



City of San Leandro

Meeting Date: March 17, 2014

Staff Report

File Number: 14-089

Agenda Section: CONSENT CALENDAR

Agenda Number: 8.E.

TO: City Council

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City Manager

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FINANCE REVIEW: Not Applicable

TITLE: MOTION Accepting Report from Management Partners on City Council
Priority Setting Workshop/Planning Session of February 1, 2014, and
Adopting Updated City Council 2014-15 Goals

City of San Leandro

Public Planning Workshop Held on February 1, 2014

February 21, 2014

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Workshop Report

The City of San Leandro held a public planning workshop on February 1, 2014 in the San Leandro Library from 8:30 a.m. to 2:00 p.m. The workshop provided an opportunity for the City Council to better understand the City's financial outlook, discuss recent City accomplishments and existing threats and opportunities facing the City, and receive public input on key issues regarding the City's goals and priorities for the next year.

Linda Barton, Special Advisor with Management Partners, facilitated the workshop.

Participants

City Council

- Mayor Stephen Cassidy
- Vice Mayor Jim Prola
- Councilmember Pauline Cutter
- Councilmember Michael Gregory
- Councilmember Benny Lee
- Councilmember Ursula Reed
- Councilmember Diana Souza

Community Members

Staff

- Chris Zapata, City Manager
- Lianne Marshall, Assistant City Manager
- Eric Engelbart, Assistant to the City Manager
- Richard Pio Roda, City Attorney
- David Rocha, Interim Alameda County Fire Chief
- Sandra Spagnoli, Police Chief
- David Baum, Finance Director
- Carolyn Knutson, Recreation and Human Services Director
- Cynthia Battenberg, Community Development Director
- Theresa Mallon, Library Director

- Debbie Pollart, Public Works Director
- Uche Udemezue, Engineering and Transportation Director
- LaTanya Bellow, Human Resources Manager
- Marian Handa, City Clerk
- Dan Benfield, Alameda County Fire Division Chief

Workshop Objectives

1. Council discussion of accomplishments, threats and opportunities
2. Council understanding of City's financial outlook
3. Opportunity for public input on key issues

Workshop Agenda

1. Council/department head discussion of accomplishments over the last year
2. Financial overview and discussion
3. Council discussion of challenges and opportunities for 2014
4. Provide results of community survey
5. Council discussion of community survey
6. Affirm city council goals
7. Public comments
8. Wrap up and evaluation

Retreat Ground Rules

At the start of the workshop, the facilitator suggested several ground rules to help the group have a successful workshop and achieve the results they intended to achieve through their time together.

- Listen to each other
- Respect each other's opinion
- Stay on track
- No interrupting
- Be succinct

Retreat Preparation

To prepare for the retreat, facilitator Linda Barton conducted individual interviews with the Mayor and each Councilmember to receive input on existing and potential City priorities and to hear comments about what would constitute a productive workshop and what they hoped to accomplish during the workshop. Linda also met with the City Manager and the Assistant City Manager to discuss workshop priorities and goals.

During these meetings, interview participants were asked the following questions:

1. Of which accomplishment in the last year are you most proud?
2. Of the goals established at the workshop last year, which do you think has had the most significant progress?
3. What is not going well with the current City Council processes? Are there specific processes you would like to discuss for possible change and improvement? If so, what are they?
4. Are there topics that you believe should be on the agenda for the February workshop? If so, what are they?

A summary of interview responses is included in Attachment A.

City Accomplishments

To begin the workshop, facilitator Linda Barton had participants divide into small groups to discuss the list of accomplishments consolidated from interviews with the Mayor and Councilmembers. The top accomplishments for 2013 were the following:

- Overall management of the City
- Better use of resources
- Transforming San Leandro into a center for innovation has become a priority
- Organization is on a path towards fiscal sustainability
- The City provides numerous quality of life programs
- Various development projects are now coming on line
- A revitalized local economy and business climate
- Unemployment rates have significantly decreased
- The City has forged partnerships with the schools and the Alameda health district
- Community engagement has increased
- Keeping crime rates in check
- A budget surplus was achieved
- Labor agreements were adopted
- Workers compensation savings have been achieved

Financial Overview

To provide context to the discussion on priorities, Finance Director David Baum gave a presentation on San Leandro's financial condition. San Leandro's assessed values and sales tax revenues are rising. There remain

many funding challenges such as capital needs and unfunded liabilities for employee pensions that will require discussion by the Council and the community.

Challenges and Opportunities

Before the discussion of goals and priorities, the Council discussed key challenges and opportunities for 2014 and identified the following items.

- Keeping the momentum of the Lit San Leandro project moving in the right direction. This is challenging given limited resources
- Maintaining or improving local infrastructure:
 - Roads, neighborhood streets and improving pavement condition index
 - Capital improvements
 - Multi-modal transportation needs
- Making our communication and public engagement efforts more effective
 - Communicating our financial challenges effectively
 - Consider updating our logo
 - Harness new technologies
- A lack of services and amenities near the new Kaiser medical facility
- Keeping our focus on top priorities
- Harnessing the local LINKS shuttle system
- Reinvigorating public art
- Creating a task force to address homelessness
- Finding the resources necessary to move forward the Next Generation Workplace District study
- Staffing and capacity shortfalls/needs
- Limited access to capital improvement funds
- Considering a revenue measure
- Harnessing temporary staff
- Addressing unfunded liabilities
- Celebrating our community's diversity
- Reducing our ARC (annual required contribution) for post-employment benefits

Discussion of Community Survey and Revenue Measure

Revenue Measure Community Survey

Bryan Godbe of Godbe Research and Catherine Lew of the Lew Edwards Group presented the results of a citizen survey conducted about the City of San Leandro services.

Council Discussion of Revenue Measure

The Council was pleased to hear of the positive satisfaction levels expressed by the community concerning the City's fiscal stewardship. They also were pleased to hear that the public strongly values the services that are provided by the City, but they recognize that the public has concerns about the condition of the City's infrastructure, particularly neighborhood streets. The Council looks forward to continuing the ongoing dialogue with the community regarding local priorities.

City Council Goals and Priorities

In order to identify a clear list of priorities for which resources (primarily staff and time) are available or could be made available, workshop participants reviewed the existing goals and priorities (see Attachment B) and made some changes.

The updated goals for the City of San Leandro are the following:

- Place San Leandro on a firm foundation for long-term fiscal accountability
- Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety service and grow our partnership with the community to keep San Leandro safe
- Maintain and enhance San Leandro's infrastructure
- Support and implement programs, activities and strengthen communication that enhances the quality of life, wellness, celebrates the arts and diversity and promotes civic pride
- Maintain and support a strong positive relationship between and City, schools and the educational community

Wrap Up and Next Steps

The City Council will discuss City finances and community survey results at a future City Council meeting. They will also discuss a possible revenue measure.

After the workshop concluded, participants were asked to fill out workshop evaluations, a summary of which is included as Attachment C.

Attachment A – Interview Response Summary

In late December and early January, the facilitator Linda Barton conducted individual interviews with the Mayor and members of the City Council. These interviews were the first step in preparing for the Council workshop to be held February 1, 2014. The following is a summary of the comments provided.

1. Of which accomplishment in the last year are you most proud?

- Placing the city on the road to long term fiscal sustainability, ended up with a budget surplus and approved the first two year budget for the City
- Implementing programs that increase quality of life including town halls and the Police Department National Night Out and Open House
- Resolution of marijuana issue, we reached an acceptable solution
- Focused on some large projects and kept them moving including Kaiser and Kaiser area development
- Completing labor contract negotiations
- Provided more funding for community benefits including social services, Chamber and neighborhoods
- Building on Lit San Leandro
- Involving more youth in the community
- Seen as a City moving forward, more attention to and general excitement about the City
- Improving the transparency of government
- Bringing in a new Chief Innovation Officer and enticing new businesses to San Leandro
- Passed key ordinances such as chickens and bees and medical marijuana
- Saved San Leandro Hospital
- Loaned money to the School District for a health center
- Kept crime rate lowest in 10 years
- Council is unified, we have different perspectives but we are united
- San Leandro as a center of innovation is becoming a reality
- A new tech business is coming to “The Gate”
- Arts Town Hall which brought out many new people and generated positive energy and excitement

2. Of the goals established at the workshop last year, which do you think has had the most significant progress?

- Communication programs including the newsletter
- Helped make cultural events happen including Cinco de Mayo and Chinese New Year
- Police Open Houses
- New Innovation Officer; we created a center for innovation

- Departments working together for business development
- Have broad band connectivity
- Budget, fiscal sustainability
- Lit San Leandro
- Police Department providing quality service with use of technology, Police Chief has done a remarkable job and has created a new culture in the department
- Losing the battle with infrastructure
- A portion of community benefits funds given to neighborhoods
- Recreation Department did a great job with community events
- Progress on working with the schools on various projects
- In community relations City Manager has done a good job talking to community groups, Chamber of Commerce, downtown business group
- Organization has calmed down and not as much turn over
- Economic development
- Starting on path toward fiscal sustainability and improving infrastructure
- Discussing new revenue measure for roads

3. What is not going well with the current City Council processes? Are there specific processes you would like to discuss for possible change and improvement? If so, what are they?

- Should connect better with the public including, simplifying our website, creating a phone app to make information more available
- Town Hall meetings should be more specific, focused on fewer topics. Presentations should be shorter to allow more time for two way dialogue with the public
- Need to focus on better outreach to ethnic populations, provide staff who can speak a variety of languages
- Elimination of the committees was good in eliminating extra work but now we need to receive more information on complicated issues and we need better communication between staff and Council so we are made aware of changes in our districts and city-wide
- Elimination of committees saves staff time but we have had some issues that would have been handled better with the committee process, an example is a neighborhood road project where there was not clear, understandable information. Neighbors were upset with the roadway change and the lack of notice
- All Council members need to receive information at the same time
- Need more ad hoc committees for more in-depth discussion of issues
- Council should discuss “how” we work together, should discuss our rules and processes
- Our council goals are broad; we should talk about the projects to be accomplished each year under each goal.
- Council should have a discussion of what is most important to each Council member so we know and understand each other better

- Our Council meetings are too long, Council members should prepare and we should manage the time for each item
- The Newsletter was eliminated in the budget crisis but we may need to bring it back as we consider a revenue measure. Adequate, clear information will be very important

4. Are there topics that you believe should be on the agenda for the February workshop? If so, what are they?

- Discussion of how we increase economic development by building relationships with investors and institutions
- Discussion of how we push our green agenda and become more energy efficient
- Discuss our goals and affirm that we should go forward with them
- We need shorter presentations and more time for discussion
- Discussion of survey results and revenue measure should be at Council meeting rather than workshop
- Should have public input listed on the agenda at the beginning and the end of the workshop
- Discussion of communication between Council and city staff
- Discussion of the role of the Mayor, City Council, City Manager and staff
- Discussion about whether our transparency measures are working
- Discussion about whether we are using the best practices to engage and hear from our community

Attachment B – Existing City Council Goals for 2013-15



The following City Council Goals serve as a guide for the upcoming fiscal year, and provide overall direction for the City's services and programs:

- Place the City on a firm foundation for long-term fiscal sustainability
- Undertake programs and advance projects promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety services and work in partnership with the community to keep San Leandro safe
- Maintain and enhance the City's infrastructure
- Support and implement programs, activities and strengthen communication that enhance the quality of life, including wellness, in San Leandro and promote a sense of community and civic pride
- Maintain and support a strong positive relationship between the City and schools

Attachment C – Workshop Evaluations

The following is a consolidation of the workshop evaluations completed by participants of the City of San Leandro Public Planning Workshop held on February 1, 2014.

The best thing about this workshop was...

- Diverse ideas but with common themes and well-structured
- Interaction with public
- Flow and not having so many items on agenda so we could stay focused
- The collaboration
- We had multiple opportunities for public input and the goals discussion went well
- Theme of continuous improvement regarding use of ad-hoc committees, town hall format, and citizen reporting of needs; public involvement ramped up; key information added via Lew Godbe Report; Linda as a moderator
- Well organized, great facilitation, stayed on task, good community participation, delicious food
- Opportunity for public engagement
- Ran smoothly and on time; kept on track; captured ideas and concepts well
- Integrating the department voices and participation; excellent preparation – it always works!

Some thing(s) which could have been better...

- Reliability of sound system and equipment
- More clarity about what would be accomplished; we shared information, but didn't prioritize and move forward
- We are in a media/high speed facility, but we did not use this luxury. We have come a long way to still have posters and print
- Need an agenda item explicitly on looking back at major decisions from the past year and the outcome or impact of those decisions
- Sound system
- Sound system was glitch and sometimes distracting
- Very little

Overall usefulness of the workshop

1 (Not Useful)	2	3	4	4.5	5 (Very Useful)
0	0	0	1	1	8

Overall quality of the workshop

1 (Not Useful)	2	3	4	4.5	5 (Very Useful)
0	0	0	2	3	5

Other Comments

- I liked Linda's ability to bring the discussions back to the point
- All is good

The following City Council Goals serve as a guide for the upcoming fiscal year, and provide overall direction for the City's services and programs:

- Place San Leandro on a firm foundation for long-term fiscal accountability
- Advance projects and programs promoting sustainable economic development, including transforming San Leandro into a center for innovation
- Provide quality public safety service and grow our partnership with the community to keep San Leandro safe
- Maintain and enhance San Leandro's infrastructure
- Support and implement programs, activities and strengthen communication that enhances the quality of life and wellness, celebrates the arts and diversity and promotes civic pride
- Maintain and support a strong positive relationship between and City, schools and the educational community