

TO: TOWN COUNCIL  
FROM: TOWN MANAGER  
RE: 2010 GOALS WORKSHOP

**ISSUE**

The 2010 goal workshop is a follow up to that which was done in January 2009 and a means to identify projects the Council would like to begin, complete or move further along in the 2010 year.

**RECOMMENDATION**

Conduct a goals work shop.

**CEQA**

There are no CEQA issues in discussing Town planning strategies however projects may require environmental clearance.

**MONEY**

The consultant cost of \$2,100 plus materials for the goal facilitation meeting should not exceed \$2,500. The money will come out of Council Contract Services for Council Projects which was budgeted for \$2,500.

**DISCUSSION**

In preparation for the goal session facilitator Dana Stone sent around a questionnaire and conducted individual interviews with four Council Members. Council Member Morillas was unable to meet with Ms. Stone. Following are comments from the Council

## **Loomis Town Council Strategic Planning Survey Questions**

**In your opinion, what is the value of strategic planning to the Town of Loomis?**

- It encourages everyone to pull together in the same direction to get important things accomplished.
- It provides focus on what needs to be done in changing times making good business decisions (in touch with the business environment) that supports the town's needs on a sustainable basis with no tax burdens on property owners.
- It outlines goals, objectives, and measurements.

- It contributes to better communication among the Council.
- It outlines what went well the prior year and what needs to be improved upon on a priority basis.
- It is a means to improve communication between the Council and other groups (e.g. Planning Commission (PC) and Parks, Recreation and Open Space Committee (PROSC), businesses and the public).
- It provides new opportunities for collaboration (not competition), new partnerships, new initiatives, better dissemination of information and makes government more accessible.

**What did you like about the 2009 facilitated strategic planning meeting?**

- It helped us focus on what we needed to do.
- It provided a good foundation to build upon this year.
- We came up with priorities and interaction was good.
- We identified a lot of things that actually got done.

**What suggestions, if any, do you have to improve the (next) strategic planning process?**

- Allow each Council member to have one item (or pet project) that is important to them in the action plan and is not a consensus item.
- We need to have a fiscal/economic reality check with accurate financial input in separate meeting with a realistic assessment of what we can and can't do with the dollars that we have.
- Prioritize what we want and determine how it fits into the next budget.
- We need one overall statement of what we are trying to accomplish – current mission statement has vague language in the beginning but the last sentences are good.
- We need to brainstorm ideas first then use the budget (and dollars available) as a filter to identify what is actually do-able and when it can be done (e.g. phased approach to objectives or project completion).
- A clear statement should be made that the Loomis Town Council Strategic Planning process is to set Town Council agreed upon priorities for the year with the input and recommendations of Town leadership partners (i.e. the PC and PROSC members).
- We need to better focus our comments during our discussions. We need enough time to make our point and not waste time arguing, defending a position and/or creating conflict.
- We need to identify what we can actually do and use cost benefit ratios as the reality check.

- Any parking lot items should be addressed before the meeting ends.
- Only Council members identify objectives and projects.
- Only Council members vote.

**What would you like to see developed or produced by the end of the 2010 strategic planning meeting?**

- Using the goals already developed, document what we are going to accomplish in 2010 and where the dollars will come from to pay for what we identified (i.e. General Fund, Gas Tax, License Fees, Grants, etc.).
- No starting over and no new direction or ideas on the table.
- Using the goals already developed, agree on what we can actually accomplish focusing on the next 12 months identifying smaller things that we can do to support larger projects.
- Using past and present experience, modify with best available data and minimal expense how we can address the special needs of our rural community.
- Create an action plan for what the Town would do over the next 12 months under the goals developed last year.
- Shared Council priorities for 2010 with an understanding of the community concerns, priorities and what is important to our leadership partners (i.e. PC and PROSC). Identify Council priorities building upon what we did last year.

**What would you like the role of the Planning Commission Members and the Parks and Open Space Committee members to be in the strategic planning process, recognizing that only Council Members are empowered to vote?**

- The PC and PROSC should only contribute by defining their role in how they will implement the Council's goals.
- The PC and PROSC should solely take direction from the Council in determining what they (the PC and PROSC) will be focused on and should act consistently with Council directives and desires.
- They should attend the strategic planning meeting and comment after a completed segment for understanding and their buy-in on what the Council wants to pursue.
- The PC and PROSC (and Council staff) should identify their priorities for 2010 prior to the Council meeting and the Council should integrate, where possible, the PC and PROSC priorities into the Council's action plan.
- Any commentary of the PC and PROSC (and the public and Council staff) should be sought on the Town website and be taken into consideration in the 2011 plan.

**What recommendations do you have to help our meetings stay focused?**

- No suggestions, we stayed pretty focused.
- The facilitator should better enforce the meeting ground rules.
- We should identify, evaluate, reality check and prioritize.

**What changes, if any, would you like made to our meeting Ground Rules? (See Attachment A.)**

- No rehashing of a past item that has already been covered or dropped
- Discussion of any new idea must relate to existing goals
- Comments made must improve or make an idea better, not tear it down
- Seek areas for unity and not dividing; seek collaboration not competition
- No commentary on upcoming election/term limits/election process
- Rotate responses to each item so everyone participates (not just first to raise hand)
- State why idea is proposed, what data supports it and conclude with a summary
- Start meeting times in minute segments (e.g. 9:01, 10:03, 11:27, 12:59 etc.)

**Are there any other thoughts, issues or concerns that you would like addressed during the strategic planning process?**

- The Council strategic planning meeting is not a public meeting and any commentary on the part of the public or any group other than the Council should be sought in another forum. Staff input is helpful and should come in the form of responses to questions the Council puts to the City Manager.
- Review all work completed at the end of the meeting
- For each idea/objective/initiative or project, the final reality check should clearly outline: (1) how it benefits Town growth; (2) how it contributes to financial sustainability; (3) where the practical financing and funding is to come from in the next 1-5 years; (4) what is the priority needs relationship; (5) what is the public/private/community interest;
- We should tie the budget process to the goals

Facilitator Dana Stone also solicited the input from Planning Commissioners and Park, Recreation and Open Space Committee Members in an email survey. Four Planning Commissioners and 2 PROS Committee Members participated. Following are the comments submitted:

### **Loomis Town Council Strategic Planning Survey Results From Planning Commission and Parks, Recreation & Open Space Committee Members**

#### **In your opinion, what is the value of the strategic plan to the Town of Loomis?**

- Being more proactive and less reactive- get better results.
- To preserve the Town's character and retain its viability.
- Without a strategic plan, we will have a hodge-podge of ideas without a cohesive direction.
- Remove politics and personal issues from the planning process. The plan is only as valuable as its final implementation; too many good plans end up on a shelf.
- I think the value is limited because the goals are limited.

#### **What did you like about the 2009 facilitated strategic planning meeting?**

- I liked it when everyone agreed.
- I wasn't involved, but the summary of the outcome from the 2009 meeting looks like it was incredibly effective.
- I don't remember it.
- No comment(s)

#### **What suggestions, if any, do you have to improve the (next) strategic planning process?**

- Stick to the ground rules
- Have a strong facilitator to give direction to the group, encourage participation and keep negative comments from being interjected by stopping the presenter when they start.
- Some people talk a lot more than others.
- Since I wasn't involved with the last one, I can't comment.
- None

**What would you like to see developed or produced by the end of the 2010 strategic planning meeting?**

- A list of the top 3 priorities for the coming year with concrete steps to be taken, deadlines, and specification of who is to do what.
- Financial approaches for obtaining the Town-sponsored things that we'd like done (e.g. downtown plan, trails and bike plans, development of the Walnut/Stone park).
- Town Council actions and votes published in the Loomis News regularly. Maybe Planning Commission too.
- I would like to see better cooperation between the council members.
- Additional communication between the town and the Council, Planning Commission and POSC. The majority of the time any vital information comes out after the fact or event. People need to be reminded when an event is scheduled by open advertising. Put flyers in business to be handed out at the time of purchasing from that business. I think most business' would be willing to put a flyer in a package because it would mean more business for them.

**What would you like the role of the Planning Commission Members and the Parks and Open Space Committee members to be in the strategic planning process, recognizing that only Council Members are empowered to vote?**

- Attend meetings and express opinions.
- PROSC as an advisory body represents voices from the Loomis community. Town Council may be the ones "empowered to vote", but the Planning Commission largely decides on the Town's character by their decisions on development. So the Planning Commission has an enlarged role in our future. Many times the Planning Commission rules on items with little knowledge by Town Council.
- The Council may be the only voters but I feel that the opinions, suggestions and comments from these groups are important to a more rounded opinion of how the Town residents feel about what is going on. In these economic times, people are so involved in what is effecting them personally, they are not feeling the incentive to be involved in the Town, but they make comments to these representatives in everyday conversations.
- What we are talking about is, more often than not, three people make the decisions in this town. No wonder we need goals.
- I don't think we need to have a role. Too many people weighing in can produce confusion and inaction.

**What recommendations do you have to help our meetings stay focused?**

- A STRONG facilitator who will redirect people/discussion when someone is rambling or going off on a tangent- cutting them off if necessary.
- The hired facilitator must follow the ground rules without worrying about offending anyone. Be tough and consistent.
- A Strong facilitator.
- I recommend less side remarks and side conversations between council members at council meetings. Otherwise focus seems ok; some items just need discussion and vetting, which just takes the time it takes.
- Share the air. Let other people rant.

**What changes, if any, would you like made to our meeting Ground Rules? (See Attachment A.)**

- It is sad that we have to have some of those ground rules, but I'm really glad to see them articulated. Perhaps an aid to less experienced speakers might help (i.e. suggest folks write out key points they want to express before they start talking, suggest that they think twice about what they want to say before they talk to ensure that what they want to say is useful not just cathartic, listen more than talk, be aware of their body language, e.g. "calm hands" etc.)).
- Make the Ground Rules permissive (e.g. Everyone "is allowed to...")
- Looks good.
- Enforce them.

**Are there any thoughts, issues or concerns that you would like addressed?**

- I applaud the improvements to the town website. I think there is still room for improvement but we are getting there. I think there should be more publicity as to the improvements to the web site (i.e. Loomis News so that people will visit it. There should be an email list developed that can be used to send interested citizens updates on town issues. i.e. meetings, new ordinances that are being worked on etc.).
- I think work on ordinances needs to be better communicated to the community via the website and emails. People in Loomis are not aware of rules that are being developed that will affect them. I am referring to the new state water conservation mandates and the tree ordinance that is being worked on. The community constantly complains about not being informed or made aware until

it's too late. I know that citizens will be most unhappy with some aspects of the tree ordinance. i.e. the costs!!!

- I applaud the bicycle and pedestrian master plan update. I sure hope we can see this plan developed, it's a good one. I think a task force or subcommittee should be created so that interested parties can help nurture these programs along.
- I know that the older people feel less represented, and I presume that some of the young adults feel less represented. Attempt to include all groups in whatever plans are made, with the thought that these two groups have a very strong place in our community. The older person helped to build what there is now and the younger generation, hopefully, will be interested enough in the Town to remain here and keep it going after the older people are gone.
- With commercial rents in Loomis being pricey, part of the Loomis Downtown Marketing Plan should be to meet with downtown landlords to see if they would like to take advantage of the Town's program, coordinate efforts, and consider offering more attractive rents.
- On the 2009 Strategic Goals and Objectives, under Goal 1, Objective 3, it refers to the marketing plan containing more events and festivals. PROSC Subcommittee 4 had brainstormed in this area at an early meeting. Some ideas included: Day of the Horse or "Wine and Equine Festival", International Festival or "Parade of Nations", A pet show or " Dog Day Afternoon", Kids Day and Art Show or kite-making contest, Old-fashioned ice cream social. It was decided that many of these ideas are outside the charge of PROSC, and PROSC is currently working on Earth Day as directed. But if there is enough interest, a new recreation program of the town could be broken off from PROSC and include some of these ideas as part of that new recreation program.
- Be mindful that meetings in which you/the town wants significant input such as this one needs to be held in the evenings or on the weekends. Evenings are most likely to get attendance. They should be well noticed at least a month in advance.
- When people never agree with each other, how can the (strategic planning) process be of any help to Loomis?
- I'm really glad that we're doing this!!



## Attachment A.

2009 Loomis Council Strategic Planning Meeting Ground Rules:

- Everyone contributes
- One person speaks at a time
- 1 Minute to make your point
- No storytelling
- Consensus sought on all items (if No Consensus – majority rules by vote)
- Tangential issues recorded for later follow-up and discussion\*
- Cell phones on vibrate
- No snide comments or disrespectful remarks
- There are no bad ideas
- There are no dumb questions
- No “personal” comments or attacks

*Consultant Proposed Additions for 2010 Meeting*

- *“Always Look Up” – for each idea or recommendation , you can say (1) what you like about it and/or (2) what you would add to make it better*
- *Use 2 standard parking lots:*
  - *Issues (to discuss later),*
  - *Decisions (documented for future reference)*
- *Start and end on time*

Attachment B.

TOWN OF LOOMIS  
MISSION STATEMENT

THE TOWN OF LOOMIS IS COMMITTED TO PRESERVING:

A QUALITY OF LIFE IN WHICH FAMILIES CAN GROW AND ENJOY THE  
SMALL TOWN ATMOSPHERE;

A TOWN IN WHICH THERE ARE CONCERNS FOR ALL SEGMENTS OF  
SOCIETY, INCLUDING BUSINESSES AND RESIDENTS;

A TOWN THAT ENCOURAGES THE PARTICIPATION OF ALL OF ITS  
CITIZENS IN CIVIC AND COMMUNITY ACTIVITIES;

A COUNCIL AND TOWN STAFF THAT RESPONDS COURTEOUSLY AND  
RESPECTFULLY TO THE CONCERNS AND NEEDS OF THE TOWN'S RESIDENTS; AND -

A PLAN THAT CALLS FOR SLOW, QUALITY GROWTH WHILE PRESERVING  
THE FINANCIAL INTEGRITY OF THE TOWN.

THE COUNCIL OF THE TOWN OF LOOMIS  
ADOPTED NOVEMBER 12, 1991

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

## LOOMIS TOWN COUNCIL Updated 1-15-09

<b>GOAL I</b>
Establish Downtown Loomis as Core Business District

<b>Strategic Outcome:</b>
<i>Business District is Central Focus &amp; Area of Activity for the Loomis Basin</i>

Objectives	Action Steps	Status
1. Occupy New Town Hall	<ul style="list-style-type: none"> <li>• Step 1 – Approve design, bid &amp; build plan</li> </ul>	By August 2009: 100% Complete
	<ul style="list-style-type: none"> <li>• Step 2 - Prepare and submit Council approved bid solicitation</li> </ul>	By September 2009: 100% Complete
	<ul style="list-style-type: none"> <li>• Step 3 - Select contractor and issue contract for project</li> </ul>	By October 2009: 100% Complete
	<ul style="list-style-type: none"> <li>• Step 4 – Remodel and Move into new Town Hall</li> </ul>	By January 2010: 70% Complete
2. Develop Physical Downtown Plan	<ul style="list-style-type: none"> <li>• Step 1 – Consultant selection</li> </ul>	By April 2009: 100 % Complete
	<ul style="list-style-type: none"> <li>• Step 2 – Draft Plan submitted</li> </ul>	By January 2010: 100% Complete
	<ul style="list-style-type: none"> <li>• Step 3 – Plan Approved</li> </ul>	By June 2010: 0% Complete

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

Objectives	Action Steps	Status
3. Develop Loomis Marketing Plan (identifying our niche and establishing more events and festivals) – Revised to I Love Loomis Campaign	<ul style="list-style-type: none"> <li>• Step 1 – Complete draft plan</li> <li>• Step 2(A) - Set up project frameworks for permanent plan upon passage of Measure B (Goal 1. Objective 2.)</li> <li>• Develop contract for permanent plan completion to expand I Love Loomis campaign</li> </ul>	<p>By February 2009: 100% Complete</p> <p>By _____ 2010:</p> <p>By _____ 2010:</p>
4. Develop business attraction and retention program	<ul style="list-style-type: none"> <li>• Step 1 – Identify program funding</li> <li>• Step 2 – Sign contract with SED</li> <li>• Step 3 – Complete program outline and solicit proposals</li> <li>• Step 4 - Streamline business application process with standard procedures</li> </ul>	<p>By March 2009: 100% Complete</p> <p>By June 2009: 100% Complete</p> <p>By July 2009: 100% Complete</p> <p>By _____ 2010: (1<sup>st</sup> Loan made November 2009)</p>
5. Develop plan to draw more highway traffic into downtown	<ul style="list-style-type: none"> <li>• Step 1 – Develop “sign” program</li> <li>• Step 2 –</li> <li>• Step 3 –</li> </ul>	<p>By _____ 2010:</p> <p>By _____ 2010:</p> <p>By _____ 2010:</p>

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

<b>GOAL II</b>
Increase or Match Revenue to Meet Town Mission and Goals

<b>Strategic Outcome:</b>
<i>Become fiscally sustainable by June 30, 2012</i>

Objectives	Action Steps	Status
1. Identify projects and project priorities through budget	<ul style="list-style-type: none"> <li>• Step 1(A) - Develop budget priority report</li> <li>• Step1(B) – Identify staff time needed to prepare 5-10 year budget projections</li> <li>• Step 2 – Identify priorities through capital improvement programs (CIP)</li> </ul>	<p>By May 2009: 100% Complete</p> <p><b>By June 2009: 0 % Complete</b> (Revise to 2 year projection cycle?)</p> <p>By July 2009: 100% Complete</p>
2. Incorporate property transfer fee in new development projects	<ul style="list-style-type: none"> <li>• Step 1 – Evaluate funding options tied to specific projects</li> </ul>	<p>By May 2009: _____% Complete</p> <p><b>ON HOLD</b></p>
3. Place Sales Tax measure on ballot	<ul style="list-style-type: none"> <li>• Step 1 - Evaluate funding options tied to specific projects</li> <li>• Step 2. Vote to authorize placement on ballot or identify an implementable alternative</li> </ul>	<p>By _____ 2010:</p> <p>By June 2010: 0% Complete</p> <p><b>ON HOLD</b></p>

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

4. Seek (economic stimulus) grant money	<ul style="list-style-type: none"> <li>• Step 1 – Quarterly review grant opportunities and apply</li> <li>• Step 2 – Apply for and receive funds</li> <li>• Step 3 – Resolution approved to apply for stimulus \$ for energy projects</li> </ul>	<p>By February 2009: 100% Complete</p> <p>By August 2009: 100% Complete</p> <p>By December 2009: 100% Complete</p>
<b>GOAL III</b>		
Improve and Increase Mobility and Circulation for All Modes of Movement by June 30, 2014		

**Strategic Outcome:**  
*Improve Loomis community connectivity*

Objectives	Action Steps	Status
1. Resolve downtown circulation problems (Village to downtown core & King Road to Sierra College Blvd).	<ul style="list-style-type: none"> <li>• Step 1 - Conduct public hearing for input</li> <li>• Step 2 – Obtain model to identify problems</li> <li>• Step 3 - Update transportation element of general plan</li> <li>• Step 4 – Conduct mobility tour for all groups to identify needed improvements</li> <li>• Step 5 – Explore access options (with property owners) between Horseshoe Bar Road and King Road</li> </ul>	<p>By February 2009: 100% Complete</p> <p>By May 2009: 100% Complete</p> <p>By ____2010:</p> <p>By June 2009: 100% Complete</p> <p><b>ON HOLD</b> (Requires further discussion)</p>

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

2. Explore non-automotive alternatives for transportation	<ul style="list-style-type: none"> <li>• Step 1 - Expand bike (and other) trails to Trails Master Plan</li> <li>• Step 2 – Adopt complete streets policy and design</li> <li>• Step 3 – Identify electrical vehicle options (included in master plan for downtown)</li> </ul>	<p>By January 2010: 100% Complete</p> <p>By June 2010: 0% Complete</p> <p>By June 2010: 0% Complete</p>
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## GOAL IV

Improve Communication and Understanding Among All Town Leaders and Stakeholders

### Strategic Outcome:

*Establish a foundation of cooperation and participation in planning and implementing Loomis programs, initiatives and goals*

Objective	Action Steps	Status
1. Host Quarterly Community Business Workshops( with Chamber of Commerce, Loomis businesses and Leadership)	<ul style="list-style-type: none"> <li>• Step 1 – Hold first workshop and follow-up.</li> <li>• Step 2 – Host workshops twice annually in 2010</li> </ul>	<p>By April 2009: 100% Complete</p> <p>By January 2010: 50% Complete</p> <p>By _____ 2010:</p>

## LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

<p>2. Develop collaborative and trusting relationship among town, business and residents</p>	<ul style="list-style-type: none"> <li>• Step 1 – Recruit participation and hold 1<sup>st</sup> collaborative business meeting</li> <li>• Step 2(A) – Select program for future collaboration, (I Love Loomis Campaign)</li> <li>• Step 2(B) – Develop collaborative teams (Chamber of Commerce subcommittee and 2 Council Members)</li> </ul>	<p>By February 2009: 100% Complete</p> <p>By March 2009: 100% Complete</p> <p>By April 2009: 100% Complete</p>
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# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

Objectives	Action Steps	Status
3. Update Town Webpage and make it more responsive	<ul style="list-style-type: none"> <li>• Step 1 – Contact Mark Sellers</li> <li>• Step 2 – Identify potential for more proactive postings</li> </ul>	<p>By March 2009: 100% Complete</p> <p>By November 2009: 100% Complete</p>
4. Prepare Annual Report outlining accomplishments and fiscal health of prior year and upcoming goals and plans	<ul style="list-style-type: none"> <li>• Step 1 –Draft report</li> <li>• Step 2 Approve Final Report and mail it out</li> </ul>	<p>By September 2009: 100% Complete</p> <p>By October 2009: 100% Complete</p>
5. Establish Quarterly reporting document for strategic goals (Revised to monthly reporting)	<ul style="list-style-type: none"> <li>• Step 1 – Prepare draft report showing lead measures, tasks, lead persons, due dates and status of work-to-date</li> <li>• Step 2 – Conduct semi-annual discussion to review and revise report quarterly</li> <li>• Step 3 –Secure contractor for 2010 strategic planning session</li> </ul>	<p>By March 2009: 100% Complete</p> <p>By _____ 2010:</p> <p>By October 2009: 100% Complete</p>

# LOOMIS TOWN COUNCIL 2009-2014 STRATEGIC PLANNING GOALS

<p>6. Attend workshops or conduct facilitated discussions</p>	<ul style="list-style-type: none"> <li>• Step 1 – Attend CA League of Cities workshop or alternative</li> <li>• Step 2 –Adopt campaign practices and rules</li> <li>• Step 3 - Annually review and revise SOPs securing agreements among Council and staff</li> <li>• Step 4 - Identify teambuilding process and draft facilitation agreement discussion guidelines</li> </ul>	<p style="color: red;">By July 2009: 0% Complete</p> <p style="color: red;">By February 2009: 0% Complete</p> <p>By _____:</p> <p>By _____:</p>
<p><b>Objectives</b></p>		<p><b>Status</b></p>
<p>7. Prior to Council Meetings, Council Members talk directly to staff and get questions answered</p>	<ul style="list-style-type: none"> <li>• Step 1 – Email reminders to Council Members prior to meetings</li> <li>• Step 2 – Members read packets prior to meetings, identify questions and get answers from staff</li> </ul>	<p>By June 2009: 100% Complete</p> <p>By February 2009: 50% (Estimated)</p>
<p>8. Identify strategies to get more complete information from the public and businesses</p>	<ul style="list-style-type: none"> <li>• Step 1 – Identify independent objective professional methods to secure evaluation of Council work from Loomis residents</li> </ul>	<p style="color: red;">By May 2009: 0% Complete</p>