

**TO:** City Council

**FROM:** Andrew P. Powers, City Manager

**DATE:** June 27, 2017

**SUBJECT:** **FY 2017-18 Top Ten Priorities & Citywide Goals for FY 2017-18 & 2018-19**

**RECOMMENDATION:**

Approve:

1. City Council Top Ten Priorities for FY 2017-18
2. Citywide Goals for FY 2017-18 & FY 2018-19
3. Policy Documents:
  - City Mission Statement
  - Customer Service Philosophy
  - City Council Norms

**FINANCIAL IMPACT:**

**No Additional Funding Requested.** There are no direct costs associated with approving these policy statements. As necessary, funding for new specific priorities and/or projects may need to be identified through future budget adjustments. Staff costs associated with this process is included in the adopted FY 2016-17 General Fund Budget.

**BACKGROUND:**

At the May 9, 2017 Citywide Top Priorities and Goal Setting Study Session, City Council received status updates on its previously approved FY 2016-17 Top Ten Priorities and Citywide initiatives, including: an overview of the Budget Engagement Program; Fiscal and Budget considerations; and a summary of results from Phase I of the 2017 Community Attitude Survey.

Following these updates, City Council discussed Top Priority Focus Areas for the establishment of Top Ten Priorities for FY 2017-18 and reviewed and reaffirmed Citywide Goals for FY 2017-18 & FY 2018-19; the City's existing Mission Statement, Customer Service Philosophy, and City Council Norms.

**DISCUSSION:**

**City Council Top Ten Priorities for FY 2017-18**

Each year the City Council sets ten Citywide Top Priorities for the coming fiscal year. These Top Priorities clearly articulate City Council's objectives and can be used to promote accountability.

At the May 9, 2017 Study Session, City Council ranked ten proposed focus areas for FY 2017-18 (July 1, 2017 through June 30, 2018), in order of priority. Staff compiled and averaged the rankings and presented ten areas for consideration. Following discussion of these topics, City Council reached a consensus on a collective set of Top Ten Priorities for FY 2017-18. After agreeing on ten top priorities, staff proposed the establishment of up to five specific action items tied to the individual priorities. These action items will assist staff in tracking progress on each priority. Staff recommends approval of Proposed FY 2017-18 Top Ten Priorities and specific focus areas (Attachment #1).

In an effort to better connect the City's goals and priorities with work established during the City's 50<sup>th</sup> Anniversary Visioning 2064 exercise, each of the proposed Top Ten Priorities for FY 2017-18 has been referenced to a Visioning Guiding Principle (Attachment #2).

**Citywide Goals**

At the May 9, 2017 Study Session, City Council reaffirmed ten Citywide Goals (Attachment #3) for FY 2017-18 & FY 2018-19 (July 1, 2017 through June 30, 2019). City Council sets ten broad Citywide Goals to help direct the organization's work and the goals are reviewed for potential revision every two years.

City Mission Statement

At the May 9, 2017 Study Session, City Council reaffirmed the City's Mission Statement (Attachment #4), which states the organization's purpose and is presented for potential revision every two years.

Customer Service Philosophy

At the May 9, 2017 Study Session, City Council reaffirmed the City's Customer Service Philosophy (Attachment #5), which serves as a recurring customer service guideline for the City's employees and is presented for potential revision every two years.

City Council Norms

At the May 9, 2017 Study Session, City Council reaffirmed its City Council Norms (Attachment #6) which serve to augment City Council's Standards of Operation (Resolution No. 2011-066), Municipal Code Ethics Chapter, and related policy documents to provide a more specific "Code of Conduct," and is presented for potential revision every two years.

**NEXT STEPS:**

After receiving approval by City Council, the following steps will take place:

1. **June 2017** – City Council adopted FY 2017-18 & FY 2018-19 Citywide Budget.
2. **July 2017** – City's Executive Leadership Team review and develop a plan to implement new Citywide Top Priorities for FY 2017-18.
3. **Fall 2017** – Finalize performance measures to align operations with Citywide Goals and will present an update to City Council.

**CITY COUNCIL GOALS COMPLIANCE:**

Meets City Council Goals A and B:

- A. Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and

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staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.

- B. Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.

**PREPARED BY:** Rachel Wagner, Assistant to the City Manager

**Attachments:**

- Attachment #1: City Council FY 2017-18 Top Ten Priorities
- Attachment #2: Visioning 2064 Top Ten Guiding Principles
- Attachment #3: Citywide Goals for FY 2017-18 & FY 2018-19
- Attachment #4: City Mission Statement
- Attachment #5: Customer Service Philosophy
- Attachment #6: City Council Norms

**City of Thousand Oaks  
City Council FY 2017-2018 Top Ten Priorities**

1. **Find a Permanent Home for Los Angeles Rams in Thousand Oaks** *(Supports Visioning Guiding Principle #3)*
  - Identify appropriate location
  - Work collaboratively with LA Rams officials to gain commitment
  - Support development of conceptual Site Plan
2. **Begin Development of Downtown Thousand Oaks** *(Supports Visioning Guiding Principle #7)*
  - Complete design for downtown core public streetscape improvements, receive approval from Downtown Revitalization Ad Hoc Committee and place specifications and plans out to bid
  - Effectively pre-screen projects for unit allocation
  - Explore CLU satellite location or presence in downtown
  - Work collaboratively with TOBA to establish long-term framework for public parking facilities
  - Pursue potential boutique hotel options
  - Evaluate options for West Side properties and parking lot at The Lakes
3. **Promote Citywide Economic Development** *(Supports Visioning Guiding Principle #3)*
  - Present and begin implementation of Economic Development Strategic Plan
  - Encourage hotel development where appropriate and feasible
  - Work collaboratively with Auto Mall on off-site storage needs
  - Advocate for a discount warehouse retailer to locate in Thousand Oaks
  - Work with property owner and broker community to determine long-term plan for former K-mart site
4. **Complete Infrastructure / Water Projects** *(Supports Visioning Guiding Principles #5 & #6)*
  - Diversify investments in water usage
  - Design, bid and begin construction on demonstration projects per the Forestry Master Plan
  - Initiate Citywide Traffic Mitigation Plan, including City Council study session
  - Complete Transit Master Plan with focus on East County connectivity and partnership opportunities
  - Present Sustainability Strategic Plan to City Council
5. **Relocate Westlake Fire Station** *(Supports Visioning Guiding Principle #3)*
  - Complete Alternatives Analysis
  - Work collaboratively with County staff to identify best site and determine appropriate next steps
  - Move forward on station design
6. **Implement Marijuana Policy** *(Supports Visioning Guiding Principle #3)*
  - Consider public input as warranted
  - Make policy recommendations
  - Draft appropriate documents and processes, and begin implementation
7. **Coordinate Regional Approach to Homelessness** *(Supports Visioning Guiding Principles #2 & #3)*
  - Play the role of convener between County agencies / local non-profits / law enforcement
  - Investigate the potential of utilizing old Newbury Park Fire Station as small emergency shelter
8. **Expand Housing Opportunities** *(Supports Visioning Guiding Principle #3)*
  - Conduct review of residential capacity per the 1996 General Plan
  - Identify "opportunity sites" for residential construction
  - Consider Citywide pre-screen process for unit allocation
  - Work with potential developers to provide senior affordable housing
9. **Promote Long-Term Fiscal Sustainability** *(Supports Visioning Guiding Principle #3)*
  - Develop revenue expansion options for the Landscape and Lighting Assessment District, including re-balloting, and bring to Finance Audit Ad Hoc Committee for consideration
  - Ensure key expenditure areas are tracked, including organization staffing, Police Services contract, and pensions
  - Encourage hotel development and added revenue from Transient Occupancy Taxes
10. **Support Thousand Oaks Alliance for the Arts Launch** *(Supports Visioning Guiding Principle #3)*
  - Complete Strategic Plan for TO Arts
  - Provide enhanced donor services
  - Realize additional revenues from sponsorship and events

**City of Thousand Oaks  
Visioning 2064 Top Ten Guiding Principles**



1. Support the development of various mentoring relationships between business, adults, and youth to develop job skills, life skills, and social development.
2. Foster an environment that allows students to pursue academic excellence in a safe, healthy (physical and mental), and drug and crime-free atmosphere.
3. The City, and its partners, strive to maintain a strong quality life including public safety, education, cultural affairs, health care, open space, and recreation to promote economic vitality.
4. Secure additional long-term funding sources to complete the planned ring of open space and trail system around the City.
5. Continue commitment to being an environmental leader on topics such as climate change adaptation and reduction, zero waste, zero net energy, water use, and greenhouse gas reduction and develop a Climate Action Plan, including allocation of necessary resources.
6. Promote residential responsibility for water conservation.
7. Create a pedestrian friendly downtown.
8. Continue to promote water conservation in the maintenance of City parks and landscaping.
9. Ensure police officers are trained and focused on the need for improved communication skills over physical strength development.
10. Continue to protect the City's data and enhance public awareness of privacy and security issues.

As approved by City Council February 5, 2015

**City of Thousand Oaks  
Citywide Goals for FY 2017-2018 & FY 2018-2019**

- A. Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.
- B. Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.
- C. Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States with a population over 100,000.
- D. Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.
- E. Provide and enhance essential infrastructure to ensure that the goals and policies of the Thousand Oaks General Plan are carried out and the City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.
- F. Continue City's commitment to community and cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).
- G. Participate in public-private and multi-jurisdictional opportunities to ensure residents have access to high levels of parks, recreation, education and leisure programs and services.
- H. Maintain a strong local employment base geared toward retaining high quality businesses; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.
- I. Implement high quality revitalization projects within Thousand Oaks Boulevard and Newbury Road Areas; Develop a pedestrian-oriented, viable, and self sustaining "Downtown;" and, continue to support production of long-term affordable housing.
- J. Prepare for transition of City workforce by ensuring that sufficient succession planning takes place to develop an employment base which is reflective of the community's demographics.

As proposed by City Council on May 9, 2017

## **City of Thousand Oaks Mission Statement**

**“Extraordinary service to the citizens we serve  
is our purpose.”**

As reaffirmed by City Council on May 9, 2017

**City of Thousand Oaks  
Customer Service Philosophy**

“The City of Thousand Oaks is committed to: Maintain a desirable living environment while ensuring that change reinforces both environmental quality and economic vitality; Respect the role of citizens, City Council, and staff in establishing and implementing policies and programs; Provide excellent community services in a fair, efficient, and responsive manner; and, Promote public confidence and trust.”

As reaffirmed by City Council on May 9, 2017

**City of Thousand Oaks  
City Council Norms  
“Promote Public Confidence and Trust”**

1. Treat each other, staff, and members of the public respectfully; do not criticize staff or others in public.
2. Follow the rules (Standards of Operation) and adhere to the rules. Mayor to hold speakers accountable and Mayor Pro Tem to hold speakers addressing Mayor accountable, while recognizing a resident’s right to address his/her elected representatives.
3. Speak only for yourself; not for other Councilmembers, including during campaign cycles. Do not speak for other Councilmembers in the press at all times, including during campaign cycles.
4. Keep comments from wandering into being indirectly critical of other Councilmembers.
5. Discourage supporters from coming to City Hall to criticize other Councilmembers.
6. Do not make assumptions. Do not question motivations.
7. After each Council Meeting, each Councilmember should acknowledge each other.

As reaffirmed by City Council on May 9, 2017