

**MINUTES OF THE CITY COUNCIL  
SPECIAL MEETING  
Saturday, February 28, 2009**

**CALL TO ORDER/ROLL CALL**

Mayor Hume called the Special City Council meeting of February 28, 2009 to order at 9:05 a.m.

Present: Mayor Hume, Vice Mayor Scherman, Council Members Cooper, Davis and Detrick

Absent: None.

**2. CLOSED SESSION**

Mayor Hume announced the following closed session item prior to Council adjourning to closed session at 9:05 a.m.

**A) PUBLIC EMPLOYEE PERFORMANCE EVALUATION**  
Pursuant to Government Code § 54957

Title: City Manager

Title: City Attorney

The City Council reconvened at 9:55 a.m. with Council Member Cooper absent. Mayor Hume announced that no reportable action was taken in closed session.

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

**3. PRESENTATION**

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

Mary Campbell, meeting facilitator representing Mary Campbell & Associates, Inc., reviewed her compilation of results from the February 27, 2009 Special City Council meeting as follows:

Goals:

1. Grow and support safe, livable, attractive neighborhoods;

2. Develop an efficient and effective City organization (with regional perspective);
3. Promote Elk Grove as a recreational and cultural center that attracts visitors;
4. Serve as wise, responsible stewards of fiscal resources; and
5. Create a vibrant, diversified economy.

Values:

- Collaborate and engage with citizens to build a strong community;
- Partner with other public, private, and non-profit entities to achieve [regional] shared goals;
- Maintain a long term [regional and forward looking] perspective;
- Balance the need for growth with an appreciation of Elk Grove's unique history and culture;
- Use proactive [internally/externally] respectful communication to advance the goals of Elk Grove;
- Speak with one voice to support decisions made by Council; and
- Be fiscally responsible.

Threats:

- Employee morale;
- Bad economy;
- Potentially weak rebound – sales tax;
- Perception = reality?;
- Blight – vacant retail space;
- Northern border impacting service calls;
- Interagency conflicts compete for resources; and
- Forced “tunnel vision”.

Ms. Campbell asked participants if they felt anything was missing from the above lists, to which it was voiced that “a collaborative communitywide vision and strategic plan” should be developed and implemented.

*NOTE: Council recessed at 10:45 a.m. and reconvened at 10:55 a.m. with Council Member Cooper absent.*

Ms. Campbell asked participants to break into five groups and create objectives for each of the five goals. Results from group exercise were as follows:

1. Grow and support safe, livable, attractive neighborhoods:

- Engage and involve neighborhood residents in the resolution of issues affecting them;
- Maintain and improve both the reality, and the perception, of crime;
- Improve traffic safety and circulation;
- Increase involvement of neighborhoods; and
- Assist residents to protect the investment they have in their homes, neighborhoods, and businesses.

Additional comments:

- Every neighborhood should be organized in some fashion; and
- Develop a partnership with Elk Grove Unified School District to use elementary schools as neighborhood meeting places; use as a foundation to open dialog between citizens and the Police Department, Planning, Public Works, Cosumnes Community Services District, etc.

2. Develop an efficient and effective City organization (with regional perspective):

- ❖ Promote excellent public service
  - Processing time and standards;
  - Customer (internal and external) satisfaction surveys (in-house confidential surveys); and
  - Standards for communication.
- ❖ Create ongoing performance evaluation systems (people and services);
- ❖ Develop organization
  - Norms and procedures adopted;
  - Continual improvement using education and training to retain and recruit; and
  - Enhance status as employer of choice.
- ❖ Develop outreach strategies to communicate internally and externally
  - Focus on new technology

Additional comments:

- Codify institutional memory (e.g. norms, policies, procedures, orientation programs for employees and City Council Members, City mission, vision, values, and a historical library of documents to include reports such as Envision Elk Grove, Quality of Life Task Force Report, etc.)

3. Promote Elk Grove as a recreational and cultural center that attracts visitors:

- Open iconic Civic Center with 3,000 seat performing arts center and outdoor amphitheater attracting national touring companies and headline performers; host trade shows; (conduct a cultural audit to access needs);
- Complete sports complex that hosts state/national tournaments and trials;
- Establish Elk Grove as an eco-tourism draw with trails, learning center (museum), Stonelakes, Cosumnes preserve, etc.; and
- Public-Private Partnership dedicated to travel; tourism marketing: online travel sites; travel media; and trade shows.

4. Serve as wise, responsible stewards of fiscal resources:

- ❖ Develop core measures for actions
  - Justifiable
  - Effective
  - Accountability – audit committee
  - Reserves (base and policy)

- ❖ Program Wheel
  - Identify
  - Outreach
  - Engage partners
  - Evaluate/sustain
  - Action
  - Review

Additional comments:

- Develop a forecast system for all programs; and
- Evaluate operation impacts of capital improvements.

5. Create a vibrant, diversified economy:

- Continue participation and investment in the Economic Development Center and support completion of an Economic Development Strategic Plan;
- Establish job creation goals (quality and quantity);
- Develop interagency Economic Development Incentive Program;
- Develop a streamlined (and transparent) multi-agency project processing system;
- Complete market study (target);
- Increase regional and statewide presence;
- Attract a high profile cultural economic drive;
- Establish a convention and visitors bureau;
- Recruit a high profile graduate level university program; and
- Develop a job retention program.

*NOTE: Council recessed at 11:45 a.m. and reconvened at 12:00 p.m. with Council Member Cooper absent.*

City Attorney Cochran briefly reviewed the draft Elk Grove City Council Norms and Procedures Manual (filed). It was determined that additional revisions needed to be made to reflect current procedures. Additionally, clarification should be included regarding the process for individual City Council Members to communicate their desire to place items on agendas. Following discussion it was decided that, by March 13, 2009, the Manual would be revised and redistributed to the City Council for review. City Council Members would then submit their comments to the City Attorney for incorporation into the Manual. The Manual would be discussed in closed session at the regularly scheduled City Council meeting of April 22, 2009. Adoption of the Manual would occur as a regular action item at a subsequent City Council meeting.

Following discussion, it was decided that the staff members listed below would be assigned to work with other City managers and staff to further refine and clarify goals and objectives:

1. Police Chief Robert Lehner – Goal: Grow and support safe, livable, attractive neighborhoods;
2. Deputy City Manager Frank Oviedo – Goal: Develop an efficient and effective City organization (with regional perspective);
3. Deputy City Manager Cody Tubbs – Goal: Promote Elk Grove as a recreational and cultural center that attracts visitors;
4. Finance Director Rebecca Craig – Goal: Serve as wise, responsible stewards of fiscal resources; and
5. Assistant City Manager Patrick Blacklock – Goal: Create a vibrant, diversified economy.

Discussion ensued regarding the timeline to adopt the goals and objectives. The following dates were agreed to:

- Draft goals and objectives (refined by staff) would be brought to Council for review and public input at the regularly scheduled meeting of March 25, 2009;
- Revised goals and objectives would be brought to Council for adoption at the regularly scheduled meeting of April 8, 2009; and
- Adopted goals and objectives would be incorporated in the 2009-10 budget tentatively scheduled for Council consideration at the regularly scheduled meeting of May 27, 2009.

**PUBLIC COMMENT:**

Connie Conley asked that four or five top goals from the 2006 Envision Elk Grove report be compared with the goals and objectives that were developed at the February 27 and 28 Strategic Planning Sessions. She asked that the information be presented as a “report card” and used as a benchmark for accomplishments.

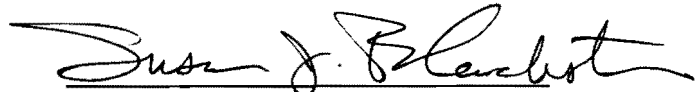
Ms. Campbell asked participants what they felt was most valuable about the February 27 and 28 Strategic Planning Sessions. The following comments were voiced:

- Council and staff were in sync;
- The Norms and Procedures Manual was moving forward;
- There is now an understanding of short- and long-term objectives;
- A vision for today and the future has been articulated, as well as specifics to attain it;
- Desire of staff to work in strategic direction based on Council goals;
- Going forward, the City needs to develop a broader community vision;
- Respect and dedication each has for one another;
- Reaffirmed that resources are being spent on what Council desired;
- Corrections being made for past mistakes;


- Being able to spend time outside formal City Council meetings is a helpful environment for communicating;
- There are a tremendous amount of shared values;
- There were similar determinations from all participants regarding the City's strengths, weaknesses, opportunities, and threats; and
- Valuable information was derived that will prove useful to staff and the City, as future work plans are developed and implemented.

**ADJOURNMENT**

With no additional business to conduct, the February 28, 2009 Special City Council meeting was adjourned at 12:55 p.m.

  
SUSAN J. BLACKSTON,  
CITY CLERK

ATTEST:

  
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PATRICK HUME, MAYOR