

DATE: April 23, 2019

TO: Honorable Mayor and City Council

FROM: Audrey Seymour Ramberg, Assistant City Manager/Chief Operating Officer
Melvin E. Gaines, Principal Management Analyst

VIA: Daniel H. Rich, City Manager

TITLE: Council Goal Setting for Fiscal Years 2019-20 and 2020-21 – Phase II



PURPOSE

The purpose of this Study Session is for the City Council to confirm the four Major Goals statements, review potential projects proposed by Councilmembers, receive input from advisory bodies and department staff, hear public comments, and prioritize a limited number of specific projects to fulfill the four theme-based goals for Fiscal Years 2019-20 through 2020-21. Staff will then analyze the highest-priority projects and recommend projects to be included in the City Council Major Goals Work Plan for adoption on May 21, 2019.

BACKGROUND

The City Council initiated the Fiscal Years 2019-20 and 2020-21 biannual goal-setting process at a February 28, 2019 Study Session, during which Council decided that the current Major Goals should continue with minor revisions as the Major Goals for the new biannual Work Plan.

The draft Major Goals are shown below with revisions intending to reflect Council comments:

- Promote a Community for All with Strategies to Protect Vulnerable Populations and Preserve the Mountain View's Socioeconomic and Cultural Diversity ~~of the Community~~;
- Improve the Quantity, Diversity, and Affordability of Housing, ~~with an added focus on~~ Providing Opportunities for Subsidized, Middle-Income, and Ownership Opportunities Housing;

- Develop and Implement Comprehensive and Coordinated Transportation Strategies to Achieve Mobility, Connectivity, and Safety for People of All Ages; and
- Promote Environmental Sustainability and the Quality of Life for the Enjoyment of Current and Future Generations, with a Focus on Measurable Outcomes.

City Councilmembers also suggested a number of potential projects of interest to accomplish these goals. Following the February goal-setting Study Session, City departments and advisory bodies were asked to review and provide input on the projects suggested by Councilmembers. Advisory bodies provided input on which proposed projects they believe to be most important, and whether they would suggest additional projects to address the four Council Goals. Department staff assessed whether the City is already working on any of the proposed projects and identified additional projects, including both potential new projects and those that are already planned or under way. Based on this input, staff has prepared a project list and ranking sheet that includes advisory body and department input (Attachment 1).

In addition to any new Work Plan projects, 23 projects from the Fiscal Year 2017-18 through Fiscal Year 2018-19 City Council Major Goals Work Plan are scheduled to continue. All but two of these projects are under way. As continuing projects have already been approved, staff intends to proceed with these, absent any additional direction from Council. A full list of continuing projects is included in Attachment 2. A summary of the continuing projects by category is as follows:

Goal	Potential New Projects
1. Protect vulnerable populations	2
2. Housing quantity, diversity, and affordability	4
3. Comprehensive, coordinate transportation	12
4. Environmental sustainability	4
5. Other Council-suggested projects	1
TOTAL	23

DISCUSSION

Capacity for Major Projects

In addition to the 23 goals that will carry forward from the current Council Goals Work Plan, each department has Major Department Goals that are approved in the Budget.

As reported to Council at the February 28, 2019 Study Session, 43 Fiscal Year 2018-19 Major Department Goals are expected to continue into Fiscal Year 2019-20. These projects have varying levels of progress with some being longer-term and not intended for completion within the current fiscal year. Both continuing Fiscal Year 2018-19 Major Department Goals and new Fiscal Year 2019-20 Major Department Goals will be included in the Proposed Budget.

Above and beyond special projects, the majority of the work that City staff undertakes consists of routine daily operations that are essential to the community and continue year to year. It is estimated 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.

In prioritizing potential projects for Fiscal Years 2019-20 through 2020-21, staff asks that Council consider the organization's existing workload, current strains on the organization, and a high amount of senior-level turnover which impacts institutional memory and capacity. A limited number of new projects/initiatives can be effectively accomplished within existing resources.

Prioritization of Potential Projects for Fiscal Years 2019-21

Staff requests that Council review and prioritize the new projects suggested to fulfill the four goals, as well as the projects that Council proposed at the February 28 Study Session which are unrelated to the Major Goals. Attachment 1 provides the list of 87 potential projects, including 70 proposed by Councilmembers as well as 17 potential new projects identified by staff and advisory bodies. In addition, Attachment 1 includes notations of the projects that the advisory bodies felt were most important and any comments from the advisory bodies or staff.

At the April 23, 2019 Council Study Session, Council will have the opportunity to:

- Hear public input regarding the Council Major Goals and potential projects.

- Confirm or edit the four Council Major Goal statements.
- Review and ask questions regarding the proposed potential projects.
- Suggest additional projects, or remove projects, as appropriate.
- Prioritize the potential new projects listed under each of the four Council Major Goals as well as the other Councilmember-suggested projects that are unrelated to these Council Goals.

Staff suggests a prioritization process in which each Councilmember will indicate his or her top priorities for each Council Goal, as well as for the other suggested projects that are not related to a Major Goal. The number of votes within each goal/category is determined by the number of projects within that category. Council has already directed staff to undertake certain projects that are included in Attachment 1. These projects do not need to be voted on and, thus, are deducted from the number of projects that need to be voted on. The intent is to provide the number of votes that will result in a reduced number of projects that have relatively broad support amongst the Councilmembers. This requires enough votes per person so that the votes are not too dispersed, but not so many votes that all projects appear to be a top priority. For this purpose, staff uses the rule of thumb or N divided by 3 plus 1, where N is the number of projects that need to be voted on in each goal/category. Using this formula and rounding up, based on the current potential project list in Attachment 1, each Councilmember will have the following votes:

Goal	Total Potential New Projects	Projects to be Voted on	No. of Votes per Councilmember
1. Protect vulnerable populations	18	14	6
2. Housing quantity, diversity, and affordability	22	22	8
3. Comprehensive, coordinate transportation	19	18	7
4. Environmental sustainability	12	11	5
5. Other Council-suggested projects	16	16	6
TOTAL	87	81	32

Following this prioritization exercise, staff will analyze the projects with the broadest support and return to the City Council on May 21, 2019 with a recommended list of projects that staff believes can be undertaken 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 23, 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 11, 2019 for Council's adoption. Any additional associated resource needs will be identified at that time and will be brought to Council with the Adopted Budget on June 18, 2019.

PUBLIC NOTICING

Agenda posting and notices to all Council advisory body members, neighborhood associations, and on social media.

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- Attachments:
1. Fiscal Year 2019-20 through Fiscal Year 2020-21 Major Goals Work Plan Potential Project Ranking Sheet
 2. Fiscal Year 2017-18 through Fiscal Year 2018-19 Major Goals Continuing Projects