



# COUNCIL COMMUNICATION

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City Clerk Use Only

<b>DATE:</b>	<b>MARCH 29, 2017</b>
<b>TITLE:</b>	<b>COMMUNITY PRIORITIES ADVISORY COMMITTEE – FORMATION, WORK PROGRAM AND COUNCIL DIRECTION</b>
<b>CONTACT:</b>	<b>MIKE ISOM, DEVELOPMENT SERVICES MANAGER DEVELOPMENT SERVICES DEPT, (916) 774-5527, <a href="mailto:misom@roseville.ca.us">misom@roseville.ca.us</a>,</b>

Meeting Date: April 19, 2017

## SUMMARY RECOMMENDATION

Staff recommends that the City Council take the following actions:

1. Approve the formation of a Community Priorities Advisory Committee (CPAC) to assess and prioritize essential, general-funded City services and programs with the following objectives:
  - a) Develop a common understanding of municipal finances and budget to provide context for recommendations about funding and levels of service;
  - b) Review aspects of key general-funded City operations, prioritizing community expectations for the levels of service provided by five general-funded City departments: Police; Fire; Parks, Recreation & Libraries; Public Works; and Development Services;
  - c) Review fiscal strategies and constraints associated with continued delivery of high-quality services at current or increased levels; and,
  - d) Work in good faith to achieve consensus in developing options and recommendations.
2. Adopt the *Guiding Principles* to be used by the CPAC in preparing its findings and recommendations to the City Council;
3. Direct staff to prepare a scope of work, budget and contract for a consultant to assist in meeting facilitation; and
4. Direct staff to prepare a scope of work, budget and contract for a consultant to assist staff in developing a community engagement plan.

## BACKGROUND

The City's fiscal position has been improving, but at a somewhat slower pace than Roseville's rebounding economy. Initial recovery from the recession meant there was lost ground to be regained, as the City prioritized maintaining quality of life services and was able to minimize cuts with strong fiscal management and deferment of improvements and maintenance. Over the past several years, sales tax revenues increased as pent-up consumer demand was satisfied, and property tax revenues increased as real estate values recovered; however, this growth in revenues has shown signs of slowing down while expenses are increasing.

Routing Approval:

\_\_\_\_\_ACM \_\_\_\_\_FIN \_\_\_\_\_IT \_\_\_\_\_ATTY

During the recession, the City kept service levels high by deferring millions of dollars' worth of capital improvements and maintenance, and by lowering payments to key funds such as workers' compensation and retiree health. All the while, a constantly changing legislative and regulatory environment continues to add significant uncertainty and cost to the City's operations.

As a data-driven organization, the City uses metrics to inform its decision-making process. This approach provided for a break-even budget in FY 2016-17, where operational revenues equaled operational expenses. However, this does not fully address the City's long-term liabilities. If the City were to maintain its current levels of service while also fully funding its long-term liabilities and deferred maintenance, the general fund budget would realize a \$10 million structural deficit per year, resulting in a fiscally unsustainable position moving forward.

In response to this fiscal reality, the Council directed staff at its February 2<sup>nd</sup> goals workshop to initiate a process involving the community aimed at evaluating the City's general fund operations and revenues. The goal is to find a way to balance the City's obligation to address its long-term liabilities while maintaining fiscal stability and high-quality essential services and programs most valued by the community, including but not limited to:

- Public safety:
  - Maintaining fire protection services and 9-1-1 emergency and medical response times;
  - Maintaining police crime suppression and investigation units;
  - Preventing and investigating property-related crimes like theft and burglary; and,
  - Maintaining the number of Police officers on neighborhood patrols.
- Streets and roads:
  - Maintaining city infrastructure such as storm drains, bridges, and facilities; and,
  - Maintaining city streets, roads and repairing potholes.
- Parks, Recreation, and Libraries
  - Maintaining city parks, recreation facilities, trees, and landscape corridors;
  - Maintaining community centers, aquatic facilities, and event programming; and,
  - Maintaining library services and ensuring public access.
- Local economy and jobs creation:
  - Maintaining programs to improve the local economy and job creation; and,
  - Attracting and retaining local businesses.

The implementation of such a process has the potential to directly impact the community's quality of life and future vision for itself. As such, extensive community participation will help ensure the City has a clear understanding of community priorities, the community has a clear understanding of fiscal constraints and opportunities, and recommendations can be developed to align resources accordingly.

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## ***Community Priorities Advisory Committee***

Similar to past visioning processes undertaken by the City, staff proposes to initiate a Community Priorities Advisory Committee (CPAC) project as one of several comprehensive activities to ensure direct and meaningful community participation in reviewing levels of City-provided services. The committee process is intended to bring together Roseville residents and businesses to assess specific general fund City services and programs, and provide policy level recommendations to prioritize what we value as a community.

Specifically, the Committee will:

- 1) Develop a common understanding of municipal finances and budget to provide context for recommendations about funding and levels of service;
- 2) Review aspects of key general-funded City operations, prioritizing community expectations for the levels of service provided by five general-funded City departments: Police; Fire; Parks, Recreation & Libraries; Public Works; and Development Services;
- 3) Review fiscal strategies and constraints associated with continued delivery of services at current or increased levels; and,
- 4) Work in good faith to achieve consensus in developing options and recommendations

Along with other public engagement opportunities and opinion research, this Committee's work will help inform decisions the City Council and community will make about the programs and levels of service the City should provide and how to fund it, to maintain fiscal stability and ensure the highest quality of life that the City can afford for its residents and businesses.

### Members and Authority

The Community Priorities Advisory Committee will be an ad-hoc committee appointed by the City Council with policy recommendation authority. The composition and membership of the Committee is proposed to consist of the following:

1. Planning Commission representative (1)
2. Parks & Recreation Commission representative (1)
3. Transportation Commission representative (1)
4. Roseville Chamber of Commerce Board President, CEO, or designee (1)
5. Northstate Building Industry Association President/CEO or designee (1)
6. Roseville Joint Union High School district Superintendent or designee (1)
7. Roseville City School District Superintendent or designee (1)
8. At-large community members (8-13) at Council discretion, to seek a diverse range of geographic/neighborhood, generational, and demographic representation on the Committee)

Applicants for at-large positions should indicate their status as, or affiliation with, one or more of the following: Roseville resident, Roseville Coalition of Neighborhood Associations (RCONA), Downtown Roseville business owners, small-business owners based in Roseville, and major Roseville employers. Staff will prepare a summary of the applicants by areas of interest prior to the Council meeting when appointments are made, to ensure that a diverse cross section of experience, areas of interest, and neighborhoods among other factors are represented on the Committee.

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Term

The project would kick off in July 2017, and would be required to complete its work and produce findings and recommendations to the City Council no later than March 2018. The CPAC will meet the second and fourth Wednesday of every month in the evening, with other meetings added as necessary in consultation with committee members. Completion of the project within nine-month period will require a significant commitment of time, energy and focus from the Community Priorities Advisory Committee members, general public, and City staff.

***Guiding Principles***

Staff is requesting that the Council review and adopt the following Guiding Principles to be provided to the members to clearly define the purpose of the Committee and the tasks for which the Committee will be created. The principles will be included in the initial packet of information provided to the members and will be reviewed by the facilitator as part of the Committee's orientation. The principles will also be posted at the meetings as a constant reminder of the Council's direction.

- 1. The purpose of the Committee is to make policy-level findings and recommendations pertaining to Fire; Police; Parks, Recreation & Libraries; Public Works; and Development Services programs and services in the context of declining revenues and maintaining a balanced General Fund and essential quality of life services.**
  - *The Committee's work will be to determine if the existing levels of services and programs provided by these five General Fund departments remain appropriate in light of fiscal challenges. If so, the Committee will work to determine and recommend appropriate fiscal measures to maintain or augment these levels of service. If not, the Committee will work to prioritize and recommend appropriate modifications to programs and services.*
  
- 2. The Committee's findings and recommendations will focus on policy-level changes and priorities to the specified programs and services over the next 1-5 years, while considering longer-term opportunities to stabilize the General Fund.**
  - *The Committee's policy recommendations should identify priorities for services and service standards to guide the City Council in making near-term reductions or deferrals of City services. In addition, the Committee will be asked to provide policy guidance with respect to new potential revenue sources.*
  
- 3. The Committee will present written findings and recommendations to the City Council no later than its March 7, 2018 meeting.**
  - *The Committee will work to finalize recommendations and present them to the City Council for consideration with the Fiscal Year 2019 budget.*
  
- 4. Committee members are charged to consider the entire Roseville community in preparing findings and recommendations and limit focus on areas of special interest.**

- *While each committee member brings individual opinions and ideas, each member should consider the opinions and ideas of the entire community. To aid the committee members, the City will prepare a parallel city-wide survey and additional community engagement activities that will provide value-added information on community preferences and priorities.*

**5. Committee members shall recognize that from diverse points of views, new opportunities and ideas come forth. The Committee should seek consensus in developing its findings and recommendations, while recognizing that consensus on every issue may not be possible and a majority of the committee can forward a recommendation to the City Council.**

- *The committee process should be collaborative, based on mutual respect among the members seeking to understand the interests of each other and striving for consensus. However, a majority of the committee may forward recommendations to the City Council when consensus cannot be reached.*

***Preliminary Communication Plan & Member Expectations***

- **Media and Social Media:** Members are asked to speak only for themselves, not on behalf of the Committee or the City, when asked by external parties, including the media, about the CPAC's progress or when posting comments in social media channels. Members will refer requests for comment on behalf of the Committee or the City to Public Affairs & Communications staff. Members should be careful to express only their own views and not those of other members of the Committee. The temptation to discuss someone else's statement or position should be avoided. Recommendations made by the Committee will be communicated in the final report presented to the City Council. Formal actions taken by the Committee will be communicated in advance of the final report if necessary on an as-needed basis solely by the City's Public Affairs and Communications office.
- **Meeting Summaries:** Meeting summaries will be provided following each CPAC meeting.
- **Meeting Broadcast and Transparency:** All CPAC meetings will be videotaped and broadcast on the City's website and on City of Roseville's (COR-TV) government access channel (Comcast channel 14 and Consolidated Communications channel 73).
- **Public Participation:** All CPAC meetings will be open to the public and the public is welcome to participate in discussions. The facilitator may limit public comment to a designated public comment period if necessary to assure the committee can complete its work in a timely fashion.

***Public Engagement Plan***

The City intends to engage a consultant to assist with implementation of an effective public engagement plan with the following goals:

- Gather additional, broad feedback about quality of life services important to the community;

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- Continue to responsibly inform residents about the City's budget, fiscal situation and needs, including revenues, expenses and challenges;
  - Provide important information to City Council and City staff about the kind of community people want to live in and which services they value;
  - Highlight the trade-offs associated with allocating limited resources; and,
  - Support continued transparency of the City's decision-making process and maintain the City's tradition and practice of community collaboration and trust.

Strategies to engaging the wider community in this discussion of community priorities to obtain broad public input could include: online town halls, social media, direct mail, public forums, community events, and community-based meetings involving presentations, exercises, opinion research, and a concentrated focus on two-way communication. All of these elements will be considered in development of the public engagement plan. As always, the City will continue its tradition of keeping traditional news outlets informed.

### ***Facilitation Services***

Staff recommends hiring a facilitator to help facilitate the CPAC meetings. A meeting facilitator is a non-objective participant who helps set meeting expectations, facilitates comments and assists in consensus building to ensure effective participation by all Committee members in making findings and formulating policy recommendations. A meeting facilitator would also help to focus the meeting within the Committee's Guiding Principles established by the City Council.

The City used the professional services of Moore, Iacofano, and Goltsman (MIG) to assist with previous visioning processes and was happy with their work. Among other reasons, MIG is recommended based on their:

- Understanding of the City's needs related to this project and projected scope of work;
- Extensive experience and skill sets specializing in strategic planning, stakeholder outreach, participation, and facilitation;
- Extensive knowledge and experience of and with the Roseville community;
- Experience with other cities in facilitating visioning projects specifically in response to budget issues;
- Proven abilities to work with large groups in consensus building; and,
- Capability to achieve results within the project's aggressive timeline.

The final details of the scope of engagement are still being fine-tuned. Staff expects to bring back a professional services agreement/scope of work, budget and budget adjustment for Council approval at the first meeting in May.

### **FISCAL IMPACT**

The fiscal impact of Council direction to initiate the Community Priorities Advisory Committee consistent with the work program outlined in this report would require various staff resources from each of the following Departments: City Manager; Fire; Police; Parks, Recreation & Libraries; Public Works; Development Services; Public Affairs and Communications; and other departments as needed. Existing City staff will be used to absorb the workload to the extent feasible. Consultants will be needed to assist in meeting facilitation & documentation, public outreach strategy development, videotaping meetings, and to conduct a scientific community survey.

Costs associated with the project are expected to be in the range of \$150,000 and will require a budget adjustment. As previously noted, staff intends to use some of the same consultants who participated in past City visioning projects due to their experience and knowledge of the City. Staff will bring back information regarding the consultant scopes of work, cost and a budget adjustment for City Council approval. Utilizing a Committee process and ensuring broad, meaningful civic engagement in this effort will require a higher commitment of staff resources and consultant costs; however, the effect will be significant. The City's effort to gather and leverage public knowledge to generate collective ideas and informed recommendations will advance the quality and effectiveness of our budgeting process. The budget is ultimately a reflection of the community's priorities and values, as it outlines how the City invests its resources to make Roseville the kind of community our residents want it to be.

### **ECONOMIC DEVELOPMENT/JOBS CREATED**

Direction to proceed with the CPAC work program is not expected to result in measurable economic development activity or job creation.

### **ENVIRONMENTAL REVIEW**

The Council action of providing direction on the work program will not result in a direct or reasonably foreseeable indirect physical change in the environment (CEQA Guidelines §15060(c)(2) and therefore is not subject to CEQA review.

Respectfully submitted,

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Mike Isom, AICP  
Development Services Manager

### **APPROVED:**

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Rob Jensen  
City Manager  
Attachment 1 – Work Program Flow Chart