

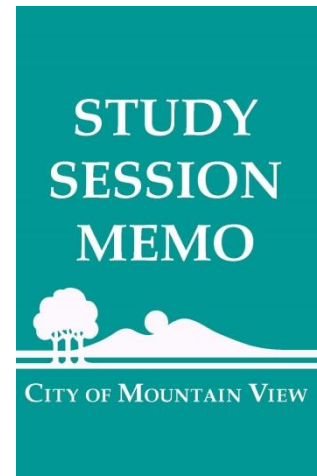
**DATE:** April 18, 2017

**TO:** Honorable Mayor and City Council

**FROM:** Audrey Seymour Ramberg, Assistant City Manager  
Melvin E. Gaines, Principal Management Analyst

**VIA:** Daniel H. Rich, City Manager

**TITLE:** Fiscal Year 2017-18 Goal-Setting – Phase II



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## **PURPOSE**

The purpose of this Study Session is for the City Council to review possible work plan items and prioritize a limited number of specific projects to fulfill the four theme-based goals identified by the City Council at the February 27, 2017 Study Session.

## **BACKGROUND**

The City Council identified four major priority goals at the February 27, 2017 Study Session. The draft goals include:

1. Promote strategies to protect vulnerable populations and preserve the socioeconomic and cultural diversity of the community.
2. Improve the quantity, diversity, and affordability of housing with an added focus on middle-income and ownership opportunities.
3. Develop and implement comprehensive and coordinated transportation strategies to achieve mobility, connectivity, and safety for people of all ages.
4. Promote environmental sustainability with a focus on measurable outcomes.

Following the February Goal-Setting Study Session, City departments and advisory bodies were asked to provide input on specific projects to achieve these four major goals for Council's consideration. Based on this input, staff has prepared a consolidated list of projects related to the four goals (Attachment 1). The consolidated list includes existing projects that will continue into the next fiscal year and potential new projects that could be initiated and/or completed over the next two fiscal years.

Staff requests that Council review and prioritize the new projects that would help to fulfill the four goals. The new projects to be prioritized are summarized in a sample ranking sheet which is included in this staff report as Attachment 2. In prioritizing potential projects, Council should consider the organization's existing workload. A limited number of new projects/initiatives can be implemented within existing resources, as the City must also maintain routine operations and undertake other significant departmental goals.

## DISCUSSION

### Capacity for Major Projects

The majority of the work that City staff undertakes consists of routine day-to-day operations that are essential to the community, continue year to year, and are independent of the City Council Major Goals. City departments estimate that overall, approximately 85 percent of the City organization's work capacity is dedicated to routine functions and day-to-day operations and thus unavailable for new major projects.

A few examples of routine functions include utility operations, park maintenance, Police services, Library services, budgeting and accounting, and various other administrative functions. Some departments are required to utilize a higher proportion of their available staffing on routine day-to-day operations than others. For example, the capacity of the Fire Department is nearly entirely absorbed by routine day-to-day operations, while the City Manager's Office is structured to accommodate implementation of more special projects. Depending on the division, day-to-day operations could take up anywhere from 60 percent to 95 percent of staff capacity.

Major Departmental Goals, which are separate from and in addition to Council Goals, are included annually in the adopted budget. As reported to Council in the midyear budget update, a number of Fiscal Year 2016-17 Major Departmental Goal projects will continue into Fiscal Year 2017-18 and additional Major Departmental Goals will be included in the 2017-18 Budget. These continuing and new Major Departmental Goals are included in this report for reference as Attachment 3 and will be undertaken unless otherwise directed by Council.

### Selection of Potential Projects for 2017-19

The primary focus for Council's deliberation at this time is the Council Major Goals Consolidated Project List (Attachment 1). This list is organized by the four Major

Council Goals identified by Council at its February 27, 2017 Study Session and includes both projects that are continuing from the current fiscal year, as well as potential new projects generated by staff and advisory bodies. In addition, Attachment 1 includes a few projects that are not related to the four Council Major Goals, but that have been suggested for consideration during recent Council meetings. For each of the projects on this list, staff has attempted to estimate the relative work effort required and provide other relevant project information. A summary of the projects in Attachment 1 by category is as follows:

Goal	Potential New Projects	Continuing Projects	Total Projects
1. Protect Vulnerable Populations	20	7	27
2. Housing Quantity, Diversity, and Affordability	19	6	25
3. Comprehensive, Coordinate Transportation	22	18	40
4. Environmental Sustainability	16	8	24
Other Council-Suggested Projects	5	-	5
TOTAL	82	39	121

As continuing projects have already been approved, staff intends to proceed with these absent any additional direction from Council.

At the April 18, 2017 Council Study Session, Council will have the opportunity to:

- Confirm or edit the four Council Major Goal statements.
- Review and ask questions regarding the Council Major Goals Consolidated Project List.
- Hear public input regarding the Council Major Goals and potential projects.
- Suggest additional projects as appropriate.
- Provide direction as appropriate regarding any ongoing projects related to the four Council Major Goals.
- Prioritize the potential new projects listed under each of the four Council Major Goals as well as the four other Council-suggested projects that are unrelated to these Council Goals.

Staff suggests a prioritization process in which each Councilmember will indicate his or her top six new projects for each Council Goal (see Attachment 2 for a sample tally

sheet). Since there are only five projects in the category above of other Council-suggested projects, Councilmembers will be asked to rank the projects in this category.

Following this prioritization exercise, staff will return to the City Council on May 16, 2017 with a recommended list of projects that staff believes can be undertaken in an effective way to accomplish Council's Major Goals within available and sustainable resources. Any budget impacts will be identified. Staff will endeavor to follow the Council rankings as determined on April 18, but the ultimate recommendations may require adjustment depending on which divisions and staff would be required to implement various projects, project timing, and the magnitude of the resources required, all of which differ project by project.

The Council Major Goals and final list of associated projects will be included as an attachment to the Proposed Budget on June 13, 2017 for Council's adoption. Any associated resource needs will be identified at that time and will be brought to Council with the Adopted Budget on June 20, 2017.

### **PUBLIC NOTICING**

Agenda posting and notices to all Council advisory body members and neighborhood associations.

ASR-MEG/7/CAM  
612-04-18-17SS-E

- Attachments:
1. Fiscal Year 2017-18 Through Fiscal Year 2018-19 Major Goals Consolidated List and Other Council-Suggested Projects
  2. Sample Ranking Sheet for Potential New Projects Related to Council Goals and Other Council Suggested Projects
  3. City Projects Unrelated to Major Goals