COUNCIL REFERRAL FORM

Name of Councilmember requesting referral: Marilyn Ezzy Ashcraft

Date of submission to City Clerk (must be submitted before 5:00 p.m. on the Monday before the Council meeting requested): February 2, 2015

Council Meeting date: February 17, 2015

Brief description of the subject to be printed on the agenda, sufficient to inform the City Council and public of the nature of the referral:

Recommend that City Council Adhere to Council Referral Process Adopted By City Council on December 4, 2007

In November 2007, the Alameda City Council and the City's Executive Management Team held a Priority Setting Workshop. Among the topics covered were management's dilemma when faced with a Councilmember request for a report on an issue, or some other action. "[S]taff is not always clear about whether the one Councilmember is representing the interests of the entire Council. Since staff has a full work program, it means redirecting staff from existing priorities and Council direction. This can inadvertently rearrange Council priorities. . . Management needs to better clarify the impact or time involved to respond to a request. . .What are the costs in staff time, dollars, impact on other priorities, other costs?"

Following a discussion of methods used by other cities to determine Council direction on a Councilmember's request, there was a consensus of all 5 councilmembers to use Fremont's City Council Referral Process.* The "Next Steps" section of the workshop included, "Council referral process will be written up and implemented." (Summary of City Council and Executive Management Team Priority Setting Workshop Held on November 13, 2007, pp. 5-6 (attached))

On December 4, 2007, the City Council adopted a resolution, referencing the November 13, 2007 meeting, to add a Council Referral section at City Council meetings. The Staff Report included the precise wording of the Fremont City Council Referral process and a Council Referral Form (which is currently used) as an attachment. (December 4, 2007 Staff Report, Agenda Item 4-H & Resolution No. 14161 (attached))
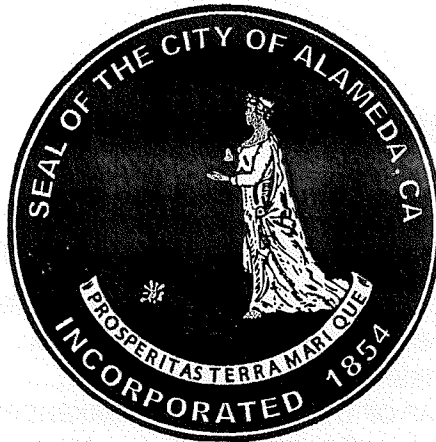
The Council Referral process makes no distinction between the Mayor and other Councilmembers placing an item on the agenda; therefore, the only way any Councilmember can request that an item be agendized is through the Council Referrals process.

*The City of Fremont City Council Referrals practice is:

"a) Any Councilmember may, prior to any regular City Council meeting, bring any matter to the attention of the City Council that is not otherwise scheduled on a City Council agenda. The matter will be placed on the agenda in the Council Referral section. The sponsoring Councilmember shall give the City Manager a brief description of the subject to be printed in the agenda, sufficient to inform the City Council and public of the nature of the referral.

b) The City Council, after considering the referral, may do any of the following:
    1) Take no action.
    2) Refer the matter to staff to schedule as a future City Council agenda item. [NOTE: City Council referrals to staff are made through the City Manager.]
    3) Take dispositive action if Council finds that sufficient notice to the Council and the public has been provided by the published agenda, sufficient information has been received by the Council, and no formal published notice of a public hearing is required.
    4) The Councilmember who requested the referral has the privilege of speaking first on the item.

CITY OF ALAMEDA, CALIFORNIA

SUMMARY OF CITY COUNCIL AND EXECUTIVE MANAGEMENT TEAM PRIORITY SETTING WORKSHOP HELD ON NOVEMBER 13, 2007

December 2007

> **MANAGEMENT PARTNERS**
INCORPORATED

TABLE OF CONTENTS

NOVEMBER 13, 2007 PRIORITY SETTING WORKSHOP

On November 13, 2007, the City Council and Executive Management Team met from 6 - 10 p.m. in the Library for a priority setting workshop. Jan Perkins and Nancy Hetrick of Management Partners facilitated the workshop.

The workshop was the second of two sessions planned. The priority setting process began with staff creating work plans to articulate the special projects of City departments. This process is timely because of the start of the next two-year budget cycle in early 2008, and the addition of new members to the Executive Management Team.

Priority Setting Process Purpose
The purpose of the entire priority setting process is to:
* Provide Council direction on priorities for the work plan for the next 2-3 years
* Provide an opportunity to strengthen Council understanding of staff's current work plans and resources available to carry them out
* Create mutual understanding and agreement between the Council and Executive Management Team on a process of reporting progress on work plans
* Create mutual understanding and agreement between the Council and Executive Management Team on a process of modifying priorities once adopted (adding/deleting projects to meet changing needs) that includes adjusting existing priorities or adding resources to ensure new projects can be completed and Council priorities met

The focus of the workshop held on September 11, 2007, was the following:
* Identification of factors affecting the City over the next several years
* Confirmation or modification of draft citywide objectives
* Understanding of current work plans for City departments
* Initial understanding of Council priorities

November 13 Workshop Agenda
1. Welcome and Introductions
2. Finalize objectives and purpose statement
3. Discuss progress reporting on highest priorities
4. Develop procedure for adding to or modifying the work plan
5. Public comment
6. Wrap up and next steps

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Workshop Ground Rules

The ground rules for the September 11th workshop, set by the Council and staff, were used for the November 13th workshop. The ground rules were:

- Keep a sense of humor
- Be direct and diplomatic
- One person speak at a time
- Everyone participate – have an open dialogue
- Listen
- Respect the work that went into this

Recap of September 11 workshop:

- Discussed Alameda's recent successes
- Presented and discussed an Environmental Scan prepared by staff
- Conducted Strengths, Weaknesses/Limitations Opportunities, Threats brainstorm
- Reviewed and modified citywide policy objectives
- Reviewed departmental work plans (programs/projects)
- Council members identified *highest* and *high* priorities

Between September 12 and November 13

- Management Partners prepared report summarizing work accomplished at the 9/11 workshop, including next steps
- Staff discussed progress reporting format to ensure Council is informed
- Management Partners provided information about how cities address new initiatives, and staff brainstormed how such a process might work in Alameda
- Management Partners prepared agenda for 11/13 workshop

Revised City Purpose Statement

The Council reviewed the proposed purpose statement and made the following revision:

> The City of Alameda focuses its resources on providing services that enhance the quality of life for its residents and promote the prosperity of its business community.

Citywide Policy Objectives

Council reached consensus on the following revised Citywide Policy Objectives:

o Continue progress in the redevelopment of the former naval property.

o Identify funding and develop master plans for providing and maintaining infrastructure improvements.

o Take measures to improve and promote the community's economic health.

o Develop or update and implement land use, transportation/traffic, parking and also environmental sustainability planning strategies, tools, and documents.

o Provide quality youth and senior programs, services, and facilities.

o Recruit, retain, and develop a skilled and responsive workforce.

o Continuously improve internal operations, systems, and management practices in order to provide high-quality customer service.

As staff reflected on the discussion by the Council on November 13th about priorities, staff identified an eighth objective pertaining to the safety of the community. Staff proposes the following citywide policy objective be added to the list:

o Deliver high-quality services that improve and promote the safety of the community.

Current Project/Work Plan Reporting Formats

Deputy City Manager Lisa Goldman presented the current ways the staff updates the Council on the work plan. The three methods are:

1. Off Agenda Reporting
2. Detailed Quarterly Reports
3. Formal Council Reports

She then presented the staff's suggested new method of reporting on Council priorities:

- CMO Quarterly Report: Updates on the highest priorities reported—align to citywide policy objectives (referred to as the "Lisa Report")
- Department quarterly reports: Will sequence order of update by level of priority (highest priorities first, high priorities next, all remaining items to follow) and will include information on Hot Topics/ Emerging issues

Council feedback on reporting formats:
- Use the "reasonableness rule" for how much information to include
- Need to discuss/consider the timing and schedule – streamline with other reporting cycles
- "Lisa's report" could be in bullet format – keep it easy to read
- Departmental quarterly reports are informative but lack context (in terms of departmental or city priorities); context will make more useful
- Goals and time lines are very important and need to be incorporated into quarterly reports

- Consider modifying the current work plan template to make it a tool to provide updates rather than the quarterly reports—standardize the format
- Need to identify impacts/trade-offs of work plan activities
- A punch list approach to the status pending in process would be useful (and context will be helpful)
- Current quarterly reports are read or at least skimmed regularly and are helpful
- Provide info on the origin of the request (i.e. council directive) – either in the work plan template or in the quarterly report format
- The quarterly report is a "newsy report" – lots of narrative (some Councilmembers like that)
- Don't want to lose the lower priorities/ info by focusing on only highest/high priorities
- Possible to provide single packet to Council?
- Continue to provide easy to ready information
- Interest in keeping it as report

Staff input on reporting process and formats:
- Bullets/outline approach would be good; staff receptive to summary format
- Would like a format that fits and meets more than one purpose; streamline it
- If ok to provide more of a summary approach, Council can ask for additional info
- Headings and bullet points
- Like idea of aligning to goals, objectives and timelines

Final Council Direction on Work Plan Reporting:
- Report format will be created by EMT, and it will evolve
- Use the "reasonableness rule" for how much information to include

Discussion of Highest City Council Priorities

The Council had a short discussion of the highest priorities as identified at the September 11th Council/EMT workshop. The Council decided to discuss the priorities at a future Council meeting in order to refine them.

- Address telecom financial issue-implement plans/recommendations
- Work with the Housing Commission to develop an acquisition and development plan for expanding affordable housing opportunities using the remaining Measure A Guyton exemption (Alameda Hotel, Islander)
- Former Navy base redevelopment-secure conveyance of Alameda Point from Navy and negotiate development entitlements with Suncal
- Transportation Element update (General Plan) - Transportation master plan, pedestrian plan
- Customer Service Improvement Committee work items (project ADD)
- Transportation/traffic planning (transportation master plan, pedestrian plan)
- Disaster preparedness/update Disaster Mitigation Plan and the ECO plan
- Soft-story seismic retrofit incentive program
- Prepare and implement comprehensive review of Golf Course operations
- Deliver high-quality public safety services.

Council members offered the following comments on the priorities:
- #8 delete "incentive"
- Add something regarding protecting fiscal health of the City

- Combine #4 and #6
- Add something about workforce
- Planning and development
- Concern about the items being too specific
- Department vs. citywide (Council) priorities – currently seems disproportionately a few depts.
- Need to clarify structure of objectives to priorities/work plan; what is the framework; are the "City Objectives" actually "policy objectives"
- Tie priorities back to budget

City Council Referral Procedures

The purpose of this discussion was to create an orderly process through which Council members and staff can be clear about work that is being requested, whether the work can be done in a reasonable period of time, and whether it is consistent with Council direction. There are times where one Councilmember will have an interest in the staff exploring something or preparing a report on an issue; staff is not always clear about whether the one Councilmember is representing the interests of the entire Council. Since staff has a full work program, it means re-directing staff from existing priorities and Council direction. This can inadvertently re-arrange Council priorities. Additionally, during the year, needs will emerge, requiring new attention, and it means we need to be able to modify our priorities.

Therefore, the purpose of this portion of the agenda was to create a process that Council and staff can follow. Management Partners prepared a memo, which described the process used by several cities that have created methods of handling Council requests. The memo was reviewed at the workshop and a discussion then took place. The question posed for discussion was: "When new issues arise from a Councilmember, what are our options for dealing with them?"

Several methods are used by other cities to determine Council direction on a Council member's request, including:
1. If the request can be handled in approximately one hour, and it is consistent with current Council policy and direction, the City Manager can assign it to be done. This is referred to as the "one-hour rule."
2. A Councilmember prepares a "Council referral" which is written in advance and placed on Council Agenda for discussion.
3. The City Manager gives a verbal or written report on what would be required to handle the request.
4. There is no change in policy or practices without Council direction.
5. Copies of information provided to one Council member goes to all Council members

Council and EMT Comments:
- Management needs to better clarify the impact or time involved to respond to a request. The impact of a request needs to be part of the Council's consideration of the request from a Councilmember. What are the costs in staff time, dollars, impact on other priorities, other costs?
- Routine operational items should not be affected by a new process (i.e. citizen complaints). A new process should only apply to special requests or new initiatives, since we're talking about impacts on or shifting of priorities or resources.

- City Manager needs to clarify or provide input if what is involved to fulfill a request is more than was expected or is not feasible (i.e., cruise line research too many hours of work, impacting other priorities). Give Council the information needed to make an informed decision about whether the request is important enough to pursue. Use the "reasonableness test."
- Staff asks that the Council be clear about the direction; staff does not feel comfortable asking if all other Councilmembers are interested in pursuing something (seems disrespectful), and assume if a Council member requested it then staff must do it. This is the reason for a need for a clear procedure so everyone understands the request and what is involved.

New Council Referral Process

A consensus of all 5 council members resulted in the following process:

1. Apply "One Hour" Rule, but expand the timeframe to a few hours (does not refer to constituent complaints or routine operations; only special requests)
2. Use Fremont Model of "Council Referrals." Councilmembers agendize information requests or new assignments for Council consideration and staff inform as to what will be involved in responding and impacts on other work.
3. If changes in priorities or information requests come out at Council meetings, Council will give specific direction to staff, and staff will seek clarification when needed, as well as providing information on impacts.
4. If no clear direction is given, then it's not direction from the Council.
   - Clarify direction at end of an item-with consensus (through the City Clerk)
5. If more time is needed, the item has to go back to Council for direction:
   - Use the Council referral process (agendize)
   - Requests first go through City Manager or Assistant City Manager

Issue Bin

During the course of the workshop, various items were raised to be handled at another time and place. Those items were:

- Would like to have a 2nd discussion of priorities – will be placed on a Council agenda
- Consider a document retrieval database
- Review Palo Alto protocols

Next Steps

At the end of the workshop, the next steps in the priority setting process were reviewed, as follows:

- EMT will create and implement a revised reporting format, to be further revised as useful improvements are identified.
- Council discussion of priorities will be set for a future Council meeting.
- Council referral process will be written up and implemented.
- Objectives and priorities (once agreed to at a Council meeting) will be incorporated into the decision-making process for the next two-year budget.

ATTACHMENT A – LIST OF *HIGHEST* AND *HIGH* COUNCIL PRIORITIES

The following projects are listed in order of the number of votes given by Council members at the 9/11/07 Council/EMT Priority Setting Workshop. The **bold** items are those receiving at least 3 "highest priority" dots on 9/11/07. All projects receiving at least one dot (either "highest" or "high" priority) on 9/11/07 are listed below. These will be reviewed, modified and/or confirmed at a future Council meeting.

Some of the items have been modified in response to comments made by Council members at the 11/13/07 Council/EMT workshop. Those changes are noted below in *italics*.

	Lead Department	Project	9/11/07 priority
1.	**AP&T**	**Address Telecom financial issue – Implement plans/recommendations**	5 highest
2.	**Housing Authority**	**Work with the Housing Commission to develop an acquisition and development plan for expanding affordable housing opportunities using the remaining Measure A Guyton exemption (Alameda Hotel; Islander)**	3 highest 1 high
3.	**Development Services**	**Former Navy Base Redevelopment – Secure Conveyance of Alameda Point from Navy and negotiate development entitlements with SunCal**	3 highest
4.	**Planning & Building Public Works** *[Note: two projects have been combined into this one]*	**Transportation Element Update (General Plan) Transportation/Traffic Planning (Transportation master plan; pedestrian plan)**	3 highest 2 highest 1 high
5.	**Planning & Building**	**Customer Service Improvement Committee work items (project ADD)**	3 highest
6.	**Public Safety**	**Disaster Preparedness/Update Disaster Mitigation Plan and the EOC Plan**	1 highest 3 high
7.	**Planning & Building** *[Note: the word "incentive" was eliminated between "retrofit" and "program"]*	**Soft-story seismic retrofit program**	1 highest 2 high
8.	**Recreation, Parks and Golf**	**Prepare and implement comprehensive operation review of Golf Course operations**	3 high
9.	Planning & Building	Housing Element Update (General Plan)	2 highest
10.	Recreation, Parks and Golf	Renovate Godfrey Field; Rittler Field; Lincoln Park Field Replace Krusi Park Recreation Building	2 highest
11.	Library	Develop a long range plan for library service (includes Measure O funds allocation for branch improvements)	1 highest 1 high

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12.	Development Services	Former Navy property development - Conduct homeless/PBC screening for Coast Guard Housing and related Community Reuse Plan amendment. Includes lease of ball field/park area and coast guard housing	1 highest 1 high
13.	Administrative/Support Services	Review web hosting, design and maintenance services and conduct needs assessment of current contributors	1 highest 1 high
14.	Administrative/Support Services	Review compensation system (broadened to include review of full system)	1 highest 1 high
15.	Planning & Building

Public Works
[Note: two projects were combined into one] | Prepare Local Action Plan for Climate Protection

Environmental Protection | 1 highest 1 high

1 high |
16.	Public Works	Continuous improvement of systems (Street tree master plan; sewer master plan; storm drainage master plan)	1 highest 1 high
17.	Administrative/Support Services	Explore options to generate revenue for infrastructure improvements	1 highest
18.	Administrative/Support Services	Budget review and tracking (project ADD)	1 highest
19.	Planning & Building	Land Use Element – Retail and Business Services Section Update (General Plan)	1 highest
20.	Planning & Building	Develop a Facilities Master Plan: identify funding and prepare master plans for building infrastructure improvements	1 highest
21.	Library	Provide facility and service improvements to both Bay Farm Island and West End Libraries	2 high
22.	AP&T	Enhance Energy/Environmental Sustainability – evaluate alternatives for reducing carbon footprint	2 high
23.	Administrative/Support Services
[Note: "and Workforce Strategy" was added to this project]	Develop Succession Planning and Workforce Strategy (including youth outreach component)	2 high
24.	Public Works	Transportation planning	2 high
25.	Fire	Conduct Fire Station 3 feasibility study	1 high
26.	Development Services	CDBG-funded project to implement the "West Alameda: Woodstock to Webster Neighborhood Improvement Plan"	1 high
27.	Recreation, Parks and Golf	Implementation of a Youth Advisory Commission to advise Council on youth-related issues	1 high

28.	Recreation, Parks and Golf	Review business and financial plan of the Alameda Museum	1 high
29.	Recreation, Parks and Golf	Estuary Park Task Force – initiate meetings with Task Force to identify potential funding	1 high
30.	Administrative/Support Services	Develop a compliance plan for GASB-45 regulations by performing an actual study and reviewing options with Council	1 high
31.	Administrative/Support Services	Labor agreement negotiations with public safety bargaining units	1 high
32.	Public Works	Transportation – Safe Routes to School (Implement innovative approach to encourage walk/bike/carpool to school	1 high

CITY OF ALAMEDA
Memorandum

To: Honorable Mayor and
     Members of the City Council

From: Debra Kurita
      City Manager

      Teresa Highsmith
      City Attorney

      Lara Weisiger
      City Clerk

Date: December 4, 2007

Re: Adopt a Resolution Amending Resolution No. 12121 Setting the Order
     of Business of City of Alameda City Council Meetings

BACKGROUND

At the November 13, 2007 workshop, the City Council discussed protocols for individual Councilmembers seeking information, new policies, or projects. Other cities' practices were reviewed, and the Council indicated an interest in implementing the City of Fremont's model.

DISCUSSION

The City of Fremont City Council Referrals practice is:

a) Any Councilmember may, prior to any regular City Council meeting, bring any matter to the attention of the City Council that is not otherwise scheduled on a City Council agenda. The matter will be placed on the agenda in the Council Referral section. The sponsoring Councilmember shall give the City Manager a brief description of the subject to be printed in the agenda, sufficient to inform the City Council and public of the nature of the referral.

b) The City Council, after considering the referral, may do any of the following:
   1) Take no action.
   2) Refer the matter to staff to schedule as a future City Council agenda item.
   3) Take dispositive action if Council finds that sufficient notice to the Council and the public has been provided by the published agenda, sufficient information has been received by the Council, and no formal published notice of a public hearing is required.

4) The Councilmember who requested the referral has the privilege of speaking first on the item.

Attachment 1 is a form for Councilmembers to use to make Referrals.

BUDGET CONSIDERATION/FINANCIAL IMPACT
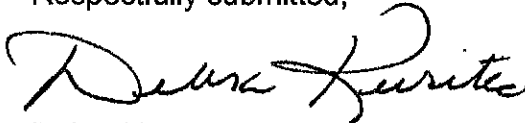
There is no impact on the General Fund.

MUNICIPAL CODE/POLICY DOCUMENT CROSS REFERENCE

Alameda Municipal Code Section 2-1.5 addresses Submission of Matters. It reads: "Before 5:00 p.m. on the Monday of the week prior to each Council meeting any City official, board, commission or other municipal body having any reports, communications or other matters for submission to the Council, shall hand the same to the City Clerk whereupon the Clerk shall arrange a list of such matters according to the order of business specified in subsection 2-1.6 hereof, and furnish a typewritten copy of the list to each member of the Council." Compliance with this Municipal Code Section requires Councilmembers to submit Council referrals by 5:00 p.m. on Monday the week prior to regular meetings.
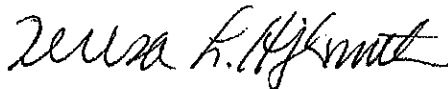
RECOMMENDATION

Adopt a resolution amending Resolution No. 12121 setting the order of business of City of Alameda City Council meetings.
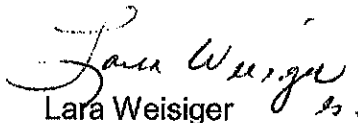
Respectfully submitted,

Debra Kurita
City Manager

Teresa Highsmith
City Attorney

Lara Weisiger
City Clerk

Attachment: Council Referral Form

COUNCIL REFERRAL FORM
(To be submitted to the City Clerk)

Name of Council member requesting Referral: _____

Date of submission to City Clerk (must be submitted before 5:00 p.m. on the Monday before the week of the Council meeting requested): _____

Requested Council Meeting date to consider Council Referral: _____

Brief description of the subject to be printed on the agenda, sufficient to inform the City Council and public of the nature of the Council Referral:

_____

_____

_____

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CITY OF ALAMEDA RESOLUTION NO. 14161

AMENDING RESOLUTION NO. 12121
SETTING THE ORDER OF BUSINESS
OF CITY OF ALAMEDA CITY COUNCIL MEETINGS

WHEREAS, Councilmembers at the November 13, 2007, City Council meeting indicated a desire to have a Council Referral section at City Council meetings; and

WHEREAS, Government Code Sections 36812 and 54954.3 give the City Council direction to adopt reasonable regulations concerning the proceedings and order of business of City Council meetings; and

WHEREAS, the City Council at the May 21, 1991, City Council meeting approved Ordinance 2556, establishing that Order of Business may be established by Resolution; and

WHEREAS, the City Council at the June 18, 1991, City Council meeting approved Resolution No. 12121, setting the Order of Business of City of Alameda City Council Meetings; and

WHEREAS, it is desired that the Order of Business be amended to include Council Referral as a standard agenda item on the regular agenda.

NOW, THEREFORE, BE IT RESOLVED that the Order of Business be amended as follows:

Section 1. At the hour appointed for each regular meeting, the members of the Council, City Manager, City Attorney and City Clerk shall assemble in the designated location. Thereupon, business shall be taken up for consideration and disposition in the order established by Resolution of the City Council in the following order:

1. Roll Call
2. Agenda Changes
3. Proclamations, Special Orders of the Day and Announcements
4. Consent Calendar
5. Agenda Items
6. Oral Communications, Non-Agenda (Public Comment)
7. Council Referrals
8. Council Communications (Communications from Council)
9. Adjournment

<u>Section 2</u>.   The order of business set by the aforesaid Resolution of the City Council may be suspended at any City Council meeting by a majority vote of the members in attendance.

* * * * * *

I, the undersigned, hereby certify that the foregoing Resolution was duly and regularly adopted and passed by the Council of the City of Alameda during the Regular Meeting of the City Council on the 4th day of December, 2007, by the following vote to wit:
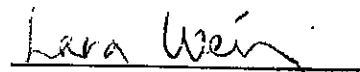
AYES: Councilmembers Gilmore, Matarrese, Tam
                 and Mayor Johnson - 4.

NOES: Councilmember deHaan - 1.

ABSENT: None.

ABSTENTIONS: None.

IN WITNESS, WHEREOF, I have hereunto set my hand and affixed the official seal of said City this 5th day of December, 2007.

Lara Weisiger, City Clerk
City of Alameda