

Received After Agenda Printed

City Council Meeting 1/11/2024 - Special Meeting

Item No. WS1

Info. Workshop materials



# City of Murrieta

## City Council Workshop

January 11, 2024



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## City Council Workshop

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### AGENDA

- 7:30 a.m. Breakfast**
- 8 a.m. Welcome/Comments – City Manager**
- 8:05 a.m. Call meeting to Order – City Clerk**
- 8:10 a.m. Public Comment – Mayor**
- 8:25 a.m. Introductions of Baker Tilly Team & Agenda – City Manager / Facilitator Jacobs**
- 8:30 a.m. Mayors Vision: Planning for a successful future – Mayor**
- 8:40 a.m. Icebreaker – Facilitator Mermell**
- 9 a.m. Attributes of Exceptional Councils – Facilitator Jacobs / City Attorney**
- 9:30 a.m. Introduction and Context for Priority Setting Discussions – Facilitator Mermell**
- 10 a.m. Financial/Budget Outlook – Finance Director**
- 10:40 a.m. Discussion of Council Goals – Facilitator Jacobs**
- 11:30 a.m. Lunch Break**
- 12 p.m. Review of proposed strategies to further Council goals – Facilitator Mermell / City Manager**
- 1:30 p.m. Wrap up and Next steps – City Council and City Manager**
- 2:30 p.m. Adjourn meeting**



# Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

## 1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

### KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

### BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.



## 2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

### KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

### BEST PRACTICE TIPS

Create a shared understanding of the city manager's role and the council's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.



### 3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the "gotcha game" and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

#### KEY CHARACTERISTICS

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

#### BEST PRACTICE TIPS

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

### 4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council's time and energy appropriately (focused on the council's role and responsibilities) and meeting short- and long-term priorities. They honor the public's participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making,

#### KEY CHARACTERISTICS

- Councilmembers are respectful of each other, the public and everyone's time.
- Councilmembers use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, councilmembers come prepared and have an open mind
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.



but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

### BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

## 5. Exceptional councils hold themselves and the city accountable

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

### KEY CHARACTERISTICS

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

### BEST PRACTICE TIPS

Annually evaluate council and city manager performance toward achieving the city's priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

## 6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

### KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

### BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council's norms and protocols as well as the budget and key policy issues.





# Code of Conduct

## Preamble

The Murrieta City Council wants to ensure our residents, employees and those conducting business with us a city government that emphasizes values in public service, leadership and decision-making.

Accordingly, the Murrieta City Council has adopted this Code of Conduct to:

1. Describe the highest standards of behavior expected by its leaders and staff.
2. Promote and maintain an environment which fosters the public's trust and confidence in the city.
3. Provide an ongoing source of guidance to its leaders and staff in their day-to-day service.

## Council Pledge

1. Make no assumptions about each Council Member's motives; rather communicate directly with each other and/or City Manager to clarify our goals.
2. Keep our disagreements "agreeable" and to the extent possible, private. Praise in public, criticize in private.
3. Respect each other's differences while supporting each other's common goal; the best for Murrieta.
4. Once Council approves a position, despite individual votes, all Council respects final decision.

## CODE OF CONDUCT

### Integrity/Honesty

- I am honest with my fellow officials, the public and others.
- I am prepared to make unpopular decisions when my sense of the public's best interests requires it.
- I take responsibility for my actions, even when it is uncomfortable to do so.
- I disclose suspected instances of corruption to the appropriate authorities.
- I provide accurate information and do not make unrealistic promises.

### Accountability/Responsibility

- I hold myself to high standards and am accountable to the public, stakeholders, and other institutions.
- I am an agent of the democratic process, thus I receive input, explain my actions, accept the result of the body's decision and engage in continuous improvement.
- I prepare for and attend meetings, read materials, research issues, make decisions, and keep required confidences.
- I am open to learning from fellow officials and willing to share my knowledge, realizing value is gained from diverse opinions, while being cognizant of the Brown Act.
- I do not use my office or the resources of the city for personal or political gain.
- I am a prudent steward of public resources, including others' time, and actively consider the impact of my decisions on the financial and social stability of the city and its citizens.
- I follow the Chain of Command, going through the City Manager to staff, unless the City Manager refers the matter to other staff.



## Respect

- I treat my fellow officials, staff and the public with courtesy and civility, even when we disagree on what is best for the community.
- I actively listen, ask questions, seek diverse opinions and participate in added-value discussion for the purpose of consensus building.
- I refrain from participating in negative activity and avoid personal attacks against fellow officials, staff and the public to insure the reputation and integrity of those individuals and the city.
- I make decisions and recommendations based upon research and facts involving staff and stakeholders and taking into consideration short and long-term goals.
- I support a positive work environment for city staff and others who serve the city.

## Fairness

- I am impartial when making decisions, avoiding the temptation to favor those who have supported me and disfavor those who have not.
- I support the public's right to know and will promote their meaningful participation in the conduct of the public's business.
- I recognize that I am an agent for the democratic process, not the owner of authority.
- I treat all persons, claims, and transactions in a fair and equitable manner.
- I make decisions based on the merits of the issue, with attention to due process.

I have read, understand, and agree to be bound by the City of Murrieta's Code of Conduct. I agree that compliance with all local, state and federal laws and regulations is an inherent quality of ethical behavior. Such laws govern, but are not limited to, disclosure of personal economic interests; receipt of loans, gifts, travel payments and honoraria; campaign contributions; conflict of interest; dual office-holding and incompatible offices; and criminal misconduct in office. Although compliance with all such laws is expected, I understand that this code applies exclusively to ethical values rather than legal issues. The conduct defined in this code require more than simple adherence to the law. By signing this code, I pledge my commitment to uphold a standard of integrity and competence beyond that required by the law.

Murrieta's voting citizens are the ultimate enforcers of this code. However, I fully understand that I am subject to the City Council's commendation or censorship, depending upon my ability to exemplify the ethical behavior promoted by this code.

**Please Print Name**

Signature \_\_\_\_\_

Date \_\_\_\_\_





## CITY DEPARTMENTS -TOP PROJECTS LIST

### ADMINISTRATIVE SERVICES:

#### Risk

- ADA Transition Plan implementation
- Risk Pool evaluation and change of JPA analysis
- Liability and Workers' Compensation root cause analysis and associated changes
- Office relocation

#### Information Systems

- City Hall core switch replacement
- Leased annex technology configuration
- Police UPS battery backup installation
- CAD/RMS cloud conversion
- Unified technology procurement policy

#### Human Resources

- Remote work schedule implementation
- MGEA and MSA labor negotiations
- Employee Handbook updates
- Performance evaluation management
- Fire Retiree Medical Trust implementation
- Office relocation
- Classification and compensation studies and introduction of new positions.

### CITY CLERK:

#### Agenda Management

- Implementation of Commission Committees and boards software
- Public Accessibility of post City Council documents
- Dais reconfiguration for practical use

- Implement use of new City Council agenda management software
- Record CCB meetings and make readily available on the City's website
- Commissioner training and resources

## City Clerk, City Council and Commission Policies and Procedures

- Form 700 Biennial Review of Positions
- Agenda Report Standardization
- Continued training and resources for liaisons and end users
- Legally Compliant Citywide Records Retention Schedule
- Public Records Act Request Policy
- Review of active vs. inactive

## Election

- Permanent Ballot Boxes
- November 5, 2024, General Municipal Election
- Fair Political Practices Commission Audit (Annual)
- Legal requirement and public access

## Informational Governance

- Public Records Management\*
  - Ease of public access
  - Compliment citywide records request portal with a designated portal for public safety
- Electronic Content Management System
  - Increase public & employee access
  - Public interface with user friendly capabilities
  - Continued paperless initiative
- Citywide Digital Boards
  - Exposure to each district
  - Increase public access to all City notices
- Certified records destruction

## City Clerk Procedural Laws

- AB 1439 (FPPC - The Levine Act)
- AB 557 (Brown Act)
- Website Accessibility (ADA Title 2)

## Public Engagement

- Election - Voter Registration Drive at Community Events
- Improved CCB's recruitment
- Foster relationship with high schoolers (ages 17-18) on civic responsibilities
- Youth in Government Day



## CITY MANAGER'S OFFICE:

- Public Safety Training Facility
- Public Safety CFDs
- Equestrian Center
- Fire Station 6
- Town Square Amphitheater: Launching new events with Newman Hospitality Group and activate the space with other Nonprofit groups during the 24-Month Pilot Period w/CSD
- City Hall Annex - Site Work and Move-In
- Solid Waste – Work toward compliance with CalRecycle “Compliance Action Plan”
- Public Art Policy program
- Holiday Lights - Part 2
- Equestrian Center - Lease Renewal/Terms with Existing Tenant
- Public Works Yard – Improvements: retaining wall, trailers, security upgrades, and annexation into the water/sewer system
- Remodel projects at Fire Stations 1 and 3 (2024) and 2 (late 2024, early 2025)
- Installation of new generators at City Hall and Fire Station 1
- Re-roofing of City Hall
- HVAC Replacement at City Hall
- Facility Master/Space Plan study
- Los Alamos Soccer Complex (pending environmental issues)
- Surplus Land process for various parcels of City Property/Sale of various City parcels
- Website refresh

## COMMUNITY SERVICES:

- Completion of the Regional Homeless Action Plan study
- Parks and Recreation Master Plan
- Trails Master Plan
- Library Strategic Plan
- Homeless services agreement with Wildomar
- Honor Garden engraving
- Tot lot replacements
  - Developing protocols for selecting tot lots for replacement
  - Next round of projects
- Library CIP projects
  - Flooring/soundproofing
  - Building rain drainage mitigation
  - Community Room technology upgrade
- Parks CIP projects
  - Community Center court lighting
  - Cal Oaks park lighting
  - Cal Oaks skate park fencing (supposed to be managed by Maintenance)
  - Mapleton Park shade covering

## **DEVELOPMENT SERVICES:**

- General Plan Consistency Update/ CAP Implementation
- Energov Upgrade/ Code Enforcement Module Implementation
- Triangle Specific Plan Amendment & Development Application
- Marketplace Shopping Center Development
- Murrieta Hills Specific Plan Implementation
- Vineyard Specific Plan Amendment
- Orchards Shopping Center Expansion
- Hillside Ordinance Revisions
- Madison Corridor Specific Plan
- Soccer Complex
- 6th Code Update
- Tiered Beer and Wine Ordinance

## **ECONOMIC DEVELOPMENT:**

- Madison Corridor Specific Plan
- Restaurant Program (compete with grant from Menifee)
- Expand revolving fund out of downtown
- Freeway overpass branding signage
- EDC

## **FINANCE:**

- Fair Labor Standard Act Implementation for Non-Safety Personnel
- Debt/Bond Issuance (subject to approval)
- Public Safety CFDs (in conjunction with CMO)
- Development Impact Fee Update/Study
- Long-Term Financial Plan (update)
- Fire Retiree Medical Trust implementation (In conjunction with HR)
- Operating and CIP Budget
- Annual Comprehensive Financial Report
- Popular Annual Financial Report (first time)
- Contract Management Module Implementation
- Request for Proposal for collection agency
- Investment workshop
- Pension/OPEB workshop
- Financial Policies
  - Debt Policy (update)
  - Travel Policy (update)
  - A/R and Write-Offs (new)
  - Credit Card Policy (new)
  - Budget Policy (new)
- Develop the Measure T Story on the website



## **FIRE DEPARTMENT:**

### **Fire Suppression**

- Remodels for Stations 1,2, and 3
- Fire Training Facility Planning
- Fire Station 6 planning
- Hiring nine additional personnel to staff the station
- Develop and write SAFER grant for positions
- Truck Operations Training - Tiller Truck implementation
- Hiring three additional personnel to take the truck to a 4-person crew
- Develop and write SAFER grant for positions
- Implement new command software - Tablet Command
- Implementing 800MHz PSEC radio system.
- Research and Implement new traffic preemption systems.
- Replacement of department SCBA's
- Developing Plans for new Type 1 Engine
- Updating Wildland Protection Agreement for Murrieta Hills Site

### **Fire Prevention**

- Conducting annual State Mandated business inspections
  - Hotels / Motels / Boarding Houses (all)
  - Apartment Buildings (all)
  - Schools (all private and public)
- Conducting annual Defensible Space Inspections of all properties in the Very High Fire Severity zone (14,000+)
- Catching up with business inspections for more than 3,000 businesses in the city and establishing a regular schedule of reinspection.
- Updating the city's Community Risk Assessment modeling high-risk occupancies and population groups within the city.
- Developing plans to have the city classified as a Fire Risk Reduction Community with the state Board of Foresters.
- Processing city-wide permits, development plans, and pre-fire considerations on projects.
- Inspections on all new construction in the city.

### **Emergency Management**

- Updating the Local Hazard Mitigation Plan (LHMP)
- Updating the Safety Element of the General Plan
- Implementing Zone Haven Evacuation System for the City

### **Fire Administration**

- Developing a Capital Replacement Plan for fixed and rolling fire department assets
- Tracking the implementation of EnerGov and ensuring the appropriate routing of revenue is occurring
- Developing a fire department onboarding and offboarding process specific to positions.

## **POLICE DEPARTMENT:**

- Mobile Command Center (Partial Funding by 2024 Issa Grant)
- Public Safety Training Center (under CMO)
- Live 911 Implementation (pending)
- Building Improvements (Pending / CIP)
  - Men's Locker Room Expansion
  - Exterior Station Paint
  - Traffic Bureau Remodel

## **PUBLIC WORKS/ENGINEERING:**

- Keller Road at I-215 Interchange
- Public Works Facility Expansion
- ADA Transition Plan Implementation
- Citywide Open Channel Annual Maintenance Program