



## NOTICE AND CALL OF SPECIAL MEETING

Pursuant to Section 54956 of the California Government Code, a special meeting of the Brentwood City Council is hereby called for:

**Date/Time:** Saturday, February 11, 2006 at 9:00 a.m. – 2:00 p.m.

**Location:** Brentwood Technology Center  
101 Sand Creek Road, Presentation Room, Suite B,  
Brentwood, CA 94513

**Purpose:** SPECIAL MEETING AGENDA

1. Call to Order and Roll Call
2. Public Comment - *At this time the public is permitted to address the Council on items that are **not** on the agenda. Persons addressing the City Council are required to limit their remarks to five (5) minutes unless an extension of time is granted by the Mayor subject to approval of the Council.*
3. Review Agenda
4. Conduct Council Goal Setting Workshop
5. Adjournment

Dated: February 6, 2006

/s/ \_\_\_\_\_  
Brian Swisher  
Mayor

### NOTICE

In compliance with the Americans with Disabilities Act, the meeting room is wheelchair accessible and disabled parking is available. If you are a person with a disability and you need disability-related modifications or accommodations to participate in this meeting, please contact the City Clerk's Office at (925) 516-5440 or fax (925) 516-5441. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. {28 CFR 35.102-35, 104 ADA Title II}

### POSTING STATEMENT

On February 6, 2006, a true and correct copy of this agenda was posted on the City Hall Bulletin Board, outside City Hall, 708 Third Street, Brentwood, CA 94513 and at our website [www.ci.brentwood.ca.us](http://www.ci.brentwood.ca.us)

## CITY COUNCIL AGENDA ITEM NO.

**Meeting Date:** February 11, 2006

**Subject/Title:** Council Goal Setting Workshop

**Prepared by:** Donna Landeros, City Manager

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### **RECOMMENDATION**

Conduct Council Goal Setting Workshop

### **BACKGROUND**

In preparation for the Goal Setting Workshop on Saturday, February 11, the following are documents attached for your review:

1. An outline of the Council Goal setting efforts from 2004 through 2007. As you will recall from our meetings with Gary Winters, we are proposing that we use this year's session to review staff efforts regarding the Strategic Plan, and to consider using the balanced scorecard approach to measure our performance going forward. This may include customer satisfaction surveys being conducted in 2006 in preparation for the 2007 workshop.
2. A summary of the Organizational Development Efforts that staff has been working on for the past year.
3. A copy of the draft 2005 Strategic Plan. This plan describes a number of efforts currently underway aimed at making the organization as effective as possible to meet current and future challenges. Included in the plan is a summary of the information that was received from our employees during the Future Visioning Workshops held last June. This Plan will be reviewed and discussed at the workshop in more detail.
4. Information regarding the balanced scorecard methodology and approach to performance measurements.

### **FISCAL IMPACT**

None

**Council Goal Setting  
2004-2007**

<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
No Council Goal Setting	<u>Council Actions</u> <ul style="list-style-type: none"> <li>• Two Year Action Plan-2005/06</li> </ul>	<u>Council Proposed Actions</u> <ul style="list-style-type: none"> <li>• Review Staff Efforts:               <ul style="list-style-type: none"> <li>- Strategic Plan</li> <li>- Balanced Scorecard</li> </ul> </li> <li>• Customer Satisfaction Surveys to be done in 2006 for 2007 workshop and budget</li> </ul>	<u>Council Proposed Actions</u> <ul style="list-style-type: none"> <li>• Align staff efforts on Strategic Plan with Council's Goals</li> <li>• Agree on goals for 2007/08</li> <li>• Incorporate survey data in goals and budget</li> </ul>
	<u>Staff Actions</u> <ul style="list-style-type: none"> <li>• Implementing 2-Year Action Plan</li> <li>• Mission Statement</li> <li>• Vision Statement</li> <li>• Employee Launch (Data)</li> <li>• Strategic Plan - Draft</li> <li>• Balanced Scorecard</li> <li>• Employee Development</li> </ul>	<u>Staff Proposed Actions</u> <ul style="list-style-type: none"> <li>• Complete 2005/06 Goals</li> <li>• Customer surveys for 2007</li> </ul>	<u>Staff Proposed Actions</u> <ul style="list-style-type: none"> <li>• Implement 2007/08 Strategic Plan</li> </ul>

## **Organizational Development Efforts in City of Brentwood**

### **What is OD?**

“Organization Development is a planned organization-wide effort, managed from the top, to increase an organization’s effectiveness and health through planned interventions in the organization’s processes, using behavioral-science knowledge.”

- September, 2004      **City Issued a Request for Proposals for Organizational Development Consultant**
- Organizational Assessment
  - Horizontal and Vertical Team Building
  - Manager Training/Succession Planning
  - Training Recommendations
- December, 2004      **Deadline for Responses**
- January, 2005      **Interviewed four consultants and selected The Centre for Organizational Effectiveness (Gary Winters)**
- April, 2005      **Gary Winters conducted interviews with Executive Team (ET)**
- May, 2005      **The Launch – Executive Team Meeting**
- Clarifying expectations
  - Ground Rules
  - Creative Tension Model
  - High Performance Teams
  - Stages of Team Development
  - Team Based Decision Making
  - OD Steering Committee
  - Strategic Planning
  - Organizational Assessment – Balanced Scorecard
- June, 2005      **Visioning Workshops – “Creating A Shared Future”**
- Exploring visions of Brentwood as an organization
  - Developing an organizational mission statement
  - Identifying strategic initiatives
  - Approximately 120 attendees from all levels of organization
  - Accepted applications for a Citywide OD Steering Committee
- August, 2005      **Executive Team Meeting**
- Where do you want to go and what do you want to be?
  - Where are you right now?
  - How do you want to get there?
  - What are the next steps?
  - Creating a Strategic Plan
  - Creating a Shared Vision
- August, 2005      **OD Steering Committee Kick-off meeting**
- To help ‘drive’ the OD efforts throughout the organization
  - To be a problem-solving ‘think tank’ for the Executive Team, making recommendations on various issues.

- September, 2005      **Executive Team Retreat**
- Building Organizational Courage
  - Decision-Making Styles
  - Decision-Making Inventory
  - Working with Differences
  - Project Assignment to ODSC: Communication
- November, 2005      **Development Review and Decision Making Process**
- November, 2005      **“Mini-Academy” for Executive Team**
- December, 2005      **Decision Making and Risk Taking**

### **Other Organization Development Progress**

#### **Vision, Mission and Values Statement**

The **vision** for the organization as determined by the Executive Team with input from the employees is:

***We are an organization of dedicated professionals working together to make Brentwood the very best, preserving its rich heritage and keeping Brentwood in the hearts of the people.***

The **mission** of the organization is:

***Bringing Brentwood’s Vision to Reality***

The core **values** of the organization remain as they have been:

***Integrity, Respect, Passion, Accountability, Quality***

The **“Brentwood Way”** is:

- ***“Good enough” is never good enough, and we find a way to do it better.***
- ***Striving to be the best. The best is never defined or constrained; it is never reached and we advance the standard every day.***
- ***Taking the best of both business and government for the benefit of the community.***

## **Organization Development Steering Committee**

The OD Steering Committee consists of 15 employees from all Departments and all levels of the organization.

The Committee was formed to help 'drive' OD efforts throughout the organization and to be a problem solving 'think tank' for the Executive Team, making recommendations on various issues.

The Committee has been meeting since August 2005 and is currently working on an assignment to assess the communication issues within the organization.

## **Leadership Team Building**

Gary Winters has worked the following Departments to provide leadership teambuilding:

- Park and Recreation
- Engineering
- Finance
- Community Development
- Will be working with Public Works in the near future

## **Academies**

An Office Professionals Academy (clerical staff) will be conducted in February 2006

A Managers/Supervisors Academy will begin in April 2006

## **The 2005 Strategic Plan**

City of Brentwood, California

### Introduction

The City Council and Executive Team are extremely interested in a strategic planning process that takes the City to build-out. We recently began this process as part of an organization development effort aimed at making the organization as effective as possible to meet current and future challenges.

Several efforts are currently underway which will be included in the upcoming year and result in a Citywide Strategic Plan.

1. City Council Two-Year Action Plan: Building on the Brentwood Way – Vision and Strategy

In April, 2005 the City Council met in a facilitated workshop to consider goals for the next two years. The intent of the workshop was to identify priorities that have not been addressed in previous Council actions or that remain in the forefront of community interest. Staff took the project concepts and developed them into tangible work products and the following twenty-one projects were adopted by the Council with two-year action plans:

- ❖ Affordable Housing
- ❖ Attract and Retain Businesses
- ❖ City Park Redesign
- ❖ Code Enforcement
- ❖ Community Cultural Arts Master Plan
- ❖ Emergency Preparedness
- ❖ Financial Software Package
- ❖ Fire District Master Plan
- ❖ General Plan Update
- ❖ Health/Wellness Initiative (Community-Wide)
- ❖ Housing Element of the General Plan

- ❖ Information Systems Long Range Plan
- ❖ Infrastructure Master Plans – Roadway, Water, Wastewater
- ❖ New City Hall
- ❖ Public, Educational & Government (PEG) Cable TV Access Channels
- ❖ Records Retention / Archive
- ❖ Regional Agricultural Preservation and Development
- ❖ Regional Transportation and Truck Routes
- ❖ Solar Efficiencies / Energy Savings
- ❖ Water Conservation Plan
- ❖ Youth/Teen Master Plan

## 2. Citizen’s Advisory Committee regarding Community Facilities

The Citizen’s Advisory Committee regarding Community Facilities was formed in August 2004 to make recommendations to the City Council on short and long term community facility opportunities for Brentwood. The Committee consists of representatives from various community groups and has agreed to work together for the benefit of all organizations and in the interest of the entire community.

The Committee presented a report on Phase I of their work plan to the City Council in May of 2005. The Phase I report to Council included a recommendation that the following facilities be available at General Plan build-out: Library, Senior Center/Nutrition Site, Community Center/Event Center, Art Center, Teen Center, Museum, Social Service Facility, Community Theater/Performing Arts Center, Inter-modal transportation center, City Hall/Council Chambers, Parking Structure.

The Committee presented their Phase II report to the City Council in January 2006 with their recommendations for the types of amenities to include in each of the proposed Community Facilities.

## 3. Downtown Specific Plan

The Downtown Specific Plan is being prepared in an effort to respond to the challenge of managing growth. The Specific Plan is an amendment to the General Plan and the Zoning Ordinance – the roadmap for the progress of our community that was adopted in 1993 and amended in 2001. The planning

process included a number of community workshops to solicit input from as many interested parties as possible.

The following five factors will contribute to healthy development: building a downtown anchor, creating parking solutions, providing expanded civic and cultural centers, increasing downtown housing, and developing a multi-modal transit station. The Planning Commission will be reviewing the Downtown Specific Plan in mid-September and the City Council review and approval is scheduled for October.

#### 4. Brentwood Boulevard Specific Plan

The Brentwood Boulevard Corridor Specific Plan boundaries start at the northerly city limits, near Delta Road, and follow the corridor along Brentwood Boulevard south to the Second Street intersection by the high school. The completion of the Highway 4 Bypass within 3-4 years will cause the need to transition the boulevard that historically has been used as a California highway with typical highway uses such as industrial and strip centers to a welcoming gateway into our city with grand boulevard designs. The General Plan and Zoning Ordinance currently allow general commercial along the corridor.

The Specific Plan will establish new guidelines and regulations that will allow for the transition and creation of non-retail uses along the majority of the corridor, retail uses at the major intersections, residential in Special Planning Area A, a work district in Special Planning Area B, and light industrial district on the east side of Brentwood Boulevard between Delta Road and Lone Tree Way.

#### 5. Executive Team Initiated Organization Development

In June, 2005 the Executive Team invited all interested employees to attend one of three “Creating a Shared Future” workshops to solicit their ideas regarding how to enhance the future of the organization. A total of 116 employees attended these sessions.

In August, 2005 the Executive Team met to review the employee data and share their own expertise and leadership with regard to building a comprehensive Strategic Plan for *the organization* called the City of Brentwood. A critical factor in strategic planning is metrics – that is, how goals and objectives will be measured and evaluated.

The Executive Team has chosen to use a framework known as the Balanced Scorecard to organize strategic initiatives into a logical system that can be measured over time. In the public sector, the Balanced Scorecard typically identifies strategic initiatives, goals and objectives in four areas: customer

(citizen and others) satisfaction, financial performance, process improvement, and employee development.

The Executive Team focused on employee development as it's top priority for the Fall of 2005. Early in 2006, the staff will present the Balanced Scorecard concept to the Council at their goal setting workshop. At that time Council can consider whether to adopt the Balanced Scorecard as their planning methodology. If the Council concurs they will then develop strategic initiatives in the areas of customer satisfaction, financial performance and process improvement.

### **The Planning Process**

The Executive Team's strategic planning process has several steps:

1. Creating a **vision** of the desired future for the organization – *where do we want to go as an organization?*
2. Creating an easily understood **mission statement** that describes the “bottom-line” purpose of the organization.
3. Analyzing **current reality** – *where are we now?*
  - a. What are the trends which will impact this organization in the next few years?
  - b. What challenges will it face?
  - c. What opportunities could it seize?
  - d. What factors exist which will help the organization move toward the desired state?
  - e. What factors exist which could impede the ability of the organization to reach the desired state?
4. Determining **strategic themes** within the elements of the Balanced Scorecard to maximize use of organizational resources to move the organization from its current reality to its desired state.
5. Determining **measurable goals and objectives** within (and across) each Department and Division which support the strategic initiatives.
6. Publish and implement the plan.

## **The Vision, Mission and Values Statement**

The **vision** for the organization as determined by the Executive Team with input from the employees who attended the Creating a Shared Future workshop is:

*We are an organization of dedicated professionals working together to make Brentwood the very best, preserving its rich heritage and keeping Brentwood in the hearts of the people.*

The **mission** of the organization is:

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## **“Current Reality”**

The Executive Team analyzed the employee input and added their own assessment to fully understand the organization’s current reality, which set the context for the Strategic Plan. Here are the trends, challenges, and opportunities, as well as the factors promoting and hindering the achievement of the vision, as seen by the Executive Team. They are presented in alphabetical order (not necessarily in order of importance).

### *Trends*

- As more people move to Brentwood, there will be more “NIMBY” (not in my backyard)
- Demographics are changing. There may be a wider gap between the ‘haves’ and the ‘have-nots’
- Energy costs will probably continue to rise
- It may be harder to attract and retain quality employees if there are salary disparities with nearby communities
- Property values will see increased values
- Technology is playing an increasingly vital role throughout the organization
- The community is becoming more educated, with greater expendable income, it will be more diverse and have greater potential for cultural clashes
- The community is moving from a growth situation to a maintenance situation
- The fiscal health of the state seems to be improving
- The sense of an organization that is like a big family is going to be harder to maintain as it gets larger
- The threat of terrorism will have a greater and greater impact
- There is an aging workforce which will need to be replaced over time
- There may be an increased desire for more cooperation on a regional level
- There will be a diversification of revenue sources, for example – from development to sales tax revenue

## Challenges

- Achieving financial stability
- Accommodating expectations of younger workers
- Adapting to a changing economy
- Dealing with the bubble bursting in the housing market
- Every two years the Council could completely change
- Finding the time to look at the future and prepare for it
- Implementing Downtown and Brentwood Boulevard Specific Plans
- Improving communication as the organization grows
- Maintaining the public's willingness to pay for increasing levels of service
- Keeping up with technology
- Legal mandates – state and federal legislation
- Maintaining employee health packages
- Maintaining what is built
- Preserving the organizational culture of a family atmosphere
- Providing and sharing information with the community
- Providing cultural amenities
- Providing job opportunities that match the demographics
- Saving downtown from becoming a blight
- The community and/or City Council may change or shift priorities
- The growth in senior gated communities means increased power for this special interest group
- Water availability

### Opportunities

- Becoming the East County center for goods, service and jobs
- Being a trend setter
- Building city hall
- Collaborating with other agencies – schools, state parks, etc.
- Good land use planning for key areas of the city
- Having the time to evolve into financial stability – migrating from development fees
- Hunger for better inter-departmental collaboration
- People who move to Brentwood are making the decision to pay more for their house, etc. The community as a whole is making a decision to identify itself as part of the Bay area, not as part of the valley.
- Planning the Civic Campus
- Proactive code enforcement (instead of complaint driven) and landscape ordinance
- Providing more job-related training
- Sharing the vision and being inclusive
- Take advantage of technology
- We can be selective with new hires
- We can shape the organization as we want it to be
- We still have development fees to use on civic improvements

### What factors are promoting the achievement of the vision?

- Attitudes of the Executive Team
- City Council supports good pay and benefits to attract and retain quality employees
- City Hall plans

- Employee awareness of what needs to be achieved
- Financial stability
- First class infrastructure
- Great political leadership
- Great staff with a ‘can-do’ attitude
- History and tradition of good customer service
- Increase in retail development
- Organization development efforts
- Track record of successful community processes
- We have a great city manager
- We have many citizens who want to do great things
- We have lots of technology

*What factors could hinder the achievement of the vision?*

- Do we have community buy-in?
- A future City Council who may not share or support the same vision
- Employees who do not share or support the same vision
- Lack of interdepartmental communication and cooperation
- Other groups can change our destiny – state, county, federal, etc.
- Rising costs (energy, etc.)
- The belief that we have ‘arrived’ when growth is done
- The process shouldn’t consume the product
- The rising costs of doing business (i.e. employee packages)
- Too much to do to give (the future) the focus it deserves – workload / overload

- Traffic / transit

## **The Strategic Plan for Employee Development**

The Executive Team identified seven themes as potential strategic initiatives to enhance the professional development of employees. The first two strategic initiatives will begin immediately, while the five remaining initiatives will be looked at in greater detail in 2006.

### Improve Communication

- Create an ad hoc committee to develop ideas on how to improve communication for employees
- Have joint department staff meetings to share information
- Develop and implement an internal communication plan for Council decisions, Director information, and use CBIZ as a resource.
- Develop a plan to better communicate to citizens who we are and what we do (external communication plan).

### Implement Organization Development

- Continue what we are doing at the director's level
- Launch an OD Steering Committee (a cross-diagonal slice of the organization) to help with OD efforts throughout the organization
- Follow through with all of the elements of the OD effort as described in the 2004 RFP.

### Enhance Professional Development

- Establish a mentoring program
- Training, particularly with regard to performance appraisals, job related training, SOP's, general knowledge, management and office professional academies, cross training
- Develop a strategy to establish a list of options of professional development opportunities across departments
- Continue financial support for educational advancement

### Continue Social events

- Continue with existing holiday parties
- Employee appreciation lunch (director's bbq)
- Open house and barbeques
- Halloween pot luck
- Concert in the park dinner
- Finance department's ice cream social
- Community Development barbeque
- Solicit employees for ideas

### Emphasize Recognition, incentives, celebrations

- Continue and improve pat on back, core values award, service awards
- Consider honoring an employee of the year in each department
- Develop a list of recognition devices for supervisors and managers
- Teach supervisors when and how to recognize
- Explore incentives (and become more savvy about their pros and cons)
- Celebrate successes more often (particularly Directors and teams)

### Improve Recruiting, hiring, orientation, succession planning

- Overhaul the new employee orientation program
- Offer pre-hire and post-hire training on expectations of the department and the city

### Promote Family Environment / Culture

- Find new ways for employees to get to know each other professionally and personally – maintain the vision that everyone knows everyone's name
- Ensure that everyone knows the vision/mission/values of the organization (beyond posters and business cards)
- Have each Department sponsor an outreach function for all employees

The Executive Team, with assistance of the Organization Development Steering Committee, will continue to work on the themes above as potential strategic initiatives to enhance the professional development of employees. Additionally, the City will be sponsoring a series of Academies for employees to help develop their skills. An Office Professional Academy will be offered to those in clerical and administrative positions while Supervisors and Managers will have the opportunity to participate in a Management Academy. The Academies will be linked to our organization and be aligned with the larger culture change effort going on within the organization. The programs are focused on the challenges and opportunities for leadership and are driven by competencies which the organization expects of its future leaders and manager.

In addition to the academies, we will be participating in team building efforts as management teams, departmentally, and cross-functionally.

Next Steps:

In early 2006 the City Council will meet to review the organization development efforts and to consider using the Balanced Scorecard Method to identify and monitor future projects for the staff to focus on. The results of this meeting, along with the work being done by the Executive Team and the Organization Development Steering Committee, will be incorporated into the 2007 City's Strategic Plan.

## **The Balanced Scorecard**

The Balanced Scorecard is an approach to planning that recommends that organizations focus on four key and equally important areas to balance their performance metrics: stakeholder satisfaction, financial performance, process improvement and growth and development (people, products, services). Typical questions to consider when doing strategic planning include:

1. What is currently being done to ensure that "customers" (citizens, business owners, etc.) are satisfied with the services provided by the City? Are there customer surveys? Is customer service training provided? How are complaints handled? Etc.
2. What financial performance metrics are currently in place? Other than surplus, are there controls on project management budgets? Is there an analysis of the budget to actual conducted? How are rising expenses offset by revenue enhancement opportunities? Etc.
3. In what areas do processes need to be improved? What internal processes are antiquated or in need of simplification? What are redundant or no longer needed? Is process improvement training offered? Etc.
4. What growth and development opportunities exist? How are people groomed for career development? How are growth demands prioritized? Etc.