

Meeting Report: League of California Cities

Executive Forum for Mayors and Council Members

June 28-29, 2017
Marriott Hotel
Monterey

Reporting: Bill Kampe, Mayor

Each of the speakers at the Forum brought much knowledge and insight. The notes below are ones that I managed to take while still following the presentations.

Session materials for this forum can be found at

<https://www.cacities.org/Education-Events/Mayors-Council-Members-Executive-Forum/For-Attendees/Materials>

Opening Session: Cities and the Big One: How Cities Can Change the Outcome of the Next Generation

Dr. Lucy Jones, Dr. Lucy Jones Center for Science and Society

Dr. Jones gave a vivid picture of the impact of earthquakes in California. She gave examples of several earthquakes, including Loma Prieta and Northridge, and the resulting damage and interruption to businesses and livelihoods of the affected populations. She pointed out that these earthquakes were not “the big one”. She presented a hypothetical animation of what a truly big earthquake would look like in southern California.

She described the issues of Preparation, Response, and Recovery.

In a large earthquake, damage will be widespread. A key consideration is that every bit of infrastructure that crosses the fault line will break. She urged all of us to work with our utility and infrastructure providers to apply resilient design to minimize breakage. It can be done. She also urged applying upgraded building codes, including mandatory retrofit. Voluntary doesn't work. Retrofit UnReinforced Masonary Structures (URMS), and soft first story structures. We have some of those in PG. Current codes are oriented to life safety – crawl out alive. It is possible, at a very modest extra cost, to build structures that will remain useable. Loss of housing can be serious.

Disruption to services will be massive. Review the points where critical infrastructure entering your city cross likely fault lines. Check electricity, gas pipelines, water, roads, communication, e.g. fiber, railroads. Recovery of some critical services could take up to 18 months, and by then the community is devastated. Think New Orleans after Katrina, and perhaps locally, Big Sur after the recent slides.

Dr. Jones left us all nicely terrified, and with some tangible steps that we can take. By the way, we should be glad that our city is largely on a big granite block.

Making Housing (More) Affordable: Strategies from Cities

Sean McGlynn, City Manager, Santa Rosa; Jacky Morales-Ferrand, Director of Housing, San Jose

Both speakers offered the same solution. It was framed as a 2-part strategy: Protect existing housing; create new housing.

The circumstances are compelling. With strong economies, rapid growth, and limited housing, lower income families are being forced out and facing long commutes to their jobs. Those jobs are an important part of sustaining the economies of the area.

In terms of protecting existing housing, what they really meant was rent control, coupled with an ordinance on Just Eviction. It was really renter protection, rather than protection of the housing stock. I learned only after the session that there are some significant state restrictions on rent control. Most of the literature on rent control describes near term euphoria and long-term troubles.

Both cities are still in the very early stages of creating new housing (which could not be subject to rent control). This session felt very long on good intentions, and somewhat short on actual outcomes and consequences. How well are these cities keeping up on providing affordable housing for a rapidly growing population?

How to Set Goals for City Manager Performance Evaluation

Rod Gould, Senior Partner, Management Partners; Daniel Keen, City Manager, Vallejo; Jan Perkins, Senior Partner, Management Partners

A frequent theme on this in this session was to create opportunities dialog, both on goals and performance. It is important for the council and city manager to be on the same page regarding priorities. There was a video on “Big Rocks First”. The key thought was that it important to make sure that the major issues get attention and are not crowded out by the minor but near-term urgent crises.

Noting that dialog is sometimes difficult, one of the speakers offered the quote:

“Courage is being scared to death, and saddling up anyway.” John Wayne

It seemed like a relevant thought for many of the complex and uncertain “big rock” challenges in a city.

As for the evaluation process, the speakers urged against using numerical scores. They preferred open-ended questions with structured dialog. One speaker strongly suggested facilitated dialog, thought that seemed to be a case of a very unstable city historically.

In response to a question, all speakers advised against councilmembers seeking performance comments from city staff. It puts the individual in a very awkward position, and undermines the relation of the city manager to staff.

I believe that Pacific Grove is using an approach that emphasizes dialog on the issues important to our city.

Understanding the Angry Voter: What Happened in 2016 and What Does It Mean?

Dan Schnur, Professor, USC Annenberg School for Communication and Journalism

Dan has a lively and entertaining style of presentation. He described voter anger as rooted in fear and anxiety about changes in the world around them. It is important to understand the root of that fear. It is important to listen and understand.

I found his comments about the iPhone and earbuds to be very interesting. They have allowed an individual to tune out the world and create the “me” network, isolated from all others. Further, the iPhone has become a device of instant gratification.

Interestingly, the so-called millennial generation has grown up in the digital age. Millennials volunteer at higher rates than other generations, and he attributes it to 2 factors. The first is the relatively instant gratification that volunteer activities can provide – a child’s smile, or a clean park.

The second is more interesting. Many millennials are graduating in an age of “mandatory volunteerism”, where a certain number of hours of community service are required for high school graduation. Apparently, the experience is carrying forward to later life.

He noted that civics education, however, is minimal in schools, and suggests that too many citizens are content to watch from the sidelines. Voter participation rates are very low. He urges earlier and more extensive engagement in civics well before students reach voting age. Democracy is at stake.

In PG, I’ve had the chance to host 2nd graders in mock council meetings. They are very excited for the experience. And they grasp the issues incredibly well, even at the age of 7. I hope we can do more such activities in our community.

Student Success Provides the Building Blocks for Thriving Communities

Hedy Chang, Executive Director, Attendance Works; Preston Prince, CEO, Fresno Housing Authority

The emphasis in this session was on early childhood learning, especially language skills. There is a very clear connection between early language learning and future life outcomes. The speakers described programs to reach disadvantaged youth, provide adequate nutrition, medical care and supplemental language engagement.

The key themes were Readiness, Attendance, Summer Slide. As for readiness, It’s words, books, and health. Chronic absence is now well defined, and a marker for needed intervention. Some approaches were described. There is also a critical need for disadvantaged youth to avoid the summer slide. More privileged youth gain skills during the summer, while disadvantaged youth slide backwards.

Your TechCity: Using Technology for Good Governance and Economic Development

Frank Aguirre, Business Development Manager, Los Angeles Mayor's Office of Economic Development; Micah Runner, Economic Development Manager, Stockton

The most interesting story here was also the simplest. Los Angeles looked at the processes for starting a business. They discovered that many individual entrepreneurs simply didn't know what they had to do to obtain various licenses and permits. They entered a nationwide competition to "Start a Business in a Day". They had very limited resources. What they saw, though, was that 80% of the cases were very basic. They created a web app that provided guidance and told applicants just what they had to do. It was not an online filing system, simply a guide. But it worked well, and L.A. won the competition.

Legislative Update

Dan Carigg, LOCC, and several others from the LOCC Legislative staff.

This session was a great overview of legislative activity in Sacramento. They recapped the good bills, the bad ones, and the ugly. It was moving very quickly, too fast for me to take notes, though I have the handout. It truly highlighted the need for cities to speak up.

To: City Council

From: Councilmember Robert Huitt

Meeting Date: July 19, 2017

Subject: Report on Attendance at LOCC Mayors & Council Members Executive Forum. June 28-29, 2017, Monterey

I attended the League of California Cities Mayors & Council Members Executive Forum at the Monterey Marriott on June 28 and 29. The City paid for my registration, and there were no other expenses. Following is a summary of the sessions I attended. I also had informal meetings and conversations with public officials from other cities, and with LOCC staff.

Opening General Session. Cities and the Big One: How Cities Can Change the Outcome of the Next Earthquake.

Dr. Lucy Jones. Seismologist.

Dr. Jones got everyone's attention by scaring us half to death. The San Andreas Fault, one of some 1000 faults in California, is overdue for a quake in the southern portion, which could be devastating because of the extensive urban development in the area, including critical infrastructure. For example, aqueducts in Southern California all cross the fault; all would be broken, and repairs could take a year or more. Other threats are fire, collapsed buildings, communication disruptions from broken fiber cables, damaged transportation infrastructure closing off "lifeline corridors," loss of housing and businesses. The breakdowns of each of these systems would complicate and exacerbate the others, putting urban society itself at risk. Dr. Jones argued for changes to current building codes to better recognize these threats, but the talk was less about solutions than raising awareness of the seriousness of the problem.

Making Housing (More) Affordable: Strategies from Cities.

Jerry Newfarmer, President and CEO, Management Partners.

Sean McGlynn, City Manager, Santa Rosa.

Jacky Morales-Ferrand, Director of Housing, San Jose.

The panelists' presentations covered their respective cities' programs to protect existing housing inventories and stabilize rent, and to increase the supply. Santa Rosa, for example, has adopted a Just Cause Eviction Ordinance and a Rent Stabilization Ordinance, along with a comprehensive Housing Action Plan to address the need for additional housing. The stated mission of the Action Plan is "Housing For All: . . . meeting the housing needs of the full spectrum of household income groups including those currently living in the City and those relocating to the City in the future." San Jose's affordable housing challenges are daunting, as a city with more housing than jobs, low vacancy rates, and average rent of \$3,000, even with an average commute time of 70 minutes. Short term rentals were not mentioned.

How to Set Goals for City Manager Performance Evaluations.

Wade McKinney, President, CA City Management Foundation, City Manager, Indian Wells.

Daniel Keen, City Manager, Vallejo.

Jan Perkins, Senior Partner, Management Partners.

This was an especially useful session at the practical level, offering insights, experience and suggestions on the larger issues like goal setting as well as the particulars of the evaluation process.

General Session, Understanding the Angry Voter: What Happened in 2016 and What Does it Mean Going Forward?

Dan Schnur, Professor, USC Annenberg School for Communication and Journalism.

The main theme of Dan Schnur's talk was that under every angry voter is someone who is frightened, because the promises society has made to them have not been honored. This applies equally to the 50-something laid-off factory worker and the 20-something barrista. His message for public officials was that, while frightened people run away from the things that scare them, leaders walk toward them. He especially emphasized the importance of re-engaging young people in civic life and increasing civic education in the schools.

Voter Outreach and California Voting Rights Act Reforms: What Elected Officials Need to Know.

Dane Hutchings, Legislative Representative, League of California Cities.

Kimberly Hall Barlow, Partner, Jones & Mayer.

Randi Johl, City Clerk, Temecula.

Alex Padilla, California Secretary of State.

Jonathon Stein, Chair, Board of Directors, California Common Cause.

Secretary of State Padilla presented statistics showing growth in voter registration in California since 2015 and a record voter turnout in 2016, but with up to six million who are eligible but not registered. Unlike some other states, California is trying to make it easier and more convenient to vote. He noted that next April "motor voter" registration will expand to include all transactions at DMV. And, under the Voters Choice Act passed last year, by 2020 all counties will be allowed to conduct their elections under a new model that includes mailing ballots to all registered voters, expanding early voting opportunities, and creating voting centers where any voter can vote regardless of their precinct.

The other main topic was the California Voting Rights Act, which prohibits at-large elections if they produce discriminatory results, and recent legislation enacted to address some of its problems.

City Manager & City Council Relations: Working With an “Outlier” City Council Member.

Kevin Duggan, West Coast Regional Director, ICMA.

Gustav Larsson, Vice Mayor, Sunnyvale.

Dana Reed, Council Member, Indian Wells.

Deanna Santana, City Manager, Sunnyvale.

Kurt Wilson, City Manager, Stockton.

Judging from the Q&A at the end as well as audience reactions during the presentations, this was a topic that resonated with most attendees. It was also clear that “outlier” is very much in the eye of the beholder. The panelists’ suggestions were helpful reminders of what informed and conscientious councilmembers should already know.

Legislative Update.

Dan Carigg, Deputy Executive Director, League of California Cities.

Rony Berdugo, Legislative Representative, League of California Cities.

Tim Cromartie, Legislative Representative, League of California Cities.

Erin Evans-Fudem, Legislative Representative, League of California Cities.

Dane Hutchings, Legislative Representative, League of California Cities.

Jason Rhine, Legislative Representative, League of California Cities.

After an overview of the legislative process, the team of LOCC staff summarized the status of the major legislative initiatives the League views as significant for cities. It is a long list, and our legislative subcommittee will benefit from League summaries and analysis.



CITY OF PACIFIC GROVE
300 Forest Avenue, Pacific Grove, California 93950

AGENDA REPORT

TO: Honorable Mayor and Members of City Council
FROM: Bill Peake, Council Member
MEETING DATE: July 19, 2017
SUBJECT: League of CA Cities – Mayors & council Members Executive Forum
June 28-29, 2017
CEQA STATUS: Does not constitute a ‘Project’ under California Environmental Quality Act (CEQA) Guidelines

SUMMARY

I attended the League of CA Cities – Mayors & council Members Executive Forum June 28-29, 2017 held at the Marriott Hotel in Monterey, CA. LOCC forums are a good opportunity to stay up-to-date on issues facing California cities and receive training on how to be a better and more effective council member. Forum materials can be downloaded at <http://www.cacities.org/Education-Events/Mayors-Council-Members-Executive-Forum/For-Attendees/Materials>.

Notes on sessions attended follow.

- **Cities and the big one: how cities can change the outcome of the next earthquake** by Dr. Lucy Jones. Most damage is not caused by magnitude, but by proximity to the earthquake. Virtually all infrastructure is damaged in a major earthquake: water, electricity, communications, transportation, and buildings. Fortunately for Pacific Grove; a granite bedrock, lack of bridges (in town), few tall buildings, and distance from a major fault, make us safer than most. Good building codes and preparedness are key to an earthquake resistant city.
- **Making housing (more) affordable: strategies from cities** by S. McGlynn, and J. Morales-Ferrand. In an effort to increase housing cities have enacted: a just eviction clause, rental control (called stabilization), and a housing plan. Opportunities to increase housing were created by: conversion of office space, use of public land, density bonus, and infrastructure improvements.
- **Online advocacy: how social media influences public policy** by T. Paras-Caracci, J. Sloan, and R. Smith. Comments were made regarding the challenge to engage people on city issues. Best city public relations involve online postings with pictures that relate to events and public safety. Council members should not mix personal and civic material on social media, which are discoverable by the Public Records Act.
- **Understanding the angry voter: what happened in 2016 and what does it mean going forward?** By D. Schnur. People run away from things that frighten them. Leaders acknowledge the frightening issues and are willing to encourage people to address them.

- **Voter outreach and California Voting Rights Act (CVRA) reforms: what elected officials need to know** by Alex Padilla, Sec'y of State and others. Had a record voter turnout in 2016 but still many eligible people not registered to vote. Soon will have automatic voter registration via drivers' license. All CA voter software is registered and not connected to the internet. Substantial litigation liability facing cities that have at-large elections and ethnically divided regions.
- **Your techcity: using technology for good governance and economic development** by F. Aguirre and M. Runner. Discussed various software packages to make city websites more business friendly.
- **Legislative update** by LOCC staff. A very fast rundown of legislative activities in Sacramento. LOCC has to determine which activities are of importance (e.g. budget, housing, loss of local government control, local government pension liability) and which are not. Small CA cities are fortunate to have LOCC speaking for them in Sacramento.

RESPECTFULLY SUBMITTED:

Bill Peake

Bill Peake, Council Member



CITY OF PACIFIC GROVE
300 Forest Avenue, Pacific Grove, California 93950

AGENDA REPORT

TO: Honorable Mayor and Members of the City Council
FROM: Cynthia Garfield, Council Member
MEETING DATE: July 11, 2017
SUBJECT: Report on Attendance at League of California Cities Leadership Forum
CEQA: This action does not constitute a “project” as defined by the California Environmental Quality Act (CEQA) guidelines section 15378.

RECOMMENDATION

Receive the report.

Overview

The “Mayors and Council Members Advanced Leadership Workshops”, presented by the League of California Cities, focused on developing additional skills and providing advanced information for attendees.

Highlights

Disaster preparedness: The keynote speaker, an expert seismologist, presented information about the state-wide risks associated with an anticipated major earthquake that would sever water, power and communications grids. Significant city-level preparedness will be helpful, but cannot overcome state-wide disruptions.

Broadband technologies: The economic well-being of cities depends on the ability of residents, businesses and services to access sufficient bandwidth for data and communications, as well as competing for bandwidth with Netflix – which accounts for a huge percentage of all bandwidth. The city of Shasta took on the job of providing fiber to every home and business, since cable companies had no incentive to do so. They used bonds to fund the project – a 30 year bond for \$4.3M at 4-5% interest.

Setting Goals for City Managers: This information applied to all goal-setting, for strategic goals as well as for individual performance evaluations. The presenters recommended the use of interview, 36- degree/facilitated reviews and recommended assessing progress toward goals and including unplanned accomplishments and challenges as well as those included in a routing evaluation scheme.

Angry Voters: The key message from this presentation was that anger often stems from fear – find out what the angry voter fears, and that tells us why they are responding as they do. Angry voters often feel that some covenant has been broken: that if one does as expected, then an outcome will follow. For many, that expected causal chain has been broken.

Dealing with an Outlier City Council Member: The focus for this presentation was on the importance of procedure, focusing on expected goals, and remaining aboveboard, model respectfulness, having one’s own performance impeccable, and sticking to the rules .

City Finances: This full-day presentation covered a wide array of fiscal responsibilities for council/mayors. Presentations included council roles, budget processes, fiscal reporting and auditing, sources of funding for cities, pension issues (how we got these problems, the severity of CalPERS imbalances ,and the likelihood of successful resolutions) capital financing and debt, ethical issues, cash and investment management, assessing financial health, and a history of municipal-state interactions in finance.

The presenters of City Finance used a smartphone-based polling system from “polleverywhere.com”

OPTIONS

1. Information only; no action required.

FISCAL IMPACT

None

RESPECTFULLY SUBMITTED:

CJ Garfield

Cynthia Garfield, Councilmember