

**MINUTES OF THE CITY COUNCIL
SPECIAL MEETING
Friday, February 27, 2009**

CALL TO ORDER/ROLL CALL

Mayor Hume called the Special City Council meeting of February 27, 2009 to order at 3:05 p.m.

Present: Mayor Hume, Vice Mayor Scherman, and Council Member Detrick

Absent: Council Member Cooper (arrived at 3:32 p.m.) and Davis (arrived at 3:07 p.m.)

Also present: City Manager Laura Gill, City Attorney Susan Cochran, Finance Director Rebecca Craig, Police Chief Robert Lehner, Deputy City Manager Cody Tubbs, Assistant City Manager Patrick Blacklock, and Deputy City Manager Frank Oviedo.

2. PRESENTATION

**2.1 SUBJECT: Strategic Planning Session
(Budget Retreat 1 of 2)**

Mary Campbell, meeting facilitator representing Mary Campbell & Associates, Inc., explained the "ground rules" for the strategic planning sessions, which included the following:

- All perspectives are valuable
- Listen to understand
- Ask clarifying questions
- Use your time wisely
- Be fully present

PUBLIC COMMENT:

None.

Ms. Campbell asked participants to review the list that was compiled from participant responses of the City's strengths, weaknesses, opportunities, and threats (SWOT) (filed). She defined each as follows:

- Strengths – assets that can be used to achieve goals;
- Weaknesses – deficits that could impede goals;
- Opportunities – external influences and trends that could help you if...; and
- Threats – external influences and trends that could hurt you unless...

NOTE: Council Member Cooper arrived at 3:32 p.m.

Ms. Campbell asked participants to articulate what they felt were common themes and/or most significant in the SWOT listing. The following responses were verbalized:

Strengths:

- The City Council represents everyone equally;
- Elk Grove has an active, engaged citizenry that “drives our ship”;
- Financially healthy;
- Strong foundation, bright future, good team;
- Capitalize on strengths, e.g. diversity – old town, distinct rural and urbanized areas, ethnicity; and
- The team (Council, citizens, staff) works well together.

Weaknesses:

- Diversity in City staff does not reflect ethnicity of Elk Grove’s population;
- The fact that “citizenry” was listed as a weakness;
- Many voices in the community are not heard; typically, the same small group of people express themselves, which creates a lack of diversity of opinions and viewpoints;
- Some perceptions of the City are negative;
- The City does not do enough to correct negative perceptions;
- It takes years to gain trust and years to regain it, once broken;
- Relationships with other governmental agencies, e.g. lack of coordination, top heavy, gets in the way of providing services;
- Lack of organizational development, e.g. Elk Grove is a young city;
- Citizens do not know which services each governmental agency provides or how taxes are distributed;
- The City has not been business friendly;
- Hiring practices previously were conducted in a fast pace and done absent standard procedures; and
- Jobs/housing imbalance.

Opportunities:

- New attitude developing, e.g. valuing residents input, competitively seeking to bring new jobs to the community;
- The slowing economy brings an opportunity to improve and refine internal operations and planning;
- Leadership is optimistic about community and economy;
- Elk Grove has not yet developed all its land, opportunities lie ahead for master planning, staff and City Council still have an opportunity to put their “stamp” on the region;
- Should actively engage more residents and build community leaders;

- The recession has decreased costs including housing, which makes Elk Grove a more affordable location and could attract business and people to the community again;
- Attract more visitors to Elk Grove;
- Reduce duplication of services amongst governmental agencies; and
- Solicit and use ideas offered by citizens.

Threats:

- Employee morale, e.g. at-will employment system causes insecurity, effectiveness of pay-for-performance model is questionable;
- High reliance on sales tax – uncertain when/whether the rebound from the current poor economy will leave the City as strong as it was before;
- Perception of crime problem, particularly with the notion that south Sacramento problems are encroaching into Elk Grove’s northern boundary;
- Perceptions become reality;
- Pervasiveness of blight; should not allow northern boundary to deteriorate;
- Interagency conflicts (e.g. County of Sacramento, Cosumnes Community Services District; Elk Grove Unified School District, County Sanitation District);
- Tunnel vision; should have more of a “collective” vision;
- How will the City deal with the abundance of vacant retail space; and
- What if economy does not improve as expected at the end of this year.

NOTE: Council recessed at 4:30 p.m. and reconvened at 4:43 p.m. with all members present.

Ms. Campbell asked participants to break into four groups and write five goals, which she defined to include the following:

- Broad statements of strategic intent;
- Where the City invests its resources;
- Provide direction for staff;
- The “whats” citizens expect from the City; and
- Five year horizon.

Results of group goal writing session:

Group 1:

Create high quality jobs
 Develop sustainable procedures for City business
 Economic development
 Increase regional presence
 Reinventing City government

Group 2:

Retool public perceptions
Improved processes
Fiscal responsibility
Civic/cultural amenities
Long term planning

Group 3:

Extraordinary quality of life for "all"
Fiscally healthy
Quality / job growth
A collaborative community vision
Strong neighborhoods

Group 4:

Jobs – economic stability
Promote Elk Grove identity
Promote interagency cooperation and coordination
Engage citizens in public safety
Develop organization

Ms. Campbell asked participants if they felt any major ideas were missing from the group goal lists, to which "a sense of community" was voiced.

ADJOURNMENT

With no additional business to conduct, the February 27, 2009 Special City Council meeting was adjourned at 6:03 p.m.



SUSAN J. BLACKSTON,
CITY CLERK

ATTEST:



PATRICK HUME, MAYOR