1. CALL TO ORDER

The San Buenaventura (Ventura) City Council met for a Special Meeting at the Museum of Ventura County, Pavilion Building, 100 East Main Street, Ventura at 10:45 a.m.

2. ROLL CALL

PRESENT: Councilmembers Nasarenko, Friedman, Brown, Heitmann, Weir, Deputy Mayor Rubalcava and Mayor LaVere

ABSENT: None

Mayor LaVere presided

3. PLEDGE OF ALLEGIANCE

Councilmember Brown led the pledge of allegiance.
4. PUBLIC'S RIGHT TO ADDRESS CITY COUNCIL ON AGENDIZED ITEMS FOR THIS SPECIAL MEETING – None

5. WORKSHOP – City Council Goal Setting

5A. Introductions and Hopes for the New Year

City Manager Alex McIntyre welcomed everyone to the Goal Setting Session. This will be a restart for the organization. PowerPoint used for the Goal Session (Attachment A).

As an icebreaker, each City Councilmember and Department Executive stated what their hopes/desires are for the new year (Attachment B) to gather thoughts on the organization, community and personal goals.

5B. Goal Setting Principles

City Manager Alex McIntyre presented Goal Setting Principles to City Council for input and confirmation:

Goal Setting Principles

- Keep the Process Simple and Clear
- Listen and Participate
- Speak from Knowledge
- Acknowledge Organizational/Department/Resource Capacity Constraints
- Goals/Initiatives Need to be Concise, Articulated and Measurable
- Any Goals/Initiatives Should be Considered for Citywide Impact

City Council provided no input on the rules for the day. The Goal Setting Principles as presented were used and were posted for the public, staff and City Council to refer to throughout the meeting.
5C. City Council Protocols

City Manager Alex McIntyre requested City Attorney Gregory Diaz and City Clerk Antoinette Mann discuss the City Council Protocols. Council Protocols provide guidance to the City Council and are updated as the Council desires.

City Attorney Gregory Diaz and City Clerk Antoinette Mann provided an educational background on the protocols and provided recommendations on possible protocol revisions.

Protocol Educational Topics:
- Absence of Mayor and Deputy Mayor
- Abstentions
- Voting and Late Votes
- Use of Email, Text Messaging, Other Electronic Devices During City Council Meetings
- Quasi-Judicial Proceedings
- Ex parte Contacts
  - Quasi-Judicial Matters
  - Alcohol Licenses
- Policy Consideration Process
- City Council Mail – Handling and Processing
- Master Calendar of Events
- Rules of Order (Rosenberg’s Rules)
- Mayor Rules on all Issues of Order & Procedure, Subject to a Vote of the Entire Body

Protocol Recommended Revisions:
- Reorganizing and Recodify to Make Easier to Use
- Remove Duplicate Provisions
- Consolidate Agenda organization matters to a new separate Resolution
- Delete the Referral Status Report
- 5 Minute Rule for City Council Members on an Item
- 5 Minute Rule Total for Public Speakers
- City Council Committees – define purpose as preview approved initiative or start new initiatives
- Research requests from Council to Staff – through City Manager or Staff
5C. City Council Protocols (continued)

City Councilmembers asked questions for clarification and provided staff input on various items of the protocols:

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
<th>Comment/Input Received</th>
<th>Update Protocols</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tie Votes/Motion Fails; when absent a Councilmember can request the item be considered again?</td>
<td>11</td>
<td>Yes – this would be done through a policy consideration format. Councilmember would address the item and asked that it be placed back on that agenda for a new vote.</td>
<td></td>
</tr>
<tr>
<td>Alcohol Permit Proceedings</td>
<td>14-15</td>
<td>If ex parte communications are prohibited for these proceedings, that eliminates the ability to research the matter. Why? City Attorney explained the decision must be based on evidence presented and not additional items gathered outside of what is presented. Additionally, there may have been an issue in the past that required this statement in the protocols.</td>
<td></td>
</tr>
<tr>
<td>Public Speakers – 5-minute maximum rule</td>
<td>22-23</td>
<td>Allow the City Clerk after a public member speaks to round down their time (if less than 30 sections and round up their time when over 30 seconds) to achieve full minute increments and time allotted for next time speaking at that meeting.</td>
<td>✓</td>
</tr>
<tr>
<td>City Councilmembers 5-minute cap for discussion/questions</td>
<td>8</td>
<td>Allow the Mayor as the Chair of the meeting to extend, if needed, due to the circumstances.</td>
<td>✓</td>
</tr>
<tr>
<td>Council Mail</td>
<td>32</td>
<td>Need to also address electronic mail in the protocols, which is how most of our mail is now received.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apply filters to eliminate junk mail. Received 200+ emails daily.</td>
<td></td>
</tr>
</tbody>
</table>
### 5C. City Council Protocols (continued)

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>How does City Manager</td>
<td></td>
<td>How does City Manager want City Council members to communicate via email to staff?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council members ask the City Manager to see if staff could assist with the electronic mail review, forward/delete as needed?</td>
<td></td>
</tr>
<tr>
<td>Conflict of Interest</td>
<td></td>
<td>Need more education on topic; please address participation and all rules to allow Council and the public better understand this process.</td>
<td></td>
</tr>
<tr>
<td>Consent Items</td>
<td>6</td>
<td>Protocols currently state if Council member wants to make a comment or ask questions, item is pulled for a separate motion. Would like this adjusted to allow questions/comments without pulling for a separate motion.</td>
<td>✓</td>
</tr>
<tr>
<td>Policy Considerations</td>
<td>47</td>
<td>Suggested adding written instructions on process to protocol which includes addressing how long before an item is added to an agenda.</td>
<td>✓</td>
</tr>
<tr>
<td>Council Committees</td>
<td>30-31</td>
<td>Any recommendations for new initiatives must go back to City Council for approval. These committees should not be creating new initiatives outside of City Council goals.</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sometimes new initiatives require staff to research, provide data back to City Council. Is this okay? When should the concept go to City Council for approval?</td>
<td></td>
</tr>
</tbody>
</table>
5C. City Council Protocols (continued)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
<th>Comment/Input Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Requests</td>
<td>34</td>
<td>City Council needs to know the City Manager's preference on this. Do you want every request to go through the City Manager? We are open to change.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Since City Council has no dedicated staff, they must rely upon all City staff to conduct research and provide data to allow us to do our job duties. Without the assistance of staff, we will not be successful.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider possible guidelines: If request will be completed in less than 1 hour, request to staff are fine. If more than 1 hour, must go through City Manager.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>City Council requested that the City Manager provide guidelines on this topic to City Council members.</td>
</tr>
<tr>
<td>Closed Session</td>
<td></td>
<td>Recommend creating. These protocols will include that Staff to present their recommendations initially to Council, then their presentation and the recommendation presented again, for discussion/voting.</td>
</tr>
<tr>
<td>Protocols</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Electronic Devices</td>
<td>11</td>
<td>Questions on using to view agenda and reports. Clarification on using devices was provided.</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Suggestion to place device on airplay mode to not allow receipt of any emails during the meeting should be added to the protocols.</td>
</tr>
</tbody>
</table>

City Attorney Greg Diaz stated future educational topics for City Council will include the Brown Act and Conflicts of Interest.
5C. City Council Protocols (continued)

City Manager Alex McIntyre stated staff will come back with updated draft protocols at a future meeting, utilizing all input received.

RECESS

Mayor LaVere adjourned the meeting to a recess at 12:10 p.m.

City Council reconvened 12:29 p.m.

5D. Budget Principles

Interim Finance and Technology Director Mary Eckman presented the budget principles, which are the foundational principles and central policy document, that will indicate how to prioritize and achieve its short and long-term objectives. Budget principles allow the budget to be clear, transparent and credible.

The Fiscal Year 2019-2020 Budget Principles presented:

1. Promote the City’s long-term financial sustainability through monitoring and reporting on changes in pension liabilities and including those changes in the City’s long-term forecast.

2. Incorporate a budget assumption for employee vacancies and resulting salary savings into the forecast.

3. Actively pursue revenue enhancements and strive to achieve full cost recovery for all fee-based services, except where the City council sees a clear public interest in providing a subsidy.

4. Clearly define the cost and timing of all cash outlays associated with major projects, to allow investment of idle cash, while maintaining liquidity.

5. Enhance and maintain core City services and infrastructure by prioritizing City Council adopted initiatives and strategies that contribute to the quality of life in Ventura.

6. Evaluate one-time revenues for highest and best investment.

7. Improve productivity through continual review of City services, identifying new programs/initiatives and enhancing, reducing, or eliminating existing programs.
5D. **Budget Principles (continued)**

8. Manage staff capacity to efficiently deliver services to the community through investment in new technologies that drive efficiency and productivity.

9. Develop programs and initiatives that strengthen Ventura's standing as an employer of choice to retain and attract highly qualified personnel.

10. Proactively manage the loss of institutional knowledge through succession planning efforts including the ability to provide for overlap in critical positions, at the discretion of the City Manager.

11. Communicate the City's financial position by continuing to refine the budget document and provide comparison to actual results, while enhancing the public's access to financial information.

City Council provided input on the budget principles.

<table>
<thead>
<tr>
<th>Principle</th>
<th>Input</th>
<th>Staff Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Please include Measure O funds in this principle.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>For new technologies, would that include tracking systems?</td>
<td>Yes</td>
</tr>
<tr>
<td>--</td>
<td>How do we handle additional appropriations from the community? Can we add these in? What is the process?</td>
<td>We have limited resources and can't approve all these requests. To add funding after the budget is approved, we need to cut other items from the approved budget.</td>
</tr>
<tr>
<td>--</td>
<td>Catastrophic fund. Why is it reported that way on the CAFR?</td>
<td>It is reported in the way we are required to report it.</td>
</tr>
<tr>
<td>---</td>
<td>Can we request notification when staff applies for housing grants? Would like to know when applied and when received. Also, what is our current housing balance?</td>
<td>This will be noted.</td>
</tr>
<tr>
<td>2</td>
<td>Are salary savings recognized when there is a vacancy, and can those funds be used for a one-time revenue?</td>
<td>Salary savings are recognized and will be reflected as such on the next budget. Salary savings are traditionally used for one-time projects.</td>
</tr>
</tbody>
</table>
5D. **Budget Principles (continued)**

Staff will bring the budget principles to the February 4, 2019 City Council meeting for adoption.

5E. **City Council Goals**

**2018-2019 City Council Goal Status Update**

Acting Assistant City Manager Barry Fisher provided City Council with an update on the 2018-2019 City Council Goals, referencing the attachment to the Administrative Report for this item. (Noted that not all goals were discussed/highlighted.) Input received from City Council:

<table>
<thead>
<tr>
<th>Councilmembers</th>
<th>Input</th>
<th>Staff/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff needs to look at the totality of the project and add in areas that may not have been initially considered, to make it a more inclusive project that addresses multiple needs at one time. This needs to be done in the planning stage.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When providing a list of areas for a project, make it easier to visually perceive with a map.</td>
<td></td>
<td>Maps will be provided in the future.</td>
</tr>
<tr>
<td>Possibly add legends to the map to indicate time ranges completed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Need to address potholes, especially after rain.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On the attachment, why are these listed as complete if not all done yet?</td>
<td></td>
<td>Percentages will be added in the future</td>
</tr>
<tr>
<td>Why are you listing a streamline process for grading permits as completed?</td>
<td></td>
<td>Staff made improvements to the process.</td>
</tr>
<tr>
<td>Why are tents not allowed on the pier?</td>
<td></td>
<td>With a wood pier, we can’t allow the possibility of a fire inside the tents. Therefore, tents are not allowed on the pier.</td>
</tr>
<tr>
<td>Please add a post-election orientation packet for future new City Council members, to assist with the learning process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mound Well #3 – will this be only for a specific area or benefit the City as a whole?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Plan Update need to provide a breakout on the number of housing projects. Maps are not clear on housing projects being built, approved, approved and under construction or vacant. Would also help to know which areas are not zoned for housing.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
5E. City Council Goals (continued)

<table>
<thead>
<tr>
<th>Councilmembers Input</th>
<th>Staff Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council in the past has identified specific items under the broad categories, allowing City Council to hold City Manager and Executives accountable.</td>
<td></td>
</tr>
<tr>
<td>For future goals status updates, please ensure the format matches the format for the goals in our Council binders.</td>
<td></td>
</tr>
<tr>
<td>• Indicate the current status.</td>
<td></td>
</tr>
<tr>
<td>• City Attorney’s Office has capacity issues and these hinder accomplishing City Council goals.</td>
<td></td>
</tr>
<tr>
<td>• Would like to know if goals get hung up in a specific department.</td>
<td></td>
</tr>
<tr>
<td>• Why is partial paving done?</td>
<td></td>
</tr>
<tr>
<td>• Paving and sidewalks need to consider a complete holistic approach.</td>
<td></td>
</tr>
<tr>
<td>Adjust the reporting format next time to match the approved goals.</td>
<td></td>
</tr>
<tr>
<td>What happens when a goal isn’t completed?</td>
<td></td>
</tr>
</tbody>
</table>

City Manager Alex McIntyre stated that staff will use the input received to better present goal status reports in the future.

Financial Condition:

Interim Finance and Technology Director Mary Eckman presented the financial condition of the City. Topics included the budget calendar, General Fund Balance, 5-Year Outlook and assumptions, Measure O Fund update, PERS Discount rate change and our ongoing challenges (slide 43 – 57 in Attachment A).
5E. City Council Goals (continued)

Expectations of Staff:

City Manager Alex McIntyre presented his expectations of City Staff with City Council.

Alex's Expectations of Staff

1. Values
2. Aspects of Teamwork
3. Expectation of Performance
4. Leadership Qualities

Loyalty to the organization is Alex's highest value. To be a team, we must breakdown silos, share responsibilities and be mutually accountable. Open communications and collaboration are required. Individuals have a competency level and must perform to get items done. Don't over commit. Provide excellent customer service and be fiscally prudent. Leaders set up employees for success. Leadership is throughout the organization. Enhance leadership development and learn from others.
5E. City Council Goals (continued)

Organizational Chart:

City Manager Alex McIntyre shared a proposed new organizational chart. The organizational chart indicates vacancies for managers/supervisors for the various departments in red.
5E. City Council Goals (continued)

City Manager Alex McIntyre presented new initiatives for City Council consideration and discussion:

![New Initiatives](image)

1. Stabilize and Strengthen the Organization - Summer 2019
   A. Focus on Delivery of Core Services - Ongoing
   B. Building and Growing a Cohesive City Council Team - Ongoing
   C. Complete Hiring of Management Team - June 30, 2019
   D. Re-organize City Manager's Office - February 28, 2019
   E. Re-organize Departments and Reporting Relationships - June 30, 2019

2. Reinitiate General Plan Update - July 2019
3. Create an Economic Development Strategy - September 2019
4. Open Permanent Homeless Shelter - December 31, 2019
5. Build Spirit of Community Through Community Events - Fall 2019
6. Find Opportunities to Invest in Beautifying the Community - January 2020

Discussion/input from City Council was received related to the new initiatives:

<table>
<thead>
<tr>
<th>New Initiative Number</th>
<th>Councilmember Input</th>
<th>Staff Input</th>
</tr>
</thead>
</table>
| 1a – Focus on Delivery of Core Services (ongoing) | Reviewing the planning process and how it may be improved must be addressed in this area. Core Services must be our focus. We owe it to residents to get this on task. Requested a more regular status on projects; email is fine. Agree that we need to focus on core services. | }
5E. City Council Goals (continued)

<table>
<thead>
<tr>
<th>New Initiative Number</th>
<th>Councilmember Input</th>
<th>Staff Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>1c through 1e –</td>
<td>Likes the new organizational chart. Will support you finding your management team.</td>
<td></td>
</tr>
<tr>
<td>Management Team</td>
<td>We need someone in governmental relations, to look after our best interests. We</td>
<td></td>
</tr>
<tr>
<td></td>
<td>want a result orientated team. Council needs to give you time to build your team.</td>
<td></td>
</tr>
<tr>
<td>2 – Reinitiate</td>
<td>Can you come back to City Council before July? We would like to make suggestions on</td>
<td>Yes, we will come back in the late Spring with a new plan defined that will be approved by City Council. That plan will then start in July.</td>
</tr>
<tr>
<td>General Plan Update</td>
<td>a change to the plan.</td>
<td></td>
</tr>
<tr>
<td>(July 2019)</td>
<td></td>
<td>For the General Plan Update we need to stop relying on the Community Councils as our main source of community outreach. We need to reach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>more residents to hear their thoughts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Agree with statement about the Community Council and input related to General Plan update. We need input from the younger residents as they</td>
</tr>
<tr>
<td></td>
<td></td>
<td>are our future.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>We need to think of different ways to get input as attending meetings is hard. Also need to address language access, knowing these</td>
</tr>
<tr>
<td></td>
<td></td>
<td>residents want to participate. Mobility issues also need to be a consideration when thinking of public participation. We need equity to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ensure everyone that wants to can be included in this process.</td>
</tr>
</tbody>
</table>
5E. City Council Goals (continued)

<table>
<thead>
<tr>
<th>New/Initiative Number</th>
<th>Councilmember Input</th>
<th>Staff Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 – Reinitiate General Plan Update (July 2019) continued</td>
<td>We need all residents especially the younger residents (20, 30 and 40’s) to participate in this process.</td>
<td>I think 2 and 5 go together. Bring more residents into the General Plan process. Consider creating more General Plan events and other opportunities for input. Input could be surveys, etc.</td>
</tr>
<tr>
<td>3 – Economic Development Strategy (September 2019)</td>
<td>Move items we have included last year under this topic and include in the new Economic Development Strategy.</td>
<td>Economic Development strategy is key to our success. For our Economic Development Strategy, we need to use Patagonia to assist us. Let's use their name to make others know more about Ventura. This will move us into the 21st Century economy.</td>
</tr>
<tr>
<td>5 – Build Spirit of Community Through Community Events (Fall 2019)</td>
<td>We do community events really well which affects downtown businesses and sometimes they affect in a negative way. Suggest focusing on the coastal issues for future community events, not on the event but on the managed retreat on the coast (bike path/walking path), water washing over the playground. Even look at climate control as a topic to educate the public.</td>
<td></td>
</tr>
</tbody>
</table>
## 5E. City Council Goals (continued)

<table>
<thead>
<tr>
<th>New Initiative Number</th>
<th>Councilmember Input</th>
<th>Staff Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 – Build Spirit of Community Through Community Events (Fall 2019) continued</td>
<td>Agree that the coast needs to be addressed. Look at the promenade and issues with it falling apart. Need to look at the entire area, beach all the way to lower Seward (commercial area). Need to plan on how to manage our sand, where we have control over it.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>There are other ways, instead of community events, to build the spirit of community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Thomas Fire showed us our strength, maybe this doesn’t need to be an initiative but instead the 7 of us need to educate the residents to keep them engaged through other events and activities.</td>
<td></td>
</tr>
<tr>
<td>6 – Beautification (January 2020)</td>
<td>Beautification is always great. Safe and Clean works into beautification.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Beautification needs to start right away and not wait until January 2020.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>There are many opportunities in District 1 for beautification.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Needs to a priority. Need to identify areas/projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Need more specifics for #6. Example is green infrastructure. When you come back to Council have these specifics.</td>
<td></td>
</tr>
</tbody>
</table>
5E. City Council Goals (continued)

<table>
<thead>
<tr>
<th>New Initiative Number</th>
<th>Councilmember Input</th>
<th>Staff Input</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>Your new initiatives are great.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mobile Home Rent Stabilization issues need to be addressed; unfair pass throughs. Would like to make it more to look like the County instead of #5 – Community Events.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Encourage change incrementally. Add procedural processes to Thomas Fire. Add Eastside abatement issues to address blight. Also add weed abatement and repairing potholes to address blight. Revisit housing inclusionary item. Add to last year’s goal the Johnson Drive Corridor. Consider adding a staff list with responsibilities that would be near the council goals in our binders.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This helps us think creatively.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managing all coastal areas as a priority. We need to address this.</td>
<td></td>
</tr>
<tr>
<td>5 – remove as proposed and instead replace with all in coastal areas issues as the initiative.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Since we are a beach community, could managing the coastal areas be a core service?</td>
<td></td>
</tr>
</tbody>
</table>

City Manager Alex McIntyre thanked City Council for their input and support for the new initiatives. Staff will bring back initiatives to Council for ratification on February 4, 2019.

Mayor LaVere thanked the public and staff for attending and stated that the City Council needed to meet in closed session.

City Council adjourned to a Closed Session at 2:30 p.m.
6.  CLOSED SESSION

The City Council convened at 2:41 p.m. in a closed session for the following purpose:

6A.  CONFERENCE WITH LEGAL COUNSEL
Significant Exposure to Litigation: One Case
Authority: Government Code Section 54956.9(d)(2)

RECONVENED

City Council reconvened at 2:51 p.m. to the Special Meeting.

7.  CLOSED SESSION REPORT

City Attorney Gregory Diaz reported that in accordance with Government Code Section 54957.1, City Council met in Closed Session on December 3, 2018 to consider a resolution and settlement of the dispute between the City and Reardon’s Funeral Home regarding the establishment at their property at Main Street and South Ash Street of a crematorium (Reardon’s Funeral Home v. City of San Buenaventura). Then Mayor Andrews, Deputy Mayor LaVerne and City Councilmembers: Heitmann, Monahan, Nasarenko, Tracy, and Weir were present.

On December 3, 2018, City Council unanimously authorized the City Attorney to settle the matter for a sum not to exceed $430,459.30 with funding from 55203-26110-26110-100-69. The City Council specifically directed the City Manager to review the facts and issues involving this matter to ensure it does not happen again.

Copies of the settlement agreement may be obtained from the City Clerk’s Office.

8.  ADJOURNMENT

Special meeting adjourned at 2:52 p.m.

Antoinette M. Mann, MMC, CRM
City Clerk
CITY COUNCIL GOAL SETTING

JANUARY 19, 2019

Introductions and Hopes for the New Year

Alex McIntyre – City Manager
Goal Setting Principles

Alex McIntyre – City Manager

Goal Setting Principles

- Keep the Process Simple and Clear
- Listen and Participate
- Speak from Knowledge
- Acknowledge Organizational/Department/Resource Capacity Constraints
- Goals/Initiatives Need to be Concise, Articulated and Measurable
- Any Goals/Initiatives Should be Considered for Citywide Impact
City Council Protocols

Gregory Diaz – City Attorney
Antoinette Mann – City Clerk

CITY COUNCIL
CITY OF SAN BUENAVENTURA

CITY COUNCIL PROTOCOLS
OR
“RULES OF ORDER”

City Council Workshop
January 19, 2019
ABSENCE OF MAYOR/DEPUTY MAYOR

- City Council selects Mayor Pro-Tem until Mayor or Deputy Mayor arrive
- Has Power of Mayor during meeting
Abstentions

- Should only abstain when there is a legal conflict of interest
  - Abstentions are not a nullity—they can have legal consequences
- Protocols have a rule
  - But it is untested

VOTING & LATE VOTING

- If present at meeting, should vote for/against item
- Once vote taken, can’t change vote
Email, Electronics & Meetings

- Protocols prohibit use of email, texting, & other electronic devices
  - Can be a due process issue
  - If during a public hearing
  - Creates a public record
  - Can be embarrassing

QUASI-JUDICIAL HEARINGS

- TWO TYPES OF HEARINGS
  - LEGISLATIVE
  - QUASI-JUDICIAL (ADJUDICATIVE)
LEGISLATIVE HEARINGS

- When the decision-making body is deciding what the law, policy, or rule should be
- Great flexibility and discretion permitted
- Examples:
  - Allow/Prohibit Electric Scooters
  - Create a New Zone for a New Type of Business

QUASI-JUDICIAL HEARINGS

- When the decision-making body is deciding if the facts and evidence before it meet the requirements and standards of existing law
- Less Discretion—Deciding facts, not setting policy—More like a judge than a legislator
- Examples:
  - Permit Revocations
  - Conditional Use Permits
QUASI-JUDICIAL HEARINGS

- Rules and Procedures must be fair to all that come before them
- Applicants/appellants must use this in order to legally challenge the City’s decision (exhaustion of administrative remedies)

QUASI-JUDICIAL HEARINGS

- The opportunity to present testimony, evidence, and argument must be afforded to both sides
- Evidence should not be taken outside of the hearing room
- Avoid committing self to a position or vote before hearing all the evidence
- Allow rebuttal testimony by applicant/appellant appealing the decision
**EX PARTE CONTACTS**

- Ex Parte: Communication with a Councilmember outside of Council Chambers with any person concerning a quasi-judicial matter when it is reasonably foreseeable that the matter will be heard by the City Council
- Quasi-Judicial matters
  - Disclosure required
- Alcohol Licensing Matters
  - Prohibited

**POLICY CONSIDERATION**

- How issues and projects are brought by individual City Councilmembers to determine if it will be added to City work plan
  - Short memo stating idea/concept to see if majority interest in pursuing
CITY COUNCIL MAIL

- To Mayor &/or Council
  - Staff respond and copied to all Council
  - If agenda item, included in packet or supplemental packet
- To Individual Councilmember
  - Unopened, date stamped, & placed in Councilmember’s mailbox

MASTER CALENDAR

- City Council has a master calendar that reflects significant events, meetings, etc. for the City Council
  - Maintained by City Manager’s Office
  - Only City Council, City Manager, & CM Staff have access
RULES OF ORDER

- Rosenberg's Rules of Order Adopted
  ➢ Unless a Local Rule Conflicts

- Mayor's Rules of Order

MAYOR'S RULES OF ORDER

- Mayor rules on all issues of order/procedure
  ➢ Subject to review by entire City Council

- City Council can waive or modify any rule by majority vote
ROSENBERG'S RULE
Motions – 3 Basic Ones

1. Moves Item Forward ... “I move that the Council ...”
2. Amend – Motion
3. Substitute - Motion

AMEND - MOTION

- Change basic motion
  - “I move to amend the motion by...“
SUBSTITUTE MOTION

• Throws out main motion and proposes something else
  – "Instead of doing ‘x’, I propose the Council do ‘y’"

MULTIPLE MOTIONS

• When two or more motions on the floor, the last one made is voted on first, then next, then main motion
DIVIDING THE QUESTION

- If motion is to do multiple things, allows you to move to split the question and vote on elements individually.

DIVIDING THE QUESTION

- Say motion is to appoint Smith & Jones to Subcommittee
  - You support Jones but oppose Smith
  - Do you vote “yes” or “no”
- Dividing question allows individual/separate vote on Smith and then on Jones.
RULES DESIGNED FOR EFFICIENCY

• If spending too much time on rules, City Council has a problem
• If you have a question on a rule or a motion:
  - Ask — before voting

PROTOCOLS

ITEMS FOR CITY COUNCIL CONSIDERATION FOR REVISIONS
HOUSEKEEPING ITEMS

- Reorganize and recodify the Protocols for easier use
- Remove duplicate provisions
- Consolidate matters relating to the agenda into a Resolution
- Delete reference to a Referral Status Report

5 MIN. RULE--CITY COUNCIL

- Two provisions in this Protocol
  - Each Councilmember can speak only twice on an item
  - 5 minutes per item is strongly recommended
SPEAKERS

- Non-agenda items
  - 30 minutes total
  - 3 minutes per speaker
    - No ceding time allowed
    - Speaker cards to be submitted before item called

- Agenda Items
  - 3 min. per speaker, 5 min. if multiple items
  - Allowed to cede time to another speaker (must be present)

CITY COUNCIL COMMITTEES

- Is the purpose:
  - To preview and provide comments on City Council approved and staff initiatives; or,
  - To undertake new initiatives?

- Impact on Council adopted work plan?
RESEARCH REQUESTS

• Current Process
  – Contact staff with request for information/research
  – Staff to look at request and provide time estimate to complete
  • 1 hour or less, provide
  • More than 1 hour City Manager/City Attorney, as appropriate, o.k. required

RESEARCH REQUESTS

• Is this consistent with intent to have requests made through City Manager and/or Department Heads?
• To avoid subordinate staff being diverted from priority projects, should requests be made through Department Head and City Manager advised?
CITY COUNCIL DIRECTION

1. Housekeeping Items
   a) Reorganize & Recodify Protocols
   b) Remove Duplicate Provisions
   c) Move Agenda Organization Matters to Resolution
   d) Delete Reference to Referral Status Report

CITY COUNCIL DIRECTION

2. Keep, Delete, or Revise: 5 Minute Recommendation for Council Speaking
3. Keep, Delete, or Revise: Public Speaker Rules
4. City Council Committees: Preview approved initiatives or start new initiatives?
5. Research Requests: Keep or Through Department Head & City Manager?
Questions

Budget Principles

Mary Eckman – Interim Finance and Technology Director
City Council Goals

Alex McIntyre – City Manager

2018-19 Council Goals Status Update

Barry Fisher – Acting Assistant City Manager
Financial Condition

Mary Eckman – Interim Finance and Technology Director

City Council Goal Setting

January 19, 2019
Agenda

1. Calendar & Overview of the Budget Process
2. Current General Fund Balance
3. General Fund Current Year Outlook
4. General Fund 5 Year Outlook
5. Measure O Mid-Year Update
6. PERS
7. Challenges

Calendar & Budget Discussion

- Operating Budget Workshop #1
- Proposed Operating Budget
- Public Hearing: Budget Adoption

Dates:
- January 19, 2019
- February 18, 2019
- April 19, 2019
- June 17, 2019
Current Year General Fund Balance

- PY Unassigned balance: $11.0 M
- Budget commitments: 7.6 M
- Golf Subsidy: 0.6 M
- Encumbrances: 0.8 M
- Available Fund Balance: $2.0 M

PP 2019 General Fund Mid-Year Update

<table>
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<tr>
<th></th>
<th>Budget</th>
<th>Estimate</th>
<th>Variance</th>
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<tr>
<td>Revenue</td>
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Budget Revenues include $8.4M from Fund Balance
Expenses include Thomas Fire
General Fund 5-Year Outlook
Assumptions

- MCU Pay Increases effective July 2019 Included.
- PERS estimated based on July 2018 CalPERS actuarial letter.
- Reductions in Franchise/Surcharge Revenue
- User Utility Tax Declining at $200,000 per year
- Increased Utility Costs (Clean Power Alliance)
- New 40 Hour Medic Engine
Measure O Mid-Year Update

<table>
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<tr>
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<th>Variance</th>
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<tr>
<td>Difference</td>
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<td>$6.1M</td>
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</table>

Budget Revenues include $5.4M in Fund Balance.

PERS Discount Rate Change

Change in PERs Discount Rates by Fiscal Year

Percentage Rate

- 0.00%
- 0.00%
- 0.00%
- 0.00%
- 0.00%
- 0.00%
- 0.00%
- 0.00%
- 0.00%

FY 18 FY 19 FY 20 FY 21 FY 22 FY 23

--- Change In PERs
Citywide PERS Est. Expenses All Funds

Increased costs are included in the 3-Year Outlook

Ongoing Challenges

- The financial impact of the Thomas Fire
- Staffing capacity Constraints
- The costs associated with implementing or foregoing technology improvements
- General Fund reserve target
- Changes to CalPERS discount rates and amortization schedule
- Inflation
- Economic uncertainty
Next Operating Budget Workshop

February 25 - First Budget Workshop
- Respond to any questions/open items
- Preliminary budget balancing
- Update on Thomas Fire costs
- Additional information on other funds

Staff Recommendation

- Council to provide feedback and direction
- Council request additional information and analyses
- Solicit public input
Questions & Discussion

Alex’s Expectations of Staff

1. Values
2. Aspects of Teamwork
3. Expectation of Performance
4. Leadership Qualities
New Initiatives

1. Stabilize and Strengthen the Organization- Summer 2019
   A. Focus on Delivery of Core Services- Ongoing
   B. Building and Growing a Cohesive City Council Team- Ongoing
   C. Complete Hiring of Management Team- June 30, 2019
   D. Re-organize City Manager's Office- February 28, 2019
   E. Re-organize Departments and Reporting Relationships- June 30, 2019

2. Reinitiate General Plan Update- July 2019
3. Create an Economic Development Strategy- September 2019
4. Open Permanent Homeless Shelter- December 31, 2019
5. Build Spirit of Community Through Community Events- Fall 2019
6. Find Opportunities to Invest in Beautifying the Community- January 2020
## ATTACHMENT B
### Hopes for the New Year

<table>
<thead>
<tr>
<th>Name</th>
<th>Hopes and Gains for 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erik Nasarenko</td>
<td>For Alex to form his team. For City Council to abide by the goals and not to go astray. To do what the community as a whole wants and not just what a minority/special interest group desires.</td>
</tr>
<tr>
<td>Jim Friedman</td>
<td>Ventura is a mid/large city, we need to &quot;getting things done&quot;. &quot;GTD&quot; needs to be the moto for the year.</td>
</tr>
<tr>
<td>Lorrie Brown</td>
<td>Replace sidewalks in Montalvo; retail re-vitalization for the Johnson corridor; housing projects; interdepartmental coordination with consensus and agreement.</td>
</tr>
<tr>
<td>Matt LaVere</td>
<td>2018 was a survival year due to the Thomas Fire; 2019 we need to move forward and refocus on our core service goals.</td>
</tr>
<tr>
<td>Sofia Rubalcava</td>
<td>Working with by fellow Councilmembers and residents to create equity opportunities. Provide more communications between residents and City, including language access, items provided in Spanish. Need more buy-in from the residents on what we are doing.</td>
</tr>
<tr>
<td>Cheryl Heitmann</td>
<td>Work closely with staff to ensure Council and staff are on the same page. Council cultural will have adjustments with a female majority. Improve communications and seek more community input.</td>
</tr>
<tr>
<td>Christy Weir</td>
<td>2018 was a year for recovery, 2019 needs to be a year of vision. With the new general plan, we can redefine our vision for the future. Defining our vision is an exciting opportunity. More collaboration between departments, community and City Council. Ensure a cohesiveness of service delivery.</td>
</tr>
<tr>
<td>Greg Diaz</td>
<td>Stabilizing and developing the management team and establishing defined projects and priorities. This will show the community how outstanding staff is.</td>
</tr>
<tr>
<td>Antoinette Mann</td>
<td>Improving administrative reports quality and transparency through new software and training.</td>
</tr>
<tr>
<td>Barry Fisher</td>
<td>2019 is time to take staff and project to the next level.</td>
</tr>
<tr>
<td>Kevin Brown</td>
<td>Water staff has many solid professionals that will ensure the resilient and robust water and wastewater system for Ventura.</td>
</tr>
<tr>
<td>David Endaya</td>
<td>Rebuild the Fire Department staff and get back to core services.</td>
</tr>
<tr>
<td>Nancy O'Connor</td>
<td>To complete 3 community park projects.</td>
</tr>
<tr>
<td>Elizabeth Foushee</td>
<td>Find top quality staff to fill the multiple city positions to improve the organization to be the best we can be.</td>
</tr>
<tr>
<td>Mary Eckman</td>
<td>Improve services through technology, specifically new financial management software.</td>
</tr>
<tr>
<td>Name</td>
<td>Hopes and Gains for 2019</td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Ken Corney</td>
<td>Enhance our active partnerships between the City and County services related to homelessness and criminal vagrancy. Maintain and increase police department service levels.</td>
</tr>
<tr>
<td>Mary Joyce Ivers</td>
<td>Continue with Thomas Fire rebuilding efforts. Deliver core services at the best level we can to make the community, City Council and Public Works staff proud of what we will accomplish together.</td>
</tr>
<tr>
<td>Dave Ward</td>
<td>Continue with Thomas Fire rebuilding efforts. We anticipate a high level of this activity in 2019 for these efforts.</td>
</tr>
<tr>
<td>Alex McIntyre</td>
<td>Understanding the City and find a new home in Ventura.</td>
</tr>
</tbody>
</table>