achieve Organizational Excellence

- Ensure **fiscal health** by maintaining reserves, forecasting impacts of budget choices, and monitoring revenue trends
- Plan for **asset maintenance** needs (i.e., streets, facilities, technology)
- Utilize **data driven** strategies and tactics
- Implement process improvements and best practices that prioritize **customer experience**
- Promote opportunities for **training and professional development**
- Create a culture of **inclusion and openness**
- Optimize **organization structure** to strengthen teamwork and deliver results

Recap: Council Goals

- **Pursue Housing for All**
- **Reduce the Impacts of Homelessness**
- **Ensure a Safe Community for All**
- **Promote Economic and Community Resilience**
- **Develop Infrastructure that Supports Environmental Sustainability**
- **Achieve Organizational Excellence**

Discussion of Draft Goals and Strategies

*	Review goals and strategies
?	Is anything missing?
?	Is there anything that should not be there?
*	Discuss

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Reminder



We can't do everything

→

But we can do some things well

Team Sport

Council sets policy; staff implements

- What does City Council need from the City Manager and staff to feel informed and prepared?
- What does the City Manager and staff need from City Council to be most successful in achieving results?



Updates and Communication

Discuss

- How is Council currently receiving updates on progress achieving strategic goals?
- What methods are working well?
- What additional or different methods are desired?

Next Steps


Management Partners drafts Workshop Report
City Council adopts strategic goals and strategies
Staff creates FY 2022-23 plans with metrics to measure success

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In one word, please describe today's session…

Closing Comments

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Evaluation Form

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Thank You!

We enjoyed working with you…

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