



**BENICIA CITY COUNCIL SPECIAL GOAL-SETTING MEETING
CITY COUNCIL MEETING AGENDA**

**City of Benicia Library, Dona Benicia Room
150 East L Street
Benicia, CA 94510
March 29, 2019
12:00 PM**

Call To Order (12:00 P.M.)

1. Roll Call

2. Pledge Of Allegiance

3. Reference To The Fundamental Rights Of The Public

A plaque stating the fundamental rights of each member of the public is posted at the entrance to this meeting room per section 4.04.030 of the City of Benicia's Open Government Ordinance.

4. Opportunity For Public Comments

This portion of the meeting is reserved for persons wishing to address the Council on any matter not on the agenda that is within the subject matter jurisdiction of the City Council. State law prohibits the City Council from responding to or acting upon matters not listed on the agenda. Each speaker has a maximum of five minutes for public comment. If others have already expressed your position, you may simply indicate that you agree with a previous speaker. If appropriate, a spokesperson may present the views of your entire group. Speakers may not make personal attacks on council members, staff or members of the public, or make comments which are slanderous or which may invade an individual's personal privacy.

5. Written Comment

6. Public Comment

7. Business Items

7.A CITY COUNCIL GOAL-SETTING 2-DAY WORKSHOP 2019 - DAY ONE

Holding annual opportunities for the City Council to discuss and set its priorities for the next fiscal year is a best practice. The City Council will be doing so during a two-day goal-setting workshop on March 29 & 30. During Day One, the City Council, City Manager and City Attorney will engage in exercises designed to strengthen working relationships. On Day Two, the Executive Management Team (comprised of the City Manager, department directors, and the City Attorney) will join the City Council in participating in a process designed to update the current work plan of projects and initiatives for the next fiscal year, 2019-20. The Council will review and approve the work plan before July 1. The process will be repeated annually.

Recommendation:

Engage in the process and end Day Two with a list of high priority projects and initiatives, ranked in order of importance by the Council, that will be developed into a work plan for Fiscal Year 2019-20.

[Staff Report - Goal-Setting Workshop 2019](#)

[1. Updated Work Plan 2018-19](#)

[2. Priority Based Budgeting Result Summary 2019](#)

8. Adjournment (8:00 P.M.)

Public Participation

The Benicia City Council and its Boards and Commissions welcome public participation.

Pursuant to the Brown Act, each public agency must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. The City Council allows speakers to speak on non-agendized matters under public comment, and on agendized items at the time the agenda item is addressed at the meeting. Comments are limited to no more than five minutes per speaker. By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the City Council.

Should you have material you wish to enter into the record, please submit it to the City Manager.

Disabled Access or Special Needs

In compliance with the Americans with Disabilities Act (ADA) and to accommodate any special needs, if you need special assistance to participate in this meeting, please contact Alan Shear, the ADA Coordinator, at (707) 746-4200. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting.

Meeting Procedures

All items listed on this agenda are for Council discussion and/or action. In accordance with the Brown Act, each item is listed and includes, where appropriate, further description of the item and/or a recommended action. The posting of a recommended action does not limit, or necessarily indicate, what action may be taken by the City Council.

Pursuant to Government Code Section 65009, if you challenge a decision of the City Council in court, you may be limited to raising only those issues you or someone else raised at the public hearing described in this notice, or in written correspondence delivered to the City Council at, or prior to, the public hearing. You may also be limited by the ninety (90) day statute of limitations in which to challenge in court certain administrative decisions and orders (Code of Civil Procedure 1094.6) to file and serve a petition for administrative writ of mandate challenging any final City decisions regarding planning or zoning.

The decision of the City Council is final as of the date of its decision unless judicial review is initiated pursuant to California Code of Civil Procedures Section 1094.5. Any such petition for judicial review is subject to the provisions of California Code of Civil Procedure Section 1094.6.

Public Records

The agenda packet for this meeting is available at the City Manager's Office and the Benicia Public Library during regular working hours. To the extent feasible, the packet is also available on the City's web page at www.ci.benicia.ca.us under the heading "Agendas and Minutes." Public records related to an open session agenda item that are distributed after the agenda packet is prepared are available before the meeting at the

City Manager's Office located at 250 East L Street, Benicia, or at the meeting held in the Council Chambers. If you wish to submit written information on an agenda item, please submit to the City Clerk as soon as possible so that it may be distributed to the City Council.

Contact Your Council Members

If you would like to contact the Mayor or a Council Member, please call the number listed below to leave a voicemail message.

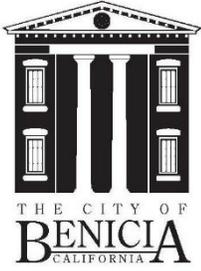
Mayor Patterson: 746-4213

Vice Mayor Strawbridge: 746-4213

Council Member Campbell: 746-4213

Council Member Young: 746-4213

Council Member Largaespada: 746-4213



**AGENDA ITEM
CITY COUNCIL MEETING DATE – MARCH 29, 2019
BUSINESS ITEM**

TO : City Council

FROM : City Manager

SUBJECT : **City Council Goal-Setting 2-Day Workshop 2019**

EXECUTIVE SUMMARY:

Holding annual opportunities for the City Council to discuss and set its priorities for the next fiscal year is a best practice. The City Council will be doing so during a two-day goal-setting workshop on March 29 & 30. During Day One, the City Council, City Manager and City Attorney will engage in exercises designed to strengthen working relationships. On Day Two, the Executive Management Team (comprised of the City Manager, department directors, and the City Attorney) will join the City Council in participating in a process designed to update the current work plan of projects and initiatives for the next fiscal year, 2019-20. The Council will review and approve the work plan before July 1. The process will be repeated annually.

RECOMMENDATION:

Engage in the process and end Day Two with a list of high priority projects and initiatives, ranked in order of importance by the Council, that will be developed into a work plan for Fiscal Year 2019-20.

BUDGET INFORMATION:

There is no impact on the budget at this time. Any budget impact associated with the projects and initiatives included in the work plan will be described at the time the work plan is approved by the City Council at a separate meeting.

BACKGROUND:

Holding annual opportunities for the City Council to discuss and set its priorities for the next fiscal year is a best practice. The City Council will be doing so during a two-day goal-setting workshop. During Day One, the City Council, City Manager and City Attorney will engage in exercises designed to strengthen working relationships. On Day Two, the Executive Management Team (comprised of the City Manager, department directors, and the City Attorney) will join the City Council in participating in a process designed to update the current work plan of projects and initiatives for the next fiscal year, 2019-20. The Council will review and approve the work plan before July 1. The process will be repeated annually.

Day One – Friday, March 29, starting at 12:00 noon

Teamwork is important for any City Council to function and serve the community to the best of its ability. One part of the City Manager’s role is to support the Council’s ability to work as a team.

Together, the City Council, City Manager and City Attorney will spend Day One of the workshop engaging in exercises with a professional facilitator designed to strengthen our sense of teamwork.

Day Two – Saturday, March 30, starting at 9:00 a.m.

The structure of Day Two includes the Executive Management Team with the City Council—the two groups together form yet another team. The professional facilitator will lead team-building exercises in the morning to improve working relationships.

As a second part of the day, the staff will work with Council members to develop a set of high priority projects and initiatives that will become a written work plan for Fiscal Year 2019-20. The process will include each Council member reviewing the current Work Plan 2018-19 (copy included as Attachment 1) as well as a master list of other projects and initiatives designed to represent the broad range of activities that staff and Council members could be engaged in. The Work Plan format limits the total number of projects & initiatives to approximately 10 to reflect the limited staff capacity available.

In choosing top priorities, each Council member will be asked to consider how each project and initiative helps achieve the six results confirmed by Council for use in the Priority-Based Budgeting process; they are:

1. Maintain and Enhance a High Quality of Life
2. Preserve and Enhancing Infrastructure
3. Protect and Enhancing the Environment
4. Protect Community Health and Safety
5. Strengthen Economic and Fiscal Conditions
6. High Performing Government

(See Attachment 2 for a summary of the six results with their definitions.) Other criteria will also be offered for Council consideration in question form such as “What portion of the community does the project/initiative benefit?”, “Is funding available for it?”, “Will it enhance safety?”, etc. After deciding on the top ten highest priority projects and initiatives as individual Council members, the Council as a whole will be asked to combine the individual preferences into a single list, ranked by importance.

NEXT STEPS:

The work completed by the City Council at the end of Day Two will be reformatted and brought back to the Council at a regular Council meeting for approval as the work plan for Fiscal Year 2019-20.

General Plan	The overarching goal of the General Plan is sustainability.
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Strategic Plan	Strategic Issue #1: Protecting Community Health and Safety Strategic Issue #2: Protecting and Enhancing the Environment Strategic Issue #3: Strengthening Economic and Fiscal Conditions Strategic Issue #4: Preserving and Enhancing Infrastructure Strategic Issue #5: Maintain and Enhance Quality of Life
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CEQA Analysis	This report is exempt from CEQA under Section 15061(b)(3) the “general rule” exemption, which states that where it can be seen with certainty that there is no environment, the activity is exempt from CEQA.
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ATTACHMENTS:

1. Updated Work Plan 2018-19
2. Priority Based Budgeting Result Summary 2019

For more information contact: Lorie Tinfow, City Manager

Phone: 707.746.4200

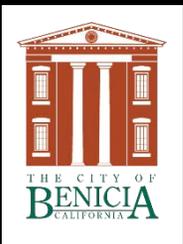
E-mail: ltinfow@ci.benicia.ca.us

CITY OF BENICIA WORK PLAN FY2018-19		Priority-Based Budgeting Result Achieved*					Lead Depts.	Lead staff	Status Update - 2/19/19	
<i>Approved by City Council on 7-24-18</i>		CHS	HQL	PEI	EFC	PEE	HPG		(Previous information in italics; updated information in bold below)	
Line #	PROJECTS & INITIATIVES									
1	Asset Protection from Sea Level Rise/ Climate Change: Benicia's coastal areas are subject to climate change impacts such as increased flooding and rising sea level that threaten City assets such as the Wastewater Treatment Plant, B St., and other public infrastructure	X	X	X	X	X	X	Public Works Dept.	Public Works Director	PROGRESS: As a first step, in April 2018 Council approved funding for an engineer's study of B Street; Local Hazard Mitigation Plan adopted by Council in 2017 identified need/threat. Geotechnical report for East B Street completed 2018; staff evaluating report and preparing project scope to address street settlement; project funding TBD.
2	Economic Development Program: define our competitive advantage; identify features/resources Benicia can use to generate reliable revenue streams; enhance tourism; support and retain existing businesses, and attract new business		X	X	X	X	X	City Manager's Office / Econ. Dev.	Economic Dev. Mgr.	PROGRESS: Economic Development has been identified as a crucial tool to assist with City revenues; business diversification is needed, e.g., hotel development on City property located on 2nd Street; support First Street as a visitor destination and strengthen Benicia Industrial Park. In addition, the established Priority Development Area for the industrial park and related work such as the Benicia Industrial Park Transportation and Employment Center plan (TEC Plan) have helped to secure funding for upcoming road and infrastructure improvements that contribute to sustainability. Staff is currently preparing to conduct a parking study for downtown and an engineering study of the future hotel site on East 2nd & E Streets. In addition, the process to identify a potential hotel developer is under development now. A study session on Economic Development will be scheduled for 2019.
3	Employee Retention & Attraction Program: Identify ways to reduce staff turnover and manage the effects of staff turnover; identify ways to retain high quality staff; make Benicia an "employer of choice" to attract high quality candidates to fill vacancies		X				X	City Manager's Office / Human Resources	Assistant City Manager	PROGRESS UNDERWAY - Report presented to Council in October 2017 to highlight staff turnover issues; Council approved adjustments to salary ranges for several high-risk positions; compensation survey planned for summer/fall 2018 to measure Benicia's place in the market. A compensation survey to measure Benicia's place in the market has been completed and is scheduled for discussion with Council in February 2019.
4	Enterprise Resource Planning (ERP) system: complete the process of installing the new financial system and migrating current city data over the the new system		X		X		X	Finance Dept.	Finance Director	PROGRESS: With funding approved by Council, additional staff resources have been brought in to free up regular staff to focus on the ERP; AR/AP = July 2018; utility billing = January 2019; payroll and remaining elements = Summer 2019. First module (Accounts Receivable/Accounts Payable/General Ledger) went live in July 2018; kick-off meeting for utility billing (UB) occurred in August 2018 with target completion date of October 2019; payroll/HR will begin after that date.

CITY OF BENICIA WORK PLAN FY2018-19		Priority-Based Budgeting Result Achieved*					Lead Depts.	Lead staff	Status Update - 2/19/19
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Line #	PROJECTS & INITIATIVES								
5	Geographic Information Systems (GIS): development new tool for use by all departments	X	X	X	X	X	X	City Manager's Office / Info Tech	Assistant City Manager PROGRESS: staff is working with a consultant to build the GIS infrastructure which will include a GIS licensing server, internal webserver, and an application webserver. Once the infrastructure is built, a peer-to-peer connection with the Solano County GIS will be established to begin populating the City's GIS network with data. The City has purchased GIS license software and installed the necessary servers (physical and virtual), along with the proper SSL certs to host GIS maps on the public facing site needed for implementation. Staff has also contracted with Farallon Geospatial, a consultant who has worked with Solano County on its GIS system. Farallon is currently creating a web portal connection between the County GIS and the City for sharing purposes. Staff is working with Farallon to ensure the completed projects are published on the web portal. Farallon has scheduled a training date for staff in early January.
6	Landscape & Lighting Districts: review funding structure of existing LLDs and identify process to better align revenues collected to meet maintenance needs and expenses		X	X	X		X	Public Works Dept.	Public Works Director PROGRESS: staff contracted with consultant for review and assistance with determining necessary funding and required election process. Citywide assessment may be undertaken. More public outreach needed before making any changes; status quo for 2018 with changes targeted for 2019. Harris & Associates retained to perform assessment of existing landscape and lighting conditions with staff and prepare recommended strategies for citywide assessment district.
7	Library Lower Level Completion: this project includes finishing the lower level of the library to include bathrooms, paint, carpeting, drapes, etc.		X	X				Library & Public Works Dept.	Library Director PROGRESS: Project funding secured; process under development; work expected to begin 2019 and be complete 2019-20. Project remains on target.
8	Police Facility: Current Police Station is not able to meet the variety of community and employee needs including accessibility challenges, inadequate space for staffing needs, technology incompatibilities, etc., nor achieve maximum efficiency.	X	X	X			X	Police Dept. & Public Works Dept.	Police Captain PROGRESS: The consultant is well into their examination of the existing police station and the need for a modern operation. They are examining the possibility of a retrofit of the existing facility or the possibility of a hybrid approach. Their intention is to present the findings to the City Manager in October and City Council before the end of the year. Study refinements to study underway; presentation to City Manager and Council expected in first half of 2019.

CITY OF BENICIA WORK PLAN FY2018-19		Priority-Based Budgeting Result Achieved*					Lead Depts.	Lead staff	Status Update - 2/19/19
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Line #	PROJECTS & INITIATIVES								
9	Priority-Based Budgeting: Complete process in 2018 for use in developing 2019-21 Budget: this budgeting process shows how City funds are used to meet community priorities by viewing City activities by program rather than department; process begun in 2017.		X	X	X		X	City Manager's Office	Econ Dev Mgr & Asst. CM w/ "superusers" from Finance, Library, Public Works, Fire PROGRESS: Staff completed costing allocation and department scoring. Peer review of scoring is complete, and we are still on track for PBB tool completion by November 2018. Following the November 20th City Council PBB presentation, staff has continued to work on refinements to program descriptions and to assign revenue to specific programs. Staff is also working to develop a time-table on how to deploy PBB during our upcoming budget development process. In the near future staff will be launching PBB Online which will allow residents to access our budget and see the cost of the various City programs.
10	Street and Roadway Improvements/Increase Pavement Condition Index (PCI): Benicia's average PCI score is 57 on scale of 1-100; a score of 85 is considered desirable for cities.		X	X	X			Public Works Dept.	Public Works Director PROGRESS: Updated PCI report will be presented to Council in October 2018; signage and other communication tailored to explain funding; staff exploring options to optimize funding and complete more projects. PCI report with 6 project/funding scenarios presented to Council in October; additional scenario requested; consultant preparing requested scenario; staff developing funding option(s)
11	Tax Revenue Enhancements: adjust or add additional tax revenues including cannabis, apportionment, utility user tax, transient occupancy tax, business license: city finance projections show new revenues are needed to help meet impending budget shortfalls	X	X	X	X		X	City Manager's Office & City Attorney's Office	City Manager & City Attorney IN PROGRESS - Cannabis tax measure approved by Council on June 19, 2018, for November 2018 ballot; Port Tax measure under development now for Council action in July 2018 and voter consideration in November 2020. Cannabis tax passed by voters and rates set by Council in November 2018; Port Tax measure set for November 2020 ballot pending successful tidelands lease negotiations with Amports; lease information development underway.
12	Water & Sewer Utilities: Includes maintaining infrastructure adequately and setting rates to meet funding needs for capital and operating expenses.		X	X	X	X	X	Public Works Dept.	Public Works Director PROGRESS UNDERWAY - Council action to date: eliminated sewer rate increase for July 2018; maintain water rate increase @ 10%; monitor rates, revenues and expenses; Local Hazard Mitigation Plan identified need. 2019 – Update the water and sewer master plans; 2020- Work with Consultant on next 5-year water/sewer rate study (FY 21/22 through FY 25/26). Staff recommends that a community working group be established to assist with recommendations and the consideration of hiring professional outreach assistance; 2021- Prop 218 notice requirement, public hearing/first reading, second hearing/adoption. Water and sewer rates to be effective January 1, 2022.

Protect Community Health & Safety	Maintain & Enhance A High Quality of Life	Preserve & Enhance Infrastructure	Strengthen Economic & Fiscal Conditions	Protect & Enhance the Environment	High Performing Government
Enforce the law, facilitate community engagement and offer multi-disciplined emergency services that are well prepared and equipped to promptly respond to community risk	Provide resources to meet the community's needs for information, communication, and the enhancement of literacy.	Maintain, repair, improve and invest in its transportation infrastructure (roads, streets, sidewalks, and bridges)	Provide, maintain and enhance its public infrastructure systems to support the effective delivery of services, preserve its resources and meet the current and future needs of its residents, businesses and visitors	Reduce or mitigate factors such as greenhouse gas emissions and energy consumption, that negatively impact the environmental quality of water, land and air	Fosters sound fiscal responsibility, operational excellence, trust and transparency by ensuring accountability, efficiency, innovation and best practices
Establish and enforce codes and regulations to promote a clean, healthy, properly regulated and visually appealing place to live, work and play	Offer safe, well-maintained recreational facilities and opportunities for all ages—children, youth, adults, and seniors — including recreation and community centers, as well as open space.	Manage and invest in well-planned technology infrastructure that meets the current and future needs of the community	Focus on well-planned, well-regulated and strategic economic development efforts that strengthens the fiscal condition of the City and preserves the quality of life residents expect	Provide for safe and reliable water supply and the conservation of all resources	Protects, manages, leverages and invests in its human, financial, physical and technology resources
Foster safety for individuals in their neighborhoods, commercial areas, public facilities and outdoor spaces throughout the community through visible, responsive public safety presence, a proactive focus on prevention, deterrence and intervention, and promptly addressing the concerns of the community	Preserve, and protect its natural and historic resources to ensure their ongoing use and appreciation by residents and visitors alike.	Provide a balanced street system to serve automobiles, pedestrians, bicycles, and transit, balancing vehicle-flow improvements with multi-modal considerations	Provide a safe, healthy, attractive and "business-friendly" environment that fosters and supports a competitive economic climate, which attracts and retains a well-balanced mix of business	Promote sustainable development (business, housing, transportation and noise) that align with protecting and preserving natural resources	Provides assurance of regulatory and policy compliance to minimize and mitigate risk and the conservation of all resources
Prepare and provide for community and regional emergency situations and disasters	Encourage and support a variety of diverse housing opportunities as well as venues for dining, retail, entertainment, the arts, lifelong learning, and cultural enrichment.	Plan, build and maintain high quality infrastructure that enhances the livability and beautification of the community	Attract and retain a well-balanced mix and diversification of business and development, including industrial, retail, travel and tourism, that supports the culture of the community and focuses on sustainable job growth	Plan for environmental sustainability	Supports decision-making with timely and accurate short-term and long-range



Priority Based Budgeting - Community and High Performing Governance Results

Provides responsive leadership, facilitates timely and effective two-way communication

Attracts, develops, retains and values a quality workforce dedicated to service excellence