

**CITY OF MURRIETA  
Courtyard by Marriott,  
Ballroom Meeting Room  
25419 Madison Avenue  
Murrieta, CA 92562**



**Thursday, January 11, 2024  
8:00 AM SPECIAL MEETING**

The City of Murrieta intends to comply with the Americans with Disabilities Act (ADA). Persons with special needs should call the City Clerk Department at (951) 461-6031 or email at [CityClerk@murrietaca.gov](mailto:CityClerk@murrietaca.gov) at least 72 hours in advance. 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 at the public counter at City Hall located at 1 Town Square, Murrieta, CA during normal business hours.

Any presentation requiring the use of the City of Murrieta's equipment must be submitted to the City Clerk's department 24 hours prior to the scheduled City Council meeting at City Hall located at 1 Town Square, Murrieta, CA; via email at [CityClerk@MurrietaCA.gov](mailto:CityClerk@MurrietaCA.gov) or call (951) 461-6031. 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 at the public counter at City Hall located at 1 Town Square, Murrieta, CA during normal business hours.

**Lori Stone  
Mayor**

**Cindy Warren  
Mayor Pro Tem**

**Lisa DeForest  
Council Member**

**Jon Levell  
Council Member**

**Ron Holliday  
Council Member**

**Kim Summers, City Manager  
Tiffany Israel, City Attorney  
Cristal McDonald, City Clerk**

**MURRIETA CITY COUNCIL (CC)  
MURRIETA COMMUNITY SERVICES DISTRICT (CSD)  
MURRIETA FIRE DISTRICT (FD)  
MURRIETA LIBRARY BOARD (LB)  
MURRIETA REDEVELOPMENT SUCCESSOR AGENCY (RSA)  
MURRIETA HOUSING AUTHORITY (HA)  
MURRIETA FINANCING AUTHORITY (FA)**

**YOU MAY VIEW THE MEETING LIVESTREAMED VIA THE CITY'S WEBSITE AT  
<https://murrieta.legistar.com/Calendar.aspx>**

**8:00 AM SPECIAL WORKSHOP****CALL TO ORDER****ROLL CALL****PUBLIC COMMENTS - AGENDIZED ITEMS ONLY****WORKSHOP****WS1. City Council Annual Workshop – Vision & Goals**

Baker Tilly will facilitate the City Council annual workshop to collectively review the City Council's overall goals and mission. The workshop will include the following:

- a) Opening Comments
- b) Mayor's Vision
- c) Attributes of Exceptional Councils
- d) Priority Setting Discussion
- e) Financial Outlook
- f) City Council Goals

Received After Agenda Printed - Workshop Materials

**RECESS ≈ 11:30 AM****RECONVENE ≈ 12:00 PM****ROLL CALL****WS1. City Council 2024 Annual Workshop - Vision & Goals (continued)**

- g) Proposed Strategies for City Council Goals
  - i. Current Project Priorities (215/Keller Interchange; Library Expansion; Fire Station No. 6; Public Works Yard; Police Department Expansion; City Hall Addition; Cal Oaks Pool; Public Safety Training Facility)
  - ii. Future Projects

**CLOSING COMMENTS****ADJOURNMENT**



# CITY OF MURRIETA

## City Council Meeting Agenda

### Report

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1/11/2024  
Agenda Item No.

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Subject:  
Received After Agenda Printed - Workshop Materials



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



Received After Agenda Printed

City Council Meeting

Item No.

Info.



## City Council Workshop

January 11, 2024

### 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.

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**Please Print Name**

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**Signature**

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**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

# City of Murrieta City Council Workshop

**January 11, 2024**

**8:00 a.m. to 2:30 p.m.**

**Courtyard by Marriott, Ballroom Meeting Room**

**Carol Jacobs | Facilitator**

**Steve Mermell | Facilitator**





# Opening Comments from the City Manager



City Manager  
Kim Summers



# Welcome



Mayor  
Lori Stone  
District 4



Council Member  
Jon Levell  
District 1



Council Member  
Ron Holliday  
District 2



Council Member  
Lisa DeForest  
District 3



Mayor Pro Tem  
Cindy Warren  
District 5



# Opening Comments from Mayor Stone



**Mayor  
Lori Stone**

- **Planning Today for a Successful Tomorrow**
  - Vision for the year
  - Council Relations
  - Strategic Planning

# Today's Objectives



Review best governance practices and roles



Understand Council Members' priorities and establish a set of Council priorities



Strengthen teamwork



# Agenda

Icebreaker exercise

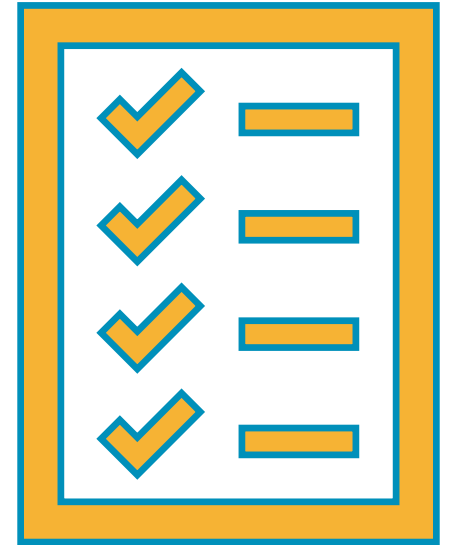
Attributes of exceptional Councils

Introduction to and context for priority setting

Financial outlook

Discussion of Council goals

Review proposed strategies to further Council goals



# Workshop Ground Rules



**Listen to  
understand  
each other's  
point of view**



**Seek  
consensus**



**Assume  
good  
intent**



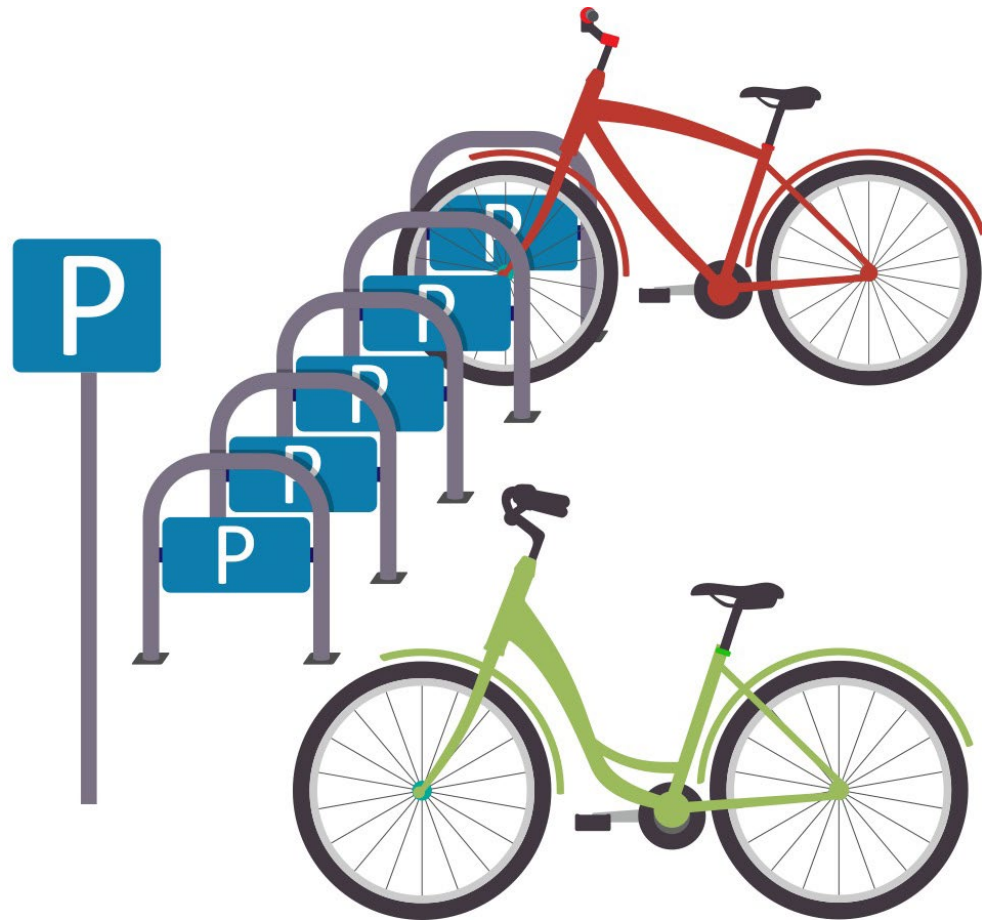
**Speak up if we  
need course  
correction**



**Stay  
focused**



# Bike Rack



Time  
Management Tool

Items to discuss at a  
later time

# Icebreaker Exercise: Exploring the Commons

Spend 10 minutes  
**talking with** as many  
**colleagues** as you can



Write down a  
**commonality** you  
share



Report out to the  
group – **share a fun**  
**or unusual**  
**commonalty** you  
found



# What Makes a Council Work Well

## Effective Councils

Unity of  
Purpose

Clear Roles and  
Responsibilities

Positive  
Governance  
Culture

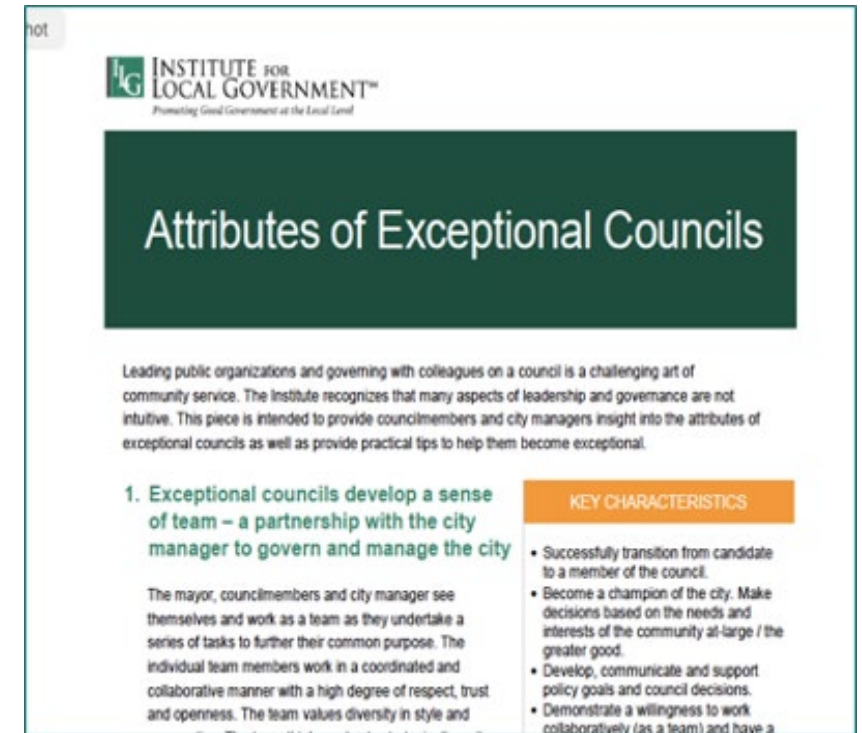
Norms,  
Protocols and  
Policies

*Institute for Local Government*



# Exceptional City Councils

1. Have a **sense of team**; a partnership with the City Manager to govern and manage the city
2. Have **clear roles** and responsibilities that are understood and adhered to
3. **Honor the relationship between staff and each other**
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**



*Institute for Local Government*



# Discussion



*What resonated  
with you  
from the article?*



*What practices should  
the City Council consider  
incorporating into its  
governance approach?*

# Refresher on Roles



There is a lane for everyone!



***“Exceptional Councils have clear roles and responsibilities that are understood and adhered to.” – Attributes of Exceptional Councils by Institute for Local Government***

# City Council – City Manager Relationships

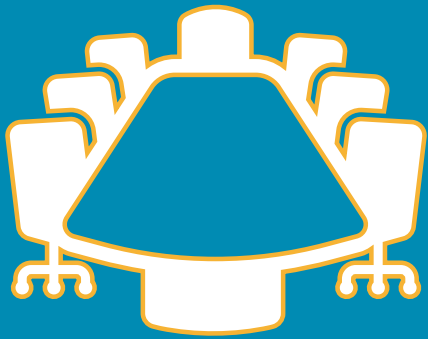
- **Council**
  - ✓ Sets policy and overall direction
  - ✓ Keeps in touch with community concerns
- **City Manager**
  - ✓ Implements Council policy
  - ✓ Handles day-to-day operations
  - ✓ Offers policy advice
  - ✓ Manages staff



# City Council – City Manager Relationships

- Important to find the line and stay within your area of responsibility
- It can be complicated, but...
  - ✓ Best if the Council is not involved in staff and administrative matters; and
  - ✓ Best for the City Manager to not dominate public discussions.

# Council Member Role



- Do what is in the best long-term interest of the community
- Respect the Chain of Command
- Work through the City Manager
- Meet with the City Manager on a regular basis

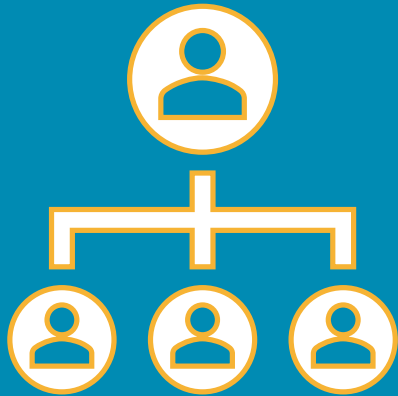
# Mayor's Role



- Run City Council meetings
- Serve as Chief Representative of the City
- Meet with the City Manager regularly to discuss issues collaboratively
- Work with the City Manager to anticipate future issues and plan city's response
- Carry out all roles listed for Council Members



# City Manager's Role



- Serve as Chief Executive Officer of the municipal organization
- Hire, guide and develop staff and create a productive organizational culture
- Provide policy advice to the City Council
- Help make the City Council productive and successful and help each member of Council succeed
- Help staff achieve the City Council's goals

# City Attorney's Role



- Represent the whole organization, not individual Council Members or members of the public
- Provide clear and accurate legal advice on a myriad of complex laws
- Be fair and impartial
- Provide full disclosure
- Use candor and diplomacy

# Nurture a Strong Council-Manager Partnership

- **Be attentive to the “care and feeding” of the partnership**
  - ✓ Schedule time for teambuilding, feedback and relationship building
  - ✓ Learn something new daily
  - ✓ Understand/respect each position’s role





# The Ralph M. Brown Act

## California Government Code Section 54952

- Protects **public's right to know** city's business
- Who, what, when, where, and how communications must **take place and be public**
- **Legislative body** includes council, commission, committees



## Who must abide by Brown Act

- Council, Commissions, Committees
- Less than quorum standing committees
  - Ad Hoc Committees excepted
- City employees
- Public (certain circumstances)
- City Clerk is responsible for enforcement

# Brown Act: Restrictions on Meetings

- What is a meeting?
- Serial communications (GC 54952.2(b))
  - Exchanging information through one or more persons by any means
    - Emails
    - Voicemails
    - Telephone
    - Texts
- Hub and spoke
- Daisy chain
- Exceptions include seminars, public events, conferences, other legislative bodies



# Code of Conduct

- The City Council has an established Code of Conduct
  - Is this code working well?
  - What if any changes should be considered?



## 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.



# Priority Setting

\*PRIORITY #1

PRIORITY #2

PRIORITY #3

PRIORITY #4



# Today's Process: Council Discussion and Consensus on Top Priorities

Review accomplishments and  
context for setting priorities

Discuss items of interest to Council

Review strategies that further the  
Council's goals

Council dot voting to determine top  
priorities

Staff will incorporate into budget  
and work plans

# Some Key Accomplishments Cited by Council Members

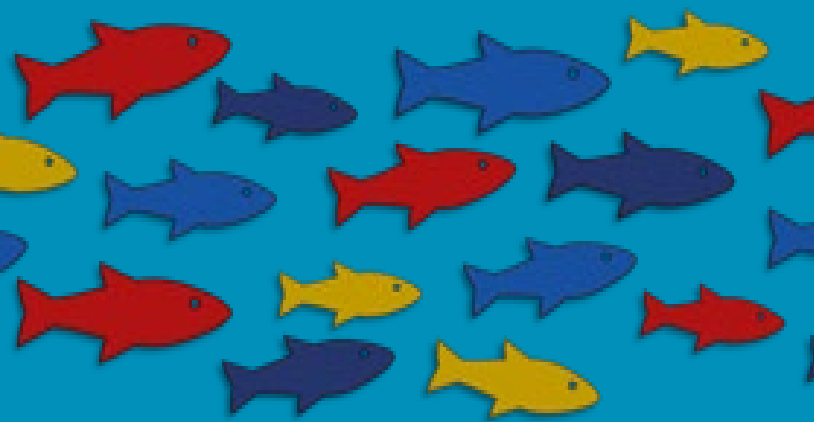


- Murrieta is a safe community
- Managing growth and development within the limits of state law
- Expansion of area hospitals, medical and research facilities
- Achieving agreements with LAFCO and local water agencies to provide water services for new development
- Diversifying the local economy
- City Manager's department Director hires
- Addressing homelessness
- Completing construction of and identifying operator for the City's Amphitheater

Any other accomplishments to add?



# Priority Setting



We can't  
do  
everything



But we can do  
some things very  
well if we are  
focused

## Successful City Governments

- Respect the **ongoing work** of City departments as the **day-to-day operations** must be well managed; that takes time
- Have a **collaborative, trusting relationship** between the City Council and staff
- Set a **few priorities**, with a staff work plan to achieve them

# “Big Rocks”

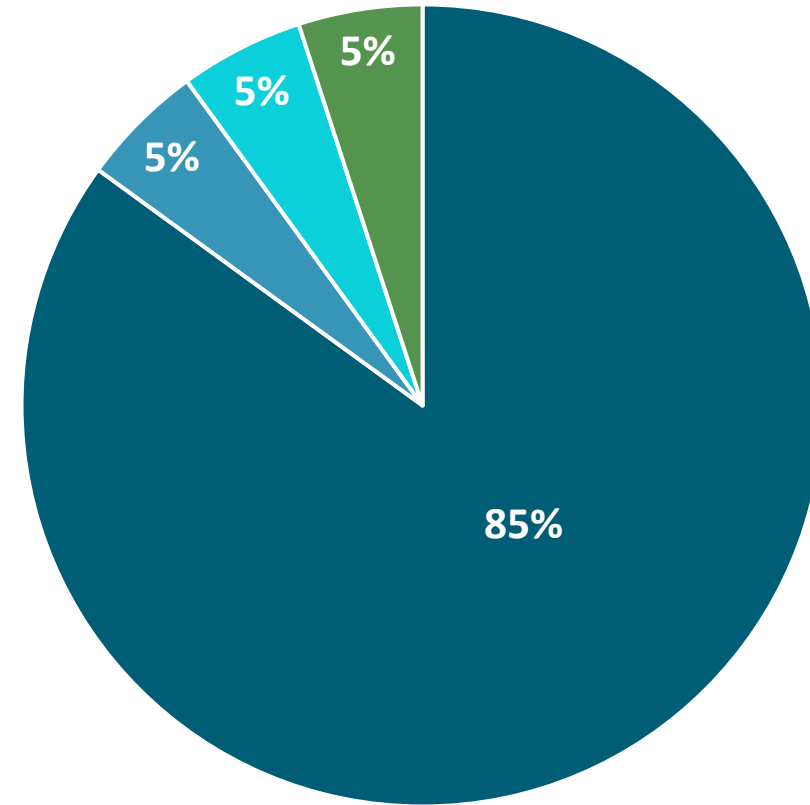
Don't fill up the bucket  
with so many small  
rocks that there isn't  
room for the big ones

Put the **big  
rocks in first**

Then add the small  
ones where there is  
**room**

# How Management's Time is Spent

Management's Time

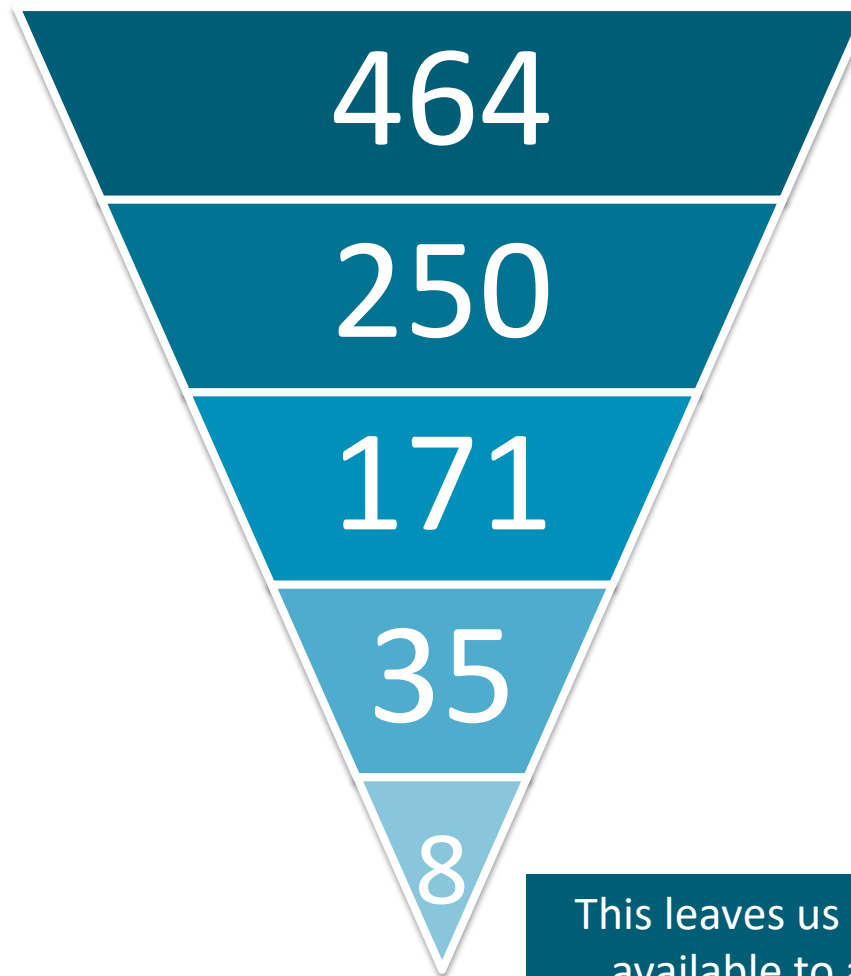


- Day-to-day management of municipal services
- Unforeseen challenges
- New initiatives
- Strategic improvements and training



# Staff Numbers at a Glance

Staff available to work on special projects or Council initiatives include the Executive Team and some Managers and Management Analysts. All have ongoing responsibilities in their roles and assignments.



## Total Staff

- The City has 464 authorized positions for FY 2023/24

## Operations Staff

- 250 of these position are filled by specialty trained operations staff

## Public Safety

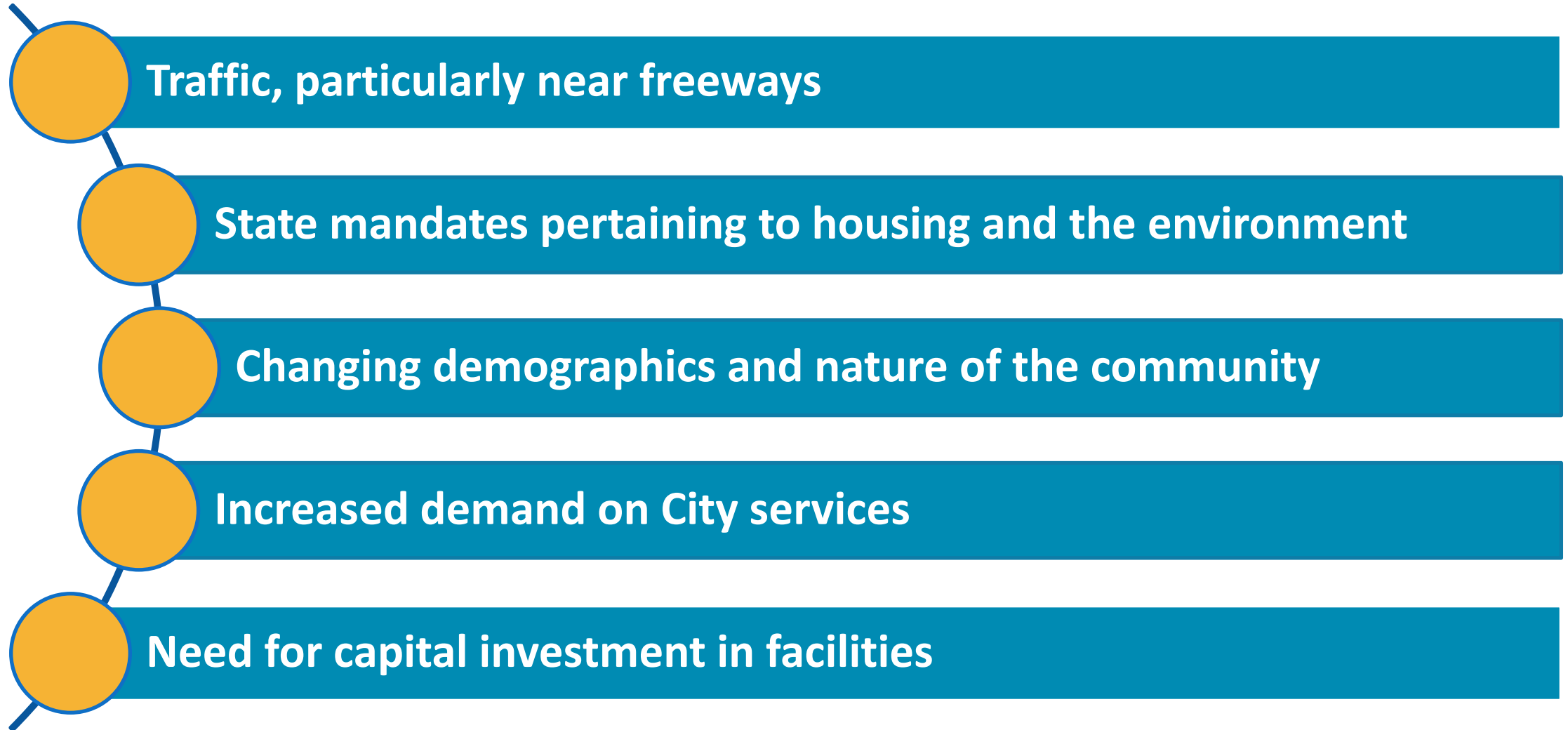
- 171 of these positions is filled by sworn public safety personnel

## Vacancies

- 35 of these positions are vacant

This leaves us with just 8 staffing positions available to assist with special projects

# Key Challenges



# Financial Outlook







# FY 2023/24 Budget Overview

## Citywide Staffing Level

Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
2020/21	2021/22	2022/23	2023/24	2024/25
427	437	447	464	476

	Fiscal Year 2023/24
<b>General Fund</b>	
Revenues	\$ 69,542,037
Expenditures	\$ 73,336,997
<b>Measure T</b>	
Revenues	\$ 30,524,800
Expenditures	\$ 27,448,498
<b>Citywide (all funds)</b>	
Revenues	\$ 188,757,570
Expenditures	\$ 184,013,276



# Status of Operating & Sustainability Reserves

## Policy:

Operating Reserve: 25%

Current Status: 30%

## Operating & Sustainability Reserves

### Reserve Balances

Operating Reserve	\$ 35,138,477
Sustainability	\$ 38,682,202
<b>Total Reserve Balances</b>	<b>\$ 73,820,679</b>

## Sustainability (All Funds)

Economic Contingency	\$ 7,100,000
Fleet Replacement	\$ 8,284,352
Facility Repair	\$ 10,990,850
Information Technology Replacement	\$ 1,282,000
Pension <sup>1</sup>	\$ 7,000,000
OPEB	\$ 2,000,000
Continuing Operations	\$ 2,025,000
<b>Total Sustainability Reserves</b>	<b>\$ 38,682,202</b>

<sup>1</sup> Including §115 Trust

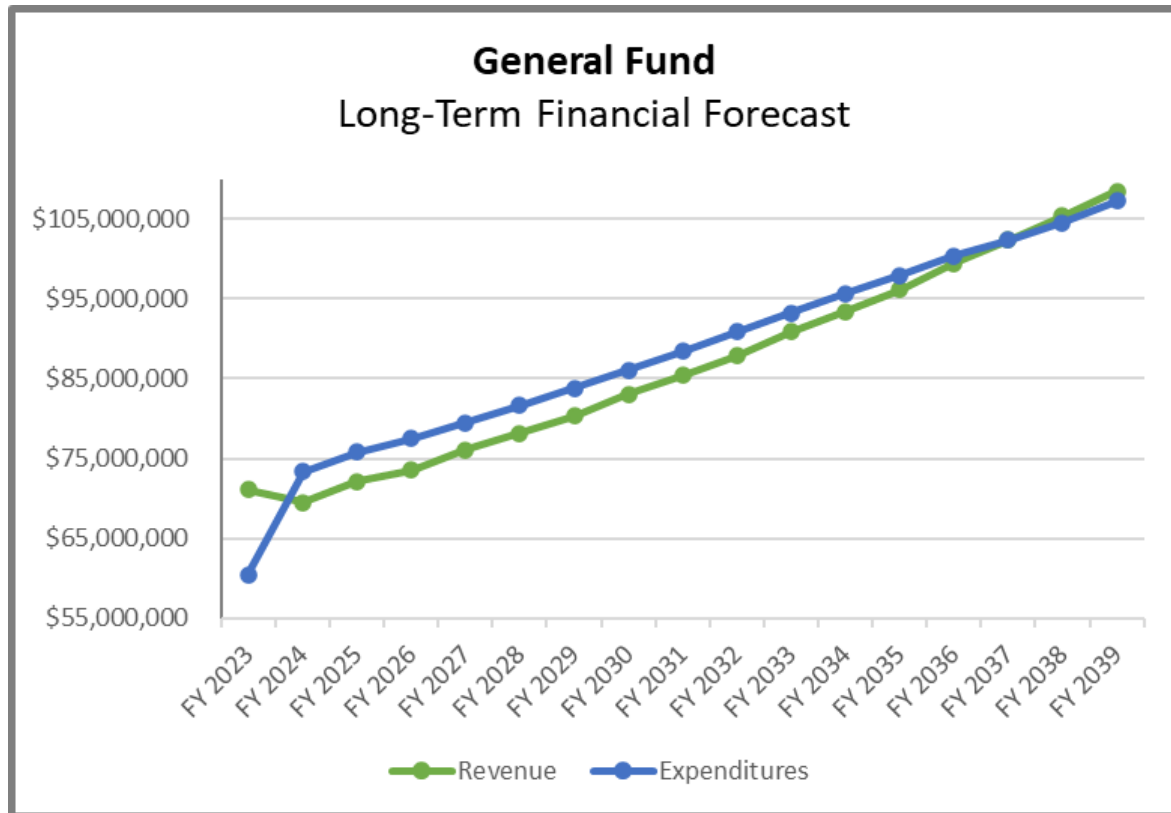


# General Fund & Measure T Long-Term Financial Forecast

## General Fund Long-Term Forecast

	Budget FY 2023	Budget FY 2024	Budget FY 2025	Projected FY 2030	Projected FY 2035	Projected FY 2039
Revenue	\$71,118,325	\$69,542,037	\$72,168,029	\$83,093,418	\$96,155,431	\$108,436,278
Expenditures	\$60,506,584	\$73,336,997	\$75,851,028	\$86,099,480	\$97,940,702	\$107,223,276
Addition/(Use) of Fund Balance	\$10,611,742	(\$3,794,960)	(\$3,682,999)	(\$3,006,063)	(\$1,785,271)	\$1,213,003

# General Fund & Measure T Long-Term Financial Forecast



## Objective

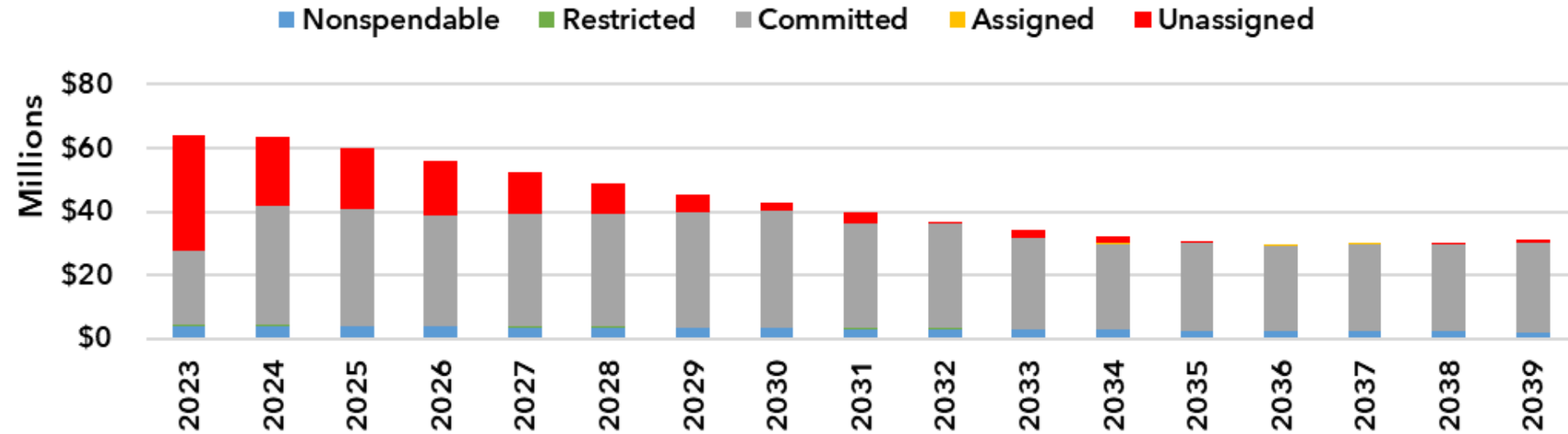
- Stimulating “big-picture thinking”
- Tool used to evaluate compliance with financial policies
- Allows for pre-emptive actions

## Major Assumptions

- Sales Tax revenue 2.95% increase/year
- Prop Tax revenue 4.0%
- Transient Tax (4 new hotels)
- Salary Expenses 4.0% increase/year
- Pension cost fluctuates based on actuarial report
- Healthcare Expenses 3.45%



## General Fund Balances



## General Fund & Measure T Long-Term Financial Forecast

### Potential Impact

- Expenditures > Revenues
- No bond debt service capacity
- Planned Use of Fund Balance
  - Balance budget
  - Operating Reserves ≈ 20%

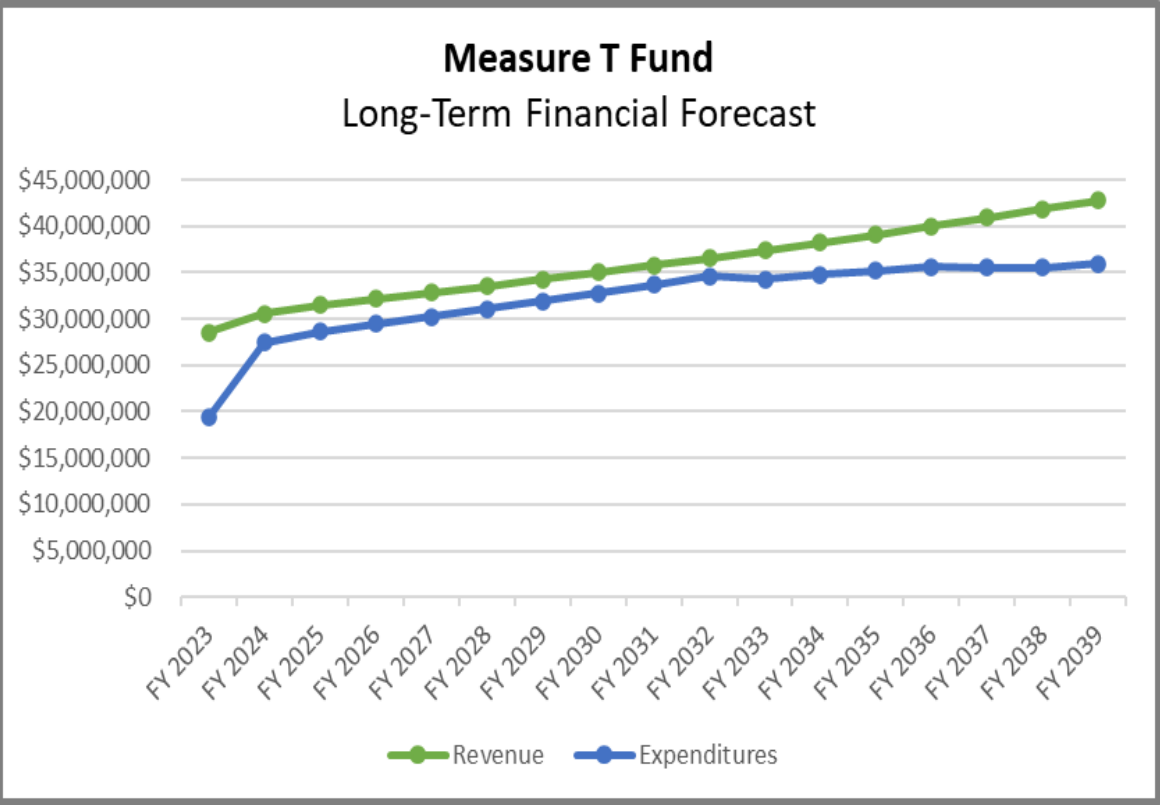


# General Fund & Measure T Long-Term Financial Forecast

## Measure T Fund Long-Term Forecast

	Budget FY 2023	Budget FY 2024	Budget FY 2025	Projected FY 2030	Projected FY 2035	Projected FY 2039
Revenue	\$28,538,253	\$30,524,800	\$31,449,800	\$35,000,195	\$39,080,726	\$42,788,311
Expenditures	\$19,392,036	\$27,448,498	\$28,597,090	\$32,765,985	\$35,192,555	\$35,992,780
Addition/(Use) of Fund Balance	\$9,146,216	\$3,076,302	\$2,852,710	\$2,234,211	\$3,888,170	\$6,795,531

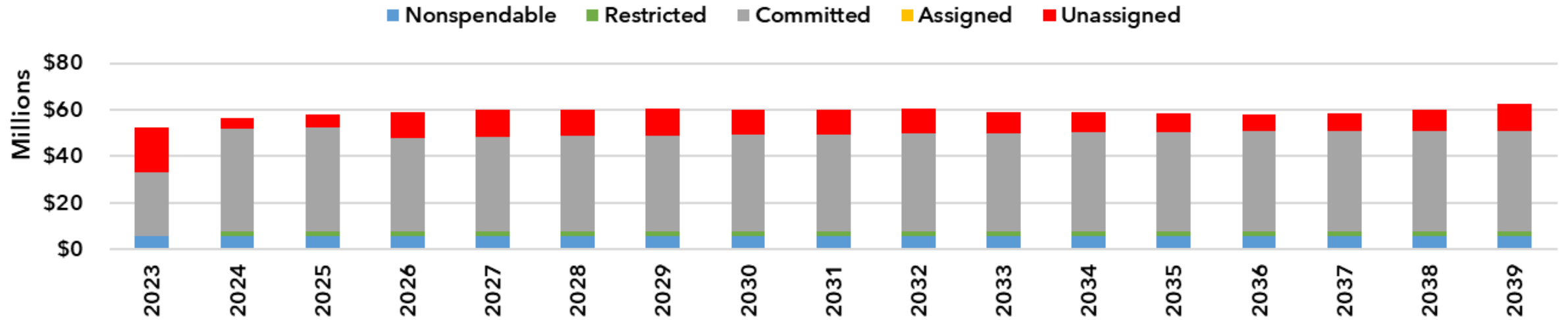
# General Fund & Measure T Long-Term Financial Forecast



## Major Assumptions

- Sales Tax revenue 2.95% increase/year
- Salary Expenses 4.0% increase/year
- Pension cost fluctuates based on actuarial report
- Healthcare Expenses 3.45%

## Measure T Fund Balances



## General Fund & Measure T Long-Term Financial Forecast

### Potential Impact

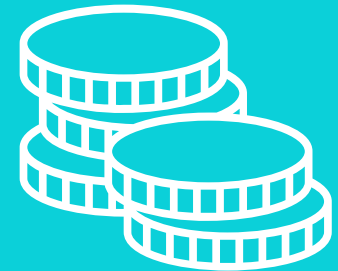
- Revenue > Expenditures \$2mm
- Planned contribution to Fund Balance
- Maintain Operating Reserves at 25%





# Debt Affordability Analysis

- City engaged Fieldman Rolapp & Associates, City's Financial Advisor
- Assist City in planning long-term capital projects
- Source of Information
  - Debt Policy
  - General Fund and Measure T funds Long-Term Financial Forecast
  - Development Impact Fees annual revenues and fund balance
- Key Assumptions
  - Total Capital Project Costs
  - Project Priority
  - Tentative bond issuance year





# Debt Affordability Analysis

Projects		Total Cost			Debt Scenario		
	Tier	Total Cost	Less DIF Funds	Bond Target	Issuance Year	Net Bond Proceeds	Add'l Funds
Library Expansion	1	\$5.00	(\$0.41)	\$4.59	2024	\$4.59	\$0.00
Fire Station 6	1	\$10.00	(\$2.08)	\$7.92	2024	\$7.92	\$0.00
Community Pool	1	\$10.00	\$0.00	\$10.00	2025	\$10.00	\$0.00
Los Alamos Hills Sport Park Soccer Project	1	<u>\$10.00</u>	<u>(\$3.89)</u>	<u>\$6.11</u>	2025	<u>\$6.11</u>	<u>\$0.00</u>
		\$35.00	(\$6.38)	\$28.62		\$28.62	\$0.00
Public Safety Regional Training Center	2	\$30.00	\$0.00	\$30.00	2027	\$10.44	\$19.56
Public Works Yard Operations Center	2	\$5.00	\$0.00	\$5.00	2029	\$5.00	\$0.00
City Hall - Facility expansions	2	\$20.00	(\$0.12)	\$19.88	2031	\$19.88	\$0.00
Police Station - Facility expansions	2	\$10.00	(\$1.44)	\$8.56	2034	\$8.56	\$0.00
Fire Station 5 - Permanent Structure Project	2	<u>\$5.00</u>	<u>\$0.00</u>	<u>\$5.00</u>	2036	<u>\$5.00</u>	<u>\$0.00</u>
		\$70.00	(\$1.56)	\$68.44		\$48.88	\$19.56
<b>Total</b>		<b>\$105.00</b>	<b>(\$7.94)</b>	<b>\$97.06</b>		<b>\$77.50</b>	<b>\$19.56</b>

# Debt Affordability Analysis

## Conclusion

- Multiple Long-Term Capital Projects
- Public Safety Regional Training Center dependent on outside funding and built in stages
- Limited debt capacity ≈ \$30 mm
- \$2 mm debt service payment capacity

## Available Revenue Sources

- Measure T Fund
- Development Impact Fee Funds

## Bond Assumptions

- Lease Revenue Bond Financing
- S&P rating of 'AA-'
- 30-year term
- Level annual debt service
- Interest rate of 5.50%
- Customary issuance expenses
- Capitalized interest applied to a portion of the bond interest payments
- Revenue sources available through the life of the financing

# Council Goals Discussion

## Current Council Goals

- Provide a high level of innovative **public safety**
- Aggressively pursue **economic development**
- Maintain a **high performing organization** that values fiscal sustainability, transparency, accountability and organizational efficiency
- Plan, program and create **infrastructure** development
- Coordinate and deliver responsive, effective **community services**
- Foster and promote an engaged, connected and caring **community**





# Council Feedback on Current Goals

Infrastructure is a  
top priority

Goals are broad;  
desire specificity

Develop key  
strategies for each  
goal

Need to prioritize  
goals and  
strategies due to  
limited resources

# City Departments – Top Projects List

In addition to day-to-day  
operations, City  
Departments have an  
extensive list of current  
projects





# Proposed Strategies

- Provide a high level of innovative **public safety**
  - Construct new Fire Station 6 (estimated cost/range: \$15-18 million)
  - Expand current Police Station (estimated cost/range: \$10 million)
  - Construct Public Safety Training Facility (estimated cost/range: \$25-30 million)
- Aggressively pursue **economic development**
  - Develop properties around City Hall (parking structure or surface lot on adjacent properties)
    - Amphitheater Parking Lot (estimated cost/range: \$1.8-2.1 million)
    - Downtown Parking Structure (estimated cost/range: \$16-20 million)
  - Assist the Triangle to Ribbon Cutting
  - Continue recruitment of medical and research facilities and jobs (Innovation Center)
  - Continue to attract new hotels and revenue drivers

# Proposed Strategies

- Maintain a **high performing organization** that values fiscal sustainability, transparency, accountability and organizational efficiency
  - City Hall Expansion (estimated cost/range: \$15-20 million)
  - Expand existing City Public Works Yard office/operations (estimated cost/range: \$5 million)
- Plan, program and create **infrastructure** development
  - 215/Keller Interchange (estimated cost/range: \$47 million)
    - Current funding available of \$18 million, leaving a shortfall of \$29 million
    - Federal grant applications submitted annually since 2019, for \$25 million but denied each year
  - ADA Transition program
  - Assist water districts when feasible



# Proposed Strategies

- Coordinate and deliver responsive, effective **community services**
  - Complete Library Expansion (estimated cost/range: \$6-6.5 million)
  - Construct new Cal Oaks Sports Park Pool (estimated cost/range: \$10-13 million)
  - Soccer Complex (estimated cost/range: \$10 million)
  - Develop new public amenities e.g.,
    - Pickleball Courts (estimated cost/range: \$50-75k, per court, depending on existing site conditions (grading/drainage))
    - Pump Track (estimated cost/range: \$250-500k, depending on features and materials)
  - Determine future of Equestrian Park and what that requires
    - (estimated cost/range: \$10 million, based on 2017 proposed design, current cost will vary)
- Foster and promote an engaged, connected and caring **community**
  - Continue programs and complete initiatives already under way while improving communications

# Dot Voting on Priorities

# Commitments from Staff

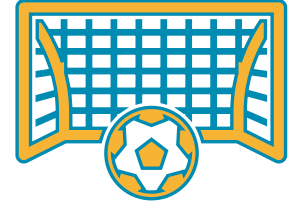
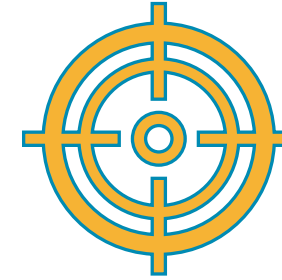


Align **programs, projects and activities** to advance Council priorities consistent with budget, staffing, and workloads



Build Council direction into **budget**

# Staying on Track with Priorities



Regular  
progress  
reporting

Hold off on new  
Council initiatives until  
next goal setting cycle  
or mid-cycle in the  
two-year budget



# Best Practice Criteria for Adding Initiatives and Projects Mid Cycle

**Emergency** (natural disaster, pandemic, civil unrest)

**New outside funding** opportunity that is time sensitive

**New multi-agency opportunity** that cannot be delayed

**Community safety** issue that must be addressed in near term

Changes in **laws or mandates**

What **comes off** the plate if something goes on?

What are the **consequences** of shifting direction mid way?

# Wrap-Up and Next Steps

Baker Tilly will prepare a summary workshop report

Closing comments from Council Members and the City Manager

Workshop evaluation form



Please share **one comment** about what was useful in today's discussions

# Closing Comments







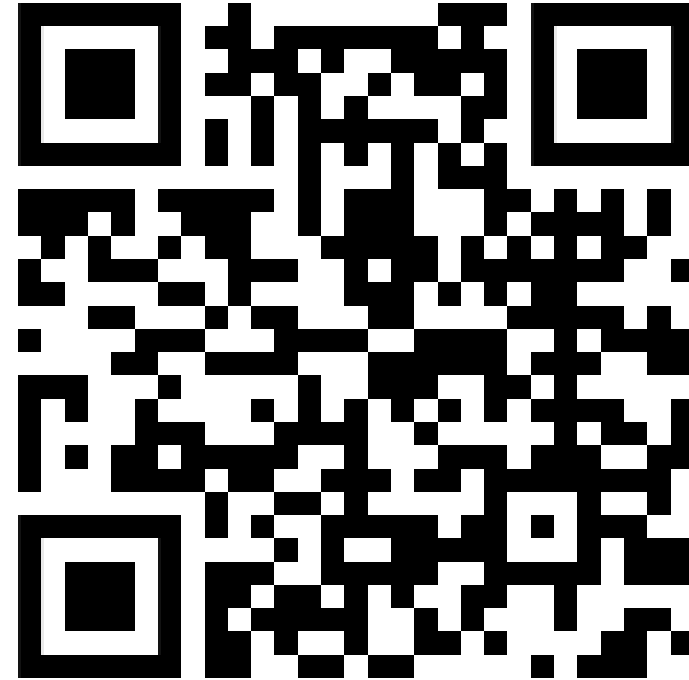
**Thank you!**  
**Carol Jacobs and Steve Mermell**

carol.jacobs@bakertilly.com  
steve.mermell@bakertilly.com





# Workshop Evaluation



Scan the QR Code above or enter  
**[surveymonkey.com/r/MurrietaWorkshop](https://surveymonkey.com/r/MurrietaWorkshop)**  
in your browser.

# Stretch Break



# Lunch Break

