CITY OF
CLOVERDALE

AGENDA
SPECIAL MEETING OF THE CITY COUNCIL AND
JOINT MEETING OF THE CLOVERDALE COMMUNITY DEVELOPMENT SUCCESSOR AGENCY BOARD OF DIRECTORS

THURSDAY, MAY 26, 2016

PUBLIC BUSINESS SESSION: 10:30 a.m.
PUBLIC BUSINESS SESSION LOCATION: CLOVERDALE LIBRARY, CONFERENCE ROOM, 401 N. CLOVERDALE BLVD., CLOVERDALE, CA 95425

The Cloverdale City Council welcomes you to its meetings that are typically scheduled for the 2nd and 4th Tuesday of the month. Your interest and participation are encouraged and appreciated. ***Please silence all pagers, cellular telephones and other communications devices upon entering the meeting.***

ADDRESSING THE CITY COUNCIL:

When asked to do so by the Mayor, those wishing to address the City Council are asked to step up to the podium. Speak directly into the microphone so everyone in the audience can hear your comments and so they'll be recorded into the official record. State your name and City of Residence for the record. Per City Council Policy, three (3) minutes are typically allotted to each speaker. However, Council may at its discretion revise the amount of time allotted. Public comments will normally be received after staff presentations on an agenda item and before the City Council starts deliberations. A Talking Tips sheet is available for your use.

We may disagree, but we will be respectful of one another.
All comments will be directed to the issue at hand, and addressed to the City Council.
Personal attacks are unacceptable.

DISABLED OR SPECIAL NEEDS ACCOMMODATION: In compliance with the Americans with Disabilities Act, if you need assistance to attend or participate in a City Council meeting, please contact the City Clerk's office at 894-2521. Notification at least 48-hours prior to the meeting will assist the City Clerk in assuring that reasonable accommodations are made to provide accessibility to the meeting.

WAIVER WARNING: If you challenge decisions/directions of the City Council in court, you may be limited to raising only those issues you or someone else raised at public hearings(s) described in this Agenda, or in written correspondence delivered to the City of Cloverdale at, or prior to, the public hearing(s).

CONVENE PUBLIC BUSINESS SESSION – 10:00 a.m.

OPENING:
- Call to Order
- Roll Call
- Conflict of Interest Declaration
- Agenda Review – Regular Session (Changes and/or Deletions)

PUBLIC COMMENTS:

Any person wishing to speak to the City Council on any item not listed on the agenda may do so at this time. Members of the public have the right to speak on any items on the Council Agenda during that item. Pursuant to the Brown Act, the City Council is not allowed to consider issues or take action on any item not listed on the agenda. Each person wishing to speak must go to the podium when advised by the Mayor and speak directly into the microphone.

COMMUNICATIONS: None.

Council may discuss at this time written communications sent to Council members since the last council meeting. Written communication to be discussed will be listed below, if any.

NEW BUSINESS:

1. **City of Cloverdale Council's Strategic Planning Retreat- Second Session-** Facilitator, Sue Haun, Strategies by Design

   A. Welcome- Introduction to the Meeting Agenda

   B. Where We Are Now
   - Results for Employee Survey, Customer Survey & Key Stakeholders Meeting
   - SWOT Analysis & Forces of Change Context Map

   C. Setting a Strategic Direction
   - A Common Language
   - Strategic Framework / Process
   - Proposed Vision and Mission
   - Strategic Focal Areas
   - Define Outcomes / Performances Measures
   - Establish Priorities

   D. Next Steps for Finishing Strategic Plan and Development Implementation Plans

ADJOURNMENT: Adjourn to a regular meeting of the City Council and Cloverdale Community Development Successor Agency, Tuesday, June 10, 2016, for Closed Session at 5:30 p.m. (at the City Hall Conference Room 124 N. Cloverdale Blvd., Cloverdale, CA 95425) and Public Business Session at 6:30 p.m. (at the Cloverdale Performing Arts Center 209 N. Cloverdale Blvd., Cloverdale, CA 95425).

The City does not transcribe its proceedings. Anyone who desires a verbatim record of this meeting should arrange for attendance by a court reporter or for other acceptable means of recordation. Such arrangements will be at the sole expense of the individual requesting the recordation. Questions about this agenda should be directed to City Hall at 707/894-2521. State of California, County of Sonoma, City of Cloverdale. CERTIFICATION I, Paul Cayler, do hereby declare under penalty of perjury that the foregoing agenda was posted on the outdoor bulletin board at the City Hall, 124 N. Cloverdale Blvd., Cloverdale, California, and made available for public review, prior to or on this 23rd day of May, 2016, at or before 5:00 p.m.

Paul Cayler

Paul Cayler, City Manager

AB343 Requirements: Any writings or documents provided to a majority of the City Council regarding any item on this agenda will be made available for public inspection in the City Hall offices located at 124 N. Cloverdale Blvd., Cloverdale CA 95425 during normal business hours.

CITY OF CLOVERDALE

2016 EMPLOYEE SURVEY RESULTS

MARCH 2016

Background and Introduction

Purpose. The purpose of the City of Cloverdale employee survey was to gather information from employees regarding a variety of topics including: personal work experiences, leadership and job satisfaction. This data will be used to inform the City's 2016-2020 Strategic Plan. The survey was conducted by Sue Haun, MA, Strategies By Design.

Methodology. A web-based survey was created that was composed of 67 questions regarding personal work experiences; recruitment, development and retention; organizational performance and culture; leadership; job satisfaction; recognition and rewards; working conditions; pay and benefits; as well as suggestions for improving. Participant demographic information was also collected.

The survey was administered via SurveyMonkey and distributed to all employees, including supervisory staff, in February 2016. Hardcopies were also made available when technical difficulties prohibited electronic responses. Of 41 full-time, part-time and temporary staff, a total of 34 staff completed the survey; a response rate of 83%.

The data was extracted from SurveyMonkey and recoded in Excel software to tabulate percentages and frequencies for each survey question. Qualitative responses were recoded based on common characteristics and themes.

Potential Limitations. The limitations of the employee survey include the small sample size. A small sample size has a larger margin of error, in this case 7.03% (based on a 95% confidence level). This means that if 50% of the sample picks an answer, you can be "sure" that if you had asked the question of the entire employee population, between 42.97% (50-7.03) and 57.03% (50+7.03) would have picked the same answer.

Results

Demographics of the sample, as well as the Top 10 Strengths and Top 10 Weaknesses based on employee responses are provided below.

Demographics of the Sample

Most of the survey participants (about 25 of 34 participating employees) completed the demographic questions that were asked at the end of the survey. The following is a summary of participant demographics.

- Most of the survey participants were from the Police Department (41%) and Public Works (26%); with the remaining participants being from Admin (15%), Finance (15%) and Community Development (4%)
- More than two-thirds of the respondents were non-supervisory employees (68%). Supervisory and management staff accounted for 24% and 8% of respondents, respectively.
- Six out of 10 respondents (60%) have been City employees for 6 or more years; 29% for 7 months to 5 years; and 12% for 6 months or less. Four out of 10 (39%) survey participants have been in their current position for 6 or more years and 4 of 10 (39%) for 7 months to 5 years; with 23% for 6 months or less.
- Half of the survey participants (50%) were age 50+; 32% were age 40-49; 24% age 30-39; and 4% age 20-29.
- More than half of the respondents (56%) were male and 44% female.
- Three quarters (72%) of the survey participants were White, 24% Hispanic and 4% African American.

Table 1. Demographic characteristics of survey respondents (n=34).

Demographic Characteristics	Number	Percent
Department (n = 27)		
Admin	4	14.8%
Community Development	1	3.7%
Finance	4	14.8%
Police Department	11	40.7%
Public Works	7	25.9%
Gender (n = 25)		
Male	14	56.0%
Female	11	44.0%
Age Groups (n = 25)		
Under 20	-	-
20-29	1	4.0%
30-39	6	24.0%
40-49	8	32.0%
50 and older	10	40.0%
Job Role (n = 25)		
Non-supervisory	17	68.0%
Supervisory	6	24.0%
Management	2	8.0%
Race/Ethnicity (n = 25)		
African American/Black	1	4.0%
Asian/Pacific Islander	-	-
Hispanic/Latino	6	24.0%
Native American/Alaskan Native	-	-
White/Non-Hispanic	18	72.0%

Demographic Characteristics	Number	Percent
Length of time working for the City of Cloverdale (n = 25)		
6 months or under	3	12.0%
7 months – 5 years	7	28.0%
6-10 years	5	20.0%
11-15 years	8	32.0%
16+ years	2	8.0%
Length of time in current position (n = 25)		
6 months or under	6	23.1%
7 months – 5 years	10	38.5%
6-10 years	6	23.1%
11-15 years	2	7.7%
16+ years	2	7.7%

Top 10 Strengths

What follows is a listing of the items that had the ***highest*** scores. Note that high scores are based on a scale of 1 to 5, with 1 being the highest. The closer the mean scores are to 1.0, the ***more unanimity*** in the "Strongly Agree" responses among participants.

Table 2. Top 10 Strengths of the City of Cloverdale.

Response	Response Category	Mean Score
1. The work I do is important	Recruitment, Development & Retention	1.03
2. Sexual harassment is not a problem in my department.	Working Conditions	1.06
3. Racial/ethnic discrimination is not a problem in my department	Working Conditions	1.33
4. Age discrimination is not a problem in my department	Working Conditions	1.33
5. I like the kind of work I do	Personal Work Experience	1.35
6. Gender discrimination is not a problem in my department	Working Conditions	1.36
7. My supervisor has . . . regard for value of work	Leadership	1.42
8. My supervisor . . . conducts interactions in a professional manner	Leadership	1.42
9. My supervisor . . . supports my need to balance work and family issues	Organizational & Performance Culture	1.44
10. My supervisor . . . does a good job overall	Leadership	1.45

Top 10 Weaknesses

What follows is a listing of the items that had the ***lowest*** scores. Note that low scores are based on a scale of 1 to 5, with 5 being the lowest. Mean scores reflect a ***wide variation*** in the responses, and differences in beliefs and perception among respondents.

Table 3. Top 10 Weaknesses of the City of Cloverdale.

Response	Response Category	Mean Score
1. If I perform my job well, I can count on pay raises	Recognition & Rewards	3.36
2. If I perform my job well, I can count on being promoted	Recognition & Rewards	3.25
3. In my department steps are taken to deal with a poor performer who cannot or will not improve	Organizational & Performance Culture	3.0
4. Awards in my department depend on how well employees perform their jobs	Organizational & Performance Culture	2.91
5. My salary is fair for my responsibilities	Recognition & Rewards	2.91
6. My pay and benefits are generally in line with other major employers in the City for performing similar work	Pay & Benefits	2.85
7. I have sufficient resources in my department (for example, people, materials, budget) to get my job done	Recruitment, Development & Retention	2.82
8. Considering everything, I am satisfied with my pay	Recognition & Rewards	2.76
9. The City gives enough recognition for work well done by employees	Recognition & Rewards	2.66
10. High performing employees in my department are recognized or rewarded on a timely basis)	Organizational & Performance Culture	2.65

Employee Comments

The top 3 response categories/themes to each of the questions are provided below.

What helps you be productive and provide quality service to our City customers? (n=24)

1. **JOB TOOLS**
   - *Tools, resources, equipment for the job (6)*
   - *Having the most up-to-date computers and software (1)*
   - *Easy and complete access to City records and history (1)*
   - *Strong support from staff (1), council (1), coworkers (1), supervisor (2)*
   - *Training (1)*

2. **JOB SATISFACTION / SKILLS / WORK ETHIC**
   - *My work ethic (3) and desire to produce quality work (2), positive attitude (1) who I am as a person (integrity/morals) (1)*
   - *Knowledge of my job and responsibilities and my job skills (1); personal skills (1)*
   - *Being able to go into the field to get the job done/accomplish what needs to be done (projects) (2)*
   - *The ability to change perceptions of our department, both internally & externally (1)*

3. **TEAMWORK / ENVIRONMENT**
   - *Great atmosphere/positive work environment (2); good employees (1)*
   - *Teamwork/good working environment between co-workers/help from coworkers (3)*
   - *Collaboration with City senior staff toward common goals (1)*

What would help you to be more productive and provide higher quality service? (n=26)

1. **JOB TOOLS & TRAINING**
   - *Funds to provide services (1)*
   - *More tools (2)*
   - *More training (2)*
   - *I think training is really important. When a new hire is brought in after the previous person has left it can be hard to train. There isn't always a lot of direction. Referencing the code and resolutions can be helpful but can be difficult to track down.*
   - *Improve equipment (2); upgrade computer systems (1)*

2. **PROCESS IMPROVEMENT**
   - *Move forward with a new police facility (2)*
   - *A credit card that I could assign to an employee when they go to training. It will not only help the employees out but assist with tracking the costs associated with training (1)*
   - *Work orders generated and given to public works staff on a daily basis (communication to worker's themselves) (1)*
   - *Better (cross department) access to City records and a method of searching Resolutions by subject matter or keyword (1)*
   - *Electronic records management system: consistency with filing (1)*
   - *Standardize the call out procedures to be used by Dispatch and City Hall Staff. Train them on the procedures so that all are confident who to call and when to call them (1)*

3. **WORKLOAD / STAFFING**
   - *More time to devote to each task (1)*
   - *Additional staffing (2); 1 or 2 additional people in my department (1)*
   - *When funds are available . . . hire a 10th police officer, hire a 6th dispatcher, fill the 3rd sergeant position (1)*

What suggestions do you have for the improvement of the City of Cloverdale? (n=25)

1. **PROCESS IMPROVEMENT**
   - *Move forward with new police facility (1)*
   - *Be more open minded (1)*
   - *Work order/jobs requested by citizens available to fill out (not everyone will go to the website) (1)*

- *Many electronic records are stored as .pdf images only which does not permit keyword searches of document contents. The City also does not have a naming convention for electronic records which makes records searches difficult and time consuming (1)*
- *Allow more business in town and stop with restrictions on those new businesses it deters other businesses to come to town (1); the city has a reputation as being business unfriendly and has missed many opportunities for new/better businesses to come in due to red tape (1)*
- *Continue promoting business opportunities (1)*
- *More river access (1)*
- *Attempt to annex more of the surrounding area (1)*

2. COMMUNICATION

- *Better communication (1), better communication from coworkers and better attitude (1); communication between city and police and upper management to personnel (1)*
- *Regular informational meeting where everyone can be informed of upcoming City developments (1) and staff meetings (1)*
- *It would be helpful for department supervisors to get monthly budget updates so the supervisors can plan budget expenditures accordingly (1)*

3. JOB TOOLS & TRAINING

- *A call out procedure training for all dispatch and City Hall Staff (1)*
- *Continue to add/update software and more modern technologies (1)*
- *Update equipment for the police department (1)*

What 2-3 things do we need to work on to improve the City of Cloverdale's performance? (n=25)

1. PROCESS IMPROVEMENT

- *Answer phones; answer emails (1); Provide quicker response to customers who call on the telephone (1)*
- *Make it easier to pay the water bill on-line, it's not user friendly (2)*
- *Evaluate the meter reading/utility billing process. There is too much time between when the meters are read and when the bills are sent out. Customers don't have time to respond in a timely manner when usage is high. (1)*
- *New police building (2)*
- *Separate the City Clerk, Human Resources and Records Management position. These three jobs are too much for one position (1)*
- *Stop hiding behind ""we don't have money"" which prevents improving the quality of staff, equipment, etc. (1)*
- *Knowledge and information to residents about things going on; informational packets on what a customer (resident) is responsible for (e.g., sidewalk in front of house) (1)*
- *Better infrastructure with new businesses to boost economy!!! (1)*
- *Council and staff need to encourage new business and commercial development that will be useful to the economy and to the residents. (Dollar General and Grocery Outlet are not what comes to mind. Chain stores, if allowed, should be of the quality kind.) (1); Continue pushing economic development as a priority (1)*
- *Be open to change in how things are accomplished. Just because this is how it has always been done doesn't mean it is the most efficient way to do it (1)*
- *More revenue which would create a larger budget for City operations (1)*
- *Keep our website up to date (1)*
- *Succession planning (1)*

- *A consistent policy for the scanning and storing of City records. The ability to scan and store all records including plans and maps. A consistent and complete record keeping system that preserves historical data such as water usage, property use and project correspondence (1); electronic record retention, permit tracking system other than an excel spreadsheet, ability to copy something larger than 11" x 17.*
- *Promote the City's accomplishments more often (1)*
- *Get rid of the double talk, and the manipulation policy and procedures. I hold myself to a higher standard and I expect the same from the City (1)*
- *Allow the lead worker or senior person in each Public Works Dept. to have input into the process of setting the priorities and budget for their department (1); Involve more Public Work's staff in the planning stages of proposed developments and projects to get the insights from the experienced field staff (1)*

2. COMMUNICATION

- *Communication (1), communication between departments (2) and within the city (1); showing more respect towards one another (1); honesty and respect (1)*
- *Listening to employee's, getting their input (1)*

3. PERFORMANCE ACCOUNTABILITY

- *Accountability of job assignments and performance (1)*
- *Consistency and fairness(1)*
- *Conduct performance evaluations of all Public Works employee (1)*

Discussion & Next Steps

With the closed-ended questions, there was a high degree of consistency and a narrow range of issues reflected in the responses across most categories. For example, responses regarding Personal Work Experiences, as well as Leadership and supervisory relationships, and Working Conditions were consistently high. In contrast, responses related to Organizational and Performance Culture, Recognition and Rewards, as well as Pay and Benefits were mixed or consistently low.

There was a similar consistency among the open-ended questions, with a narrow number of categories/themes, and with a number of process improvement suggestions that need further exploration and prioritization, as reflected in the comments above.

Next Steps. These results will be presented to the Senior Management Team and, in a separate meeting, to the City Council as part of the Strategic Planning Process. The top issues will also be included in the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, as appropriate. A prioritization of issues, development of performance measures and implementation steps, will then be determined as part of the 2016-2020 Strategic Plan process.

CITY OF CLOVERDALE

2016 EMPLOYEE PRIORITIZED ISSUES

APRIL 2016

Background and Introduction. The results of the Employee Survey were presented at an Employee Appreciation Luncheon on April 26, 2016. Approximately 37 people – city council members, senior management staff and city employees from various departments – attended the event.

A summary of the top 10 Strengths and the top 10 Weaknesses based on employee responses was first provided. Then a list of possible issues, projects or approaches contributed by employees during the survey was then reviewed. "Dot technology" was then used as a prioritization tool and employees present were each given 10 dots. In choosing items, employees were asked to pick those items that they thought were the most important for the city to tackle, and things they, personally, would be willing to work on. The results of the priority-ranking are provided below.

Table 1. Employee Prioritized Ranking of Issues, Projects or Approaches.

No. of Employees	Most Important Things to Address
•••••••••• ••••••• (17)	**Promote Business Opportunities / Community & Economic Development.** Council and staff need to encourage new business and commercial development that will be useful to the economy and to the residents. (Dollar General and Grocery Outlet are not what comes to mind. Chain stores, if allowed, should be of the quality kind.); Continue pushing economic development as a priority
•••••••••• •• (12)	**Customer Service / Access to Services.** Keep our website up to date
••••••••••• • (11)	**City Records.** Better (cross department) access to City records and a method of searching Resolutions by subject matter or keyword
••••••••• • (11)	**Fiscal Procedures.** A credit card that could be assigned to an employee when they go to training; it would help the employee but also assist with tracking the costs associated with training
••••••••• • (11)	**Promote Business Opportunities / Community & Economic Development.** Better infrastructure with new businesses to boost economy!!!
••••••••• (10)	**Promote Business Opportunities / Community & Economic Development.** Allow more business in town and stop with restrictions on those new businesses it deters other businesses to come to town; the city has a reputation as being business unfriendly and has missed many opportunities for new/better businesses to come in due to red tape
••••••••• (10)	**Communication.** Regular informational meeting where everyone can be informed of upcoming City developments and staff meetings
•••••••• (9)	**Call Out Procedures.** Standardize the call out procedures to be used by Dispatch and City Hall Staff. Train them on the procedures so that all are confident who to call and when to call them
•••••••• (9)	**Training & Orientation of New Employees.** I think training [and orientation] is really important. When a new hire is brought in after the previous person has left it can be hard to train. There isn't always a lot of direction. Referencing the code and resolutions can be helpful but can be difficult to track down

No. of Employees	Most Important Things to Address
●●●●●●●●● (9)	**Communication.** Allow the lead worker or senior person in each Public Works Dept. to have input into the process of setting the priorities and budget for their department; Involve more Public Work's staff in the planning stages of proposed developments and projects to get the insights from the experienced field staff
●●●●●●●●● (9)	**Communication.** More communication between departments and within the city
●●●●●●● (7)	**P.W. Work Orders / Jobs Requested.** Work orders generated and given to public works staff on a daily basis (communication to worker's themselves)
●●●●●● (6)	**Customer Service / Access to Services.** Knowledge and information to residents about things going on; informational packets on what a customer (resident) is responsible for (e.g., sidewalk in front of house)
●●●●● (5)	**City Records.** A consistent policy for the scanning and storing of City records. The ability to scan and store all records including plans and maps. A consistent and complete record keeping system that preserves historical data such as water usage, property use and project correspondence; electronic record retention, permit tracking system other than an excel spreadsheet, ability to copy something larger than 11" x 17.
●●●●● (5)	**Communication.** It would be helpful for department supervisors to get monthly budget updates so the supervisors can plan budget expenditures accordingly
●●●● (4)	**Customer Service / Access to Services.** Answer phones; answer emails; Provide quicker response to customers who call on the telephone
●●●● (4)	**Image / Outreach.** Promote the City's accomplishments more often
●●●● (4)	**Promote Business Opportunities / Community & Economic Development.** Attempt to annex more of the surrounding area
●●● (3)	**Promote Business Opportunities / Community & Economic Development.** More river access
●●● (3)	**Promote Business Opportunities / Community & Economic Development.** Continue promoting business opportunities
●●● (3)	**P.W. Work Orders / Jobs Requested.** Work order/jobs requested by citizens available to fill out (not everyone will go to the website)
●●● (3)	**Customer Service / Access to Services.** Make it easier to pay the water bill on-line, it's not user friendly
●● (2)	**City Records.** Many electronic records are stored as .pdf images only which does not permit keyword searches of document contents. The City also does not have a naming convention for electronic records which makes records searches difficult and time consuming
●● (2)	**Customer Service / Access to Services.** Evaluate the meter reading/utility billing process. There is too much time between when the meters are read and when the bills are sent out. Customers don't have time to respond in a timely manner when usage is high.

Next Steps. These results will be presented to the City Council as part of the Strategic Planning Process. The top issues will also be included in the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, as appropriate. A prioritization of issues, development of performance measures and implementation steps, will then be determined as part of the 2016-2020 Strategic Plan process.

CITY OF CLOVERDALE

2016 KEY COMMUNITY STAKEHOLDER MEETING

MARCH 24, 2016 - SUMMARY

Background and Methodology

Purpose. The purpose of the key stakeholder meeting was to gather information from a diverse, representative group of community members and leaders regarding the strengths and weaknesses of the City of Cloverdale vis-à-vis performance of its mission, i.e., what's working and what's not working. Participants were also asked to provide suggestions for improvement. This information – together with the results of the Employee Survey and the Strengths, Weaknesses, Opportunities and Threats analysis conducted with the City Council and Key Management Staff – will serve as the foundation for the selection of strategic issues and development of the 2016-2021 Strategic Plan.

Methodology. A total of 21 key community stakeholders participated in the What's Working / What's Not Working Analysis of the City of Cloverdale. The participants were:

Name	Affiliation
Al Delsid	Retired Firefighter
Bill Lambert, Retired	Cloverdale Arts Alliance Board of Directors
Bob Bialon, President	Cloverdale Senior Center Board of Directors
Bonnie Wlodarcyzk, Fair Manager	Cloverdale Citrus Fair
Brandon Axell, Vineyard Manager	Beckstoffer Vineyards-Mendocino
Brigid Wasson	Animal Rescue
Claudia Clow, Owner	Pick's Drive In and the Loft
Colleen Hale, Executive Director	Cloverdale Senior Center
Deborah Hacker, Board President	Clover Springs Homeowner's Association Board of Directors
Debra Howell, Executive Director	Alexander Valley Healthcare
LaReva Myles	Events and Real Estate
Lisa Brew-Miller	Marketing and Public Outreach Consultant
Mary Jo Winter	Management Connections Employment Agency
Melanie Bagby, Owner	Sirius Mac Solutions
Neena Hanchett	Formerly Cloverdale Reveille, Journalist
Patrick King, Owner	The Soil King Garden Center
Paula Wrenn, Writer	The Write Angle
Peter Kruger, Brewmaster	Bear Republic
Robin Wilkerson, Executive Director	Chamber of Commerce
Ron Pavelka, Owner	North County Property Management
Susan Wattell, Executive Director	Clover Springs Community Association, Inc.

Members of the Key Management staff who were also present at the meeting:

Paul Cayler, City Manager
Stephen Cramer, Chief of Police
David Kelley, Asst. City Manager / Community Development Director

A special, three-hour meeting was held on March 24, 2016 at the Cloverdale Senior Center. The meeting was facilitated by Sue Haun, MA, Strategies By Design. Participants were asked to contribute their ideas and listen the contribution of others as if it were a brainstorming session, without judgment for or against other participants' ideas/opinions and without argument or debate. For that reason, the following list is a complete list of the information contributed by participants. Selection of priorities and strategic plan elements will be determined by the City Council at its next strategic planning session in May, 2016.

Results

Participants were asked What's Working / What's Not Working related to the City's performance in the following areas: Public Works, Public Safety, Airport Services, Community / Economic Development, Access to City Services/Customer Satisfaction, Transparency, Partnership Development/Collaboration and Other. In addition, participants were asked to provide suggestions for improving the City of Cloverdale organization. Note that there were differences of opinion of what is working and what is not working among participants in each category. A summary follows.

	What's Working	What's Not Working
Public Works	· Landscaping is beautiful · Parks are well maintained · Park bathrooms are kept clean · City park is well utilized · Planning for El Nino was well performed · Good communication from City Manager/Acting Public Works Director · Hardworking and responsive Public Works staff; great assisting with community projects · Delivery of water and quality of water is good · Able to fund sewer and water improvements · City addressed capacity issues · Specific services within Clover Springs are regular and well done · Waste water blow off	· Plants need trimming on Cloverdale Blvd. · Streets with major potholes · Public Works work/maintenance is lacking · Concerned about Public Works employee morale · It's not the government's place to say how we use water [regarding water use restrictions] · Complicated information regarding water rate increase · Water usage at parks is inconsistent · Lack of communication from Public Works · No action on funding source for road repair · Water wasted during Public Works waste water blow off · Some street lights are burned out/too dim · Sometimes City property determination has been slow · Getting maps for parks and trails · Sewage treatment facility doesn't meet general plan water limitations · No sidewalk at Citrus Fair Drive · No street lighting [location ?]
Public Safety	· Great, community-oriented Police Department · Communication and transparency from Police Chief - "First 90 Days Report" · New and visible Police Chief · Police Department is proactive in picking up stray dogs · Strong social media presence with regular updates · Response time to calls · PD is working with Alexander Valley Healthcare on mental health case load · Police Department on social media · Police "vacation check" in our age-restricted community of Clover Springs · Community outreach and involvement	· Bicyclists flying down sidewalks · Police Department building is old and out of date · Old police vehicles are in disrepair · Criminals not arrested – no local jailing facilities · Animal control system confusing other agencies · Speeding vehicles at First Street bridge · Poor visibility at Second Street and Blvd, Healdsburg Ave. at Blvd. · Stop sign violators at Vintage Meadows · Dogs in parks · Four-way stop sign at Del Webb/Red Mtn./Foothill Blvd. not effective and only a single crosswalk at this location · Fire Department does not open building to the public; lacks community engagement

	What's Working	What's Not Working
Airport Services	· "Red Bull" event - good/great event · Annual open house – take children on flights · Very good Airport Manager · Sky-diving business brings people to Cloverdale · FAA subsidizes airport · Great storage at airport · Support as long as it breaks even · Roads in/out	· What are the services or lack of services? · Poor perception of airport funding and self-sufficiency, e.g. perception that general fund is supporting the airport · Revenues insufficient – need more transparency · Not self-sufficient · What are the benefits of the airport for the public? · Reality vs. myth regarding usage · Not enough events, public usage · Red Bull Event not advertised · Fees are too low · Poor access road; in disrepair · FAA debt · Not ADA compliant · Noise complaints · Cost to the public is large while benefit to the public is largely unknown · Limited community outreach and general communication with public

	What's Working	What's Not Working
Community / Economic Development / Building	· Friday Night Live concerts · Chamber of Commerce Executive Director takes lead on zoning/building issues · New businesses in downtown area · Pedestrians in downtown area · Great bicycle area · Alexander Valley Film Festival · Tuesday Night Farmer's Market · New Management Team at City Hall · Community Assets – Cloverdale Pilots Association, Arts Alliance, and AVH · A lot of interest in developing Cloverdale	· Who coordinates all activities with city? · Application process is difficult – fees are too high, delay in response times, contradictions · Communication needed on blight conditions in downtown · Coastland Engineering – black hole · Who are we as a City? Relates to economic development · Zoning problems and compatibility – needs clearer definition · No representation of younger generation · Community/P.R. presence with new Assistant City Manager/Community Development Director · No marketing plan – developed a plan, it is sitting in a binder; not attracting businesses · No public restrooms downtown · Proposed "Dog Park" failed due to parking availability · Lack of another recreational facility for sports or skating · Limited access to city inspector · Landlords don't participate in community development · Tax implications for renovations · Not enough property for new businesses · No weekend service for transportation · Not enough industrial/commercial property · No capacity to get public transportation from Cloverdale to any location north · No piped in music in plaza · Only non-profits can use the plaza? · Non-profits take precedence over businesses? · Hazards at construction sites · No penalties for landlords when storefronts are vacant 6+ months · Poor advertising of bicycling opportunities · Not enough youth services available · No identity - past images as bedroom community · Not attracting businesses with well-paying jobs · Chamber of Commerce calendar [is not well-maintained and out of date]

	What's Working	What's Not Working
Access to City Services / Customer	· City Manager is responsive to walk-in, phone and emails; communicative · New Assistant City Manager is accessible	· No voicemail when calling the City · City closed on Fridays · Hard to understand the phone system · No online appointments available · Not communicating when out of office, e.g., use of "auto reply" for meetings /phone calls/e-mails
Transparency	· City Manager's Weekly Report / Newsletter · City Council meetings are now recorded and on website · City Council agendas are available on line · Can sign up on line to receive agendas directly via email · "Where do I go" button on website · Outreach to Latino community with bilingual materials · Reading the budget – informational pamphlet · Inclusion in strategic planning and goal setting process	· No City Manager report on-line (e.g., a blog); limited social media presence · Poor communication from City Council and Planning Commission regarding agendas · Closed session – not made public or providing enough information when something is finalized · Budget pamphlet is lacking detailed information · Ad Valorem Tax needs explanation on website · Hard to find council agenda items and unable to search by keyword · Need more outreach to community on key issues before taking action, e.g., with utilities · Limited bilingual presence and information
Partnership Development / Collaboration	· Citrus Fair and City of Cloverdale work together on Citrus Fair Event · Much better collaboration between Chamber and City · City partnership with History Center about projects at cemetery · Collaboration between City Public Works and Police Department with Arts Alliance, Car Show and Parade · Collaboration between City and Senior Center on expanded hours · Collaboration with Alexander Valley Healthcare on new facility	· Public tours of facilities and private businesses are not offered · No information on city and school district · No Latino representation in city events/meetings · Lack of youth involvement in city events/meetings
Other	· Redone transit route at Senior Center · Love living here in Cloverdale · Health care district in Cloverdale · Active senior community that volunteers	· City in financial crisis · No awareness of population underserved

Suggestions for Improving the City of Cloverdale

Public Works	• Need a working supervisor and more manpower; need in-house Engineer • Review residential and commercial parking issues • Experienced Public Works staffer to answer phones at city hall • Re-varnish benches in the downtown area
Police Department	• Increase walking patrols by Officers • Educational programs by Animal Control • Citizen ride along • Citizen police academy (including fire department) • Traffic calming at First Street Bridge
Airport Services	• Raise fees to help make airport self-sustaining • Spend bare minimum on FAA grants on airport
Community / Economic Development / Building	• Improve exterior of vacant buildings • Seven day per week transportation • Economic representative go outside city for ideas • Reach out to property owners with vacancies longer than six months • Music piped into plaza • Mentorship with youth • Green house project for youth • Plan for SMART Train, eBus Bridges • Bring plan-checking in house [in lieu of outside contractor] • Skate park for youth would provide specific area for this activity • Status report on building activity on website • Banners on street light year round • Cooperate with chamber on mission statement -> implement plan on who we want to be • Review previously prepared planning reports without hiring more consultants • Open quarterly forum for planners and economic development staff • Better control over Chamber of Commerce calendar
Access to Services	• City Hall open on Friday • Public Reception of City Hall • Ombudsmen for city hall – navigate city processes and phone system
Transparency	• Information on how to become council member/planning commission member • Closed session – not made public or providing enough information when something is finalized

Discussion & Next Steps

There was a variety of feedback provided for each of the services areas – Public Works, Public Safety, Airport Services, Access to City Services, Transparency and Partnership Development. There was a considerably higher focus and contribution of ideas – both what's working, what's not working, and suggestions for improvement – with Community / Economic Development / Building.

These results will be presented to the City Council and Senior Management Team as part of the Strategic Planning Process. The top issues will also be included in the SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis, as appropriate. A prioritization of issues, development of performance measures and implementation steps, will then be determined as part of the 2016-2021 Strategic Plan process.

HOW WOULD YOU RATE THE OVERALL QUALITY OF THE SERVICE YOU RECEIVED?

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	46	47	12	24	17	6
Planning/Zoning	2	4	1	3	3	0
Building	1	0	0	1	1	1
Engineering	1	3	0	0	1	0
Police	8	6	0	0	2	0
Public Works	7	5	2	3	6	0
Other	3	6	1	1	0	2
Non-Departmental	2	3	0	1	1	11
Total	**70**	**74**	**16**	**33**	**31**	**20**
	28.7%	30.3%	6.6%	13.5%	12.7%	8.2%

WHAT WAS THE METHOD OF CONTACT?

	In Person	Via Telephone	Written Letter	Email	No answer selected
Utility Billing:	88	23	22	2	17
Planning/Zoning	8	2	2	0	1
Building	2	0	0	0	2
Engineering	4	1	0	0	0
Police	11	1	1	1	3
Public Works	12	6	2	0	3
Other	7	5	0	0	1
Non-Departmental	4	0	1	0	13
Total	**136**	**38**	**28**	**2**	**40**
	55.7%	15.6%	11.5%	.8%	16.4%

PLEASE RATE THE SERVICE YOU RECEIVED:

a) PROFESSIONALISM

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	64	51	13	4	5	15
Planning/Zoning	2	5	2	1	1	2
Building	2	1	1	0	0	0
Engineering	3	1	0	0	1	0
Police	6	6	0	0	2	2
Public Works	12	5	1	1	1	3
Other	7	3	0	1	0	2
Non-Departmental	3	1	0	0	0	14
Total	**99**	**73**	**17**	**7**	**10**	**38**
	40.6%	29.9%	7.0%	2.9%	4.1%	15.6%

b) KEEPING INFORMED OF PROGRESS

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	52	45	11	8	6	30
Planning/Zoning	2	3	1	1	4	2
Building	1	1	0	0	1	1
Engineering	1	1	0	0	1	2
Police	5	4	0	0	2	5
Public Works	8	4	1	2	3	5
Other	3	2	0	1	0	7
Non-Departmental	2	2	0	0	0	14
Total	**74**	**62**	**13**	**12**	**17**	**66**
	30.3%	25.4%	5.3%	4.9%	7.0%	27.0%

c) ATTITUDE

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	67	46	14	6	5	14
Planning/Zoning	2	4	1	3	2	1
Building	3	0	0	1	0	0
Engineering	2	2	0	0	1	0
Police	6	5	1	0	2	2
Public Works	10	5	1	3	0	4
Other	7	2	0	1	0	3
Non-Departmental	2	2	0	0	0	14
Total	**99**	**66**	**17**	**14**	**10**	**38**
	40.6%	27.0%	7.0%	5.7%	4.1%	15.6%

d) RESPONSIVENESS

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	62	40	14	8	7	21
Planning/Zoning	2	3	2	3	2	1
Building	1	2	0	0	1	0
Engineering	2	1	1	0	0	1
Police	6	5	2	0	1	2
Public Works	11	4	2	0	4	2
Other	7	2	0	1	0	3
Non-Departmental	3	1	0	0	0	14
Total	**94**	**58**	**21**	**12**	**15**	**44**
	38.5%	23.8%	8.6%	4.9%	6.1%	18.0%

e) TIMELINESS OF SERVICE

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	63	44	14	2	7	22
Planning/Zoning	2	4	0	2	3	2
Building	1	1	0	0	1	1
Engineering	2	2	0	0	1	0
Police	6	5	0	1	1	3
Public Works	10	4	1	2	4	2
Other	7	1	0	1	0	4
Non-Departmental	3	1	0	0	0	14
Total	**94**	**62**	**15**	**8**	**17**	**48**
	38.5%	25.4%	6.1%	3.3%	7.0%	19.7%

f) COMMUNICATION

	Outstanding	Good	Fair	Needs Improvement	Unsatisfactory	No answer selected
Utility Billing:	60	48	10	4	12	18
Planning/Zoning	2	4	1	3	2	1
Building	2	1	0	0	1	0
Engineering	3	1	0	0	0	1
Police	5	6	0	0	2	3
Public Works	10	6	2	0	2	3
Other	6	2	0	1	0	4
Non-Departmental	3	1	0	0	1	13
Total	**91**	**69**	**13**	**8**	**20**	**43**
	44.3%	33.6%	6.3%	3.9%	9.7%	2.1%

WERE YOUR QUESTIONS ANSWERED CLEARLY?

	Yes	No	No answer selected
Utility Billing:	123	11	18
Planning/Zoning	5	6	2
Building	4	0	0
Engineering	4	1	0
Police	11	2	3
Public Works	13	3	7
Other	8	1	4
Non-Departmental	6	12	11
Total	**175**	**24**	**45**
	71.7%	9.8%	18.4%

DID WE PROVIDE THE INFORMATION/SERVICE YOU DESIRED?

	Yes	No	No answer selected
Utility Billing:	121	14	17
Planning/Zoning	8	3	2
Building	4	0	0
Engineering	4	1	0
Police	11	2	3
Public Works	13	4	6
Other	11	0	2
Non-Departmental	6	0	12
Total	**178**	**24**	**42**
	73.0%	9.8%	17.2%

IF YOU HAVE USED THE CITY WEBSITE, DID IT PROVIDE HELPFUL INFORMATION?

	Yes	No	No answer selected
Utility Billing:	42	24	86
Planning/Zoning	5	3	5
Building	1	0	3
Engineering	0	2	3
Police	5	5	6
Public Works	6	5	12
Other	2	2	9
Non-Departmental	1	2	15
Total	**62**	**43**	**139**
	25.4%	17.6%	57.0%