



City of Sausalito

Executive Debriefing Report Strategic Planning Session

November 11, 2011

TABLE OF CONTENTS

Executive Overview	Page 1
Meeting Attendees	Page 2
Meeting Agenda	Page 3
Trend Summary	Page 4
Current Situation Assessment - SWOT Update	Page 6
Strategic Goals and Objectives	Page 10
Attachment 1 - Flipchart/Meeting notes	Page 14

City Council/Management Team

Strategic Planning Session

November 11, 2011

Executive Overview:

The City of Sausalito's City Council and Management Team held a strategic long range planning off-site on Friday, November 11, 2011. The purpose of the meeting was to evaluate progress on the action initiatives from the previous planning cycle and also to brainstorm strategic goals and objectives for the current tactical planning time frame for 2011 - 2012. The group discussed the current state of the organization, the current trends and challenges the city faces and invested time brainstorming priorities for the current six month planning period. An investigation phase was conducted prior to the planning event by facilitator Michelle Murphy in cooperation with City of Sausalito management team members. The investigation meetings and interviews took place November 2011. As a result of this investigation phase the three-year strategic goals which were previously developed were confirmed and the prioritization of initiatives was limited to those strategic goals. Time was devoted to discovering strategic issues not suggested during the investigation phase to allow all attendees to contribute to the ongoing Strategic Planning process. The interactive discussions resulted in a listing of strategic objectives aligned with Three-Year Goals set for the planning cycle November 11, 2011 – May 11, 2012.

Strategic Planning Session November 11, 2011

Meeting Attendees:

Council Members:

Herb Weiner	Mayor
Mike Kelly	Vice Mayor
Carolyn Ford	Council Member
Jonathan Leone	Council Member
Linda Pfeifer	Council Member

Management Team:

Department Heads:

Jonathon Goldman	Public Works Director
Jeremy Graves	Community Development Director
Charlie Francis	Administrative Services Director
Jim Irving	Fire Chief
Mike Langford	Parks and Recreation Director
Adam Politzer	City Manager
Abbot Chambers	Librarian
Jennifer Tejada	Police Chief
Mary Wagner	City Attorney

Managers:

Debbie Pagliaro,	City Clerk/Assistant to City Manager
Rhett Redelings Mac Dermott	IT Manager
John Rohrbacher	Police Captain
Kurtis Skoog	Police Sergeant
Todd Teachout	City Engineer
Loren Umbertis	Public Works Division Manager

Facilitator:

Michelle Murphy	President, InnoPro Performance Solutions
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Strategic Planning Retreat

Proposed Agenda – November 11, 2011

	Convene at Fire Station, Sausalito	8:30 a.m.
Mike Kelly, Vice Mayor	Welcome, Opening Remarks Public Comments	9:00 a.m.
Adam Politzer, City Manager	Welcome - Meeting Overview	
Michelle Murphy, Facilitator InnoPro Performance Solutions	Introductions Strategic Planning Goals and Objectives Teambuilding Exercise – Priority Calendar Update Current Trends and Sausalito Core Values	
City of Sausalito Management Team	Department Head Presentations – Video Clips Six Month Status Update and Future Vision	
City of Sausalito City Council	City Council Vision and Goals Individual Goals and Future Vision	
	Group Lunch	12:00 p.m.
	Strategic Objectives – Update for 2011 - 2012 Action Plan Topic Discussions Action Plans and Priorities	1:00 p.m.
	Strategic Planning Wrap-up Action Plan Summary Strategic Planning - Meeting Review	
	Adjourn	4:00 p.m.

Introductions and Trends Summary

As a starting point for the planning retreat utilizing the streamlined strategic planning process, the group was asked to introduce themselves and answer several questions. What are the most important recent trends you see facing your department and the City of Sausalito – focus on the last six months? Name the Sausalito Core Value you believe to be most important and why? The ideas the group contributed are summarized below. A check mark (✓) denotes the idea was mentioned more than once:

Trends:

- Annexation of Fire Services
- Awareness of need for pension reform ✓✓✓✓
- Balancing cash flow with needs of employees
- Cass' Marina project - bring together the entire community
- California State Budget concerns
- Continued financial instability
- Development of Water Police
- Drawdown of reserves
- Expectations re service delivery
- Financial concerns – cash flow needs for jobs and getting projects completed
- Focus on infrastructure
- Gentrification and lack of affordability to families
- Gerry Brown's pension reform ✓✓✓✓
- Impact of infrastructure work
- Improved schools in Sausalito
- In media – current topics like pension reform
- Increased Department of Public works (DPW) involvement in community
- Increased homelessness and live-aboards ✓✓
- Increased workload and community involvement/outreach ✓✓
- Instability in finances - leading to occupy movement
- Kids may not be better off than parents – first time in US history
- Lack of time to do quality work
- Long term unstable environment
- Make sure we can balance our budgets without cutting labor
- Miscommunication and dysfunctionality on City Council
- More bikes and tourists
- More concerns about when economy is going to get better
- Need for more specialized legal advice

- Need greater transparency in government
- Occupy movement - long term trend. Right to free speech but hold the line on illegal actions
- Optimizing our resources through sharing resources
- Pension reform
- Redevelopment issues - could have indirect effects on Sausalito
- Tea Party politics
- Transparency/financial responsibility
- Video programs
- Viral misinformation

Sausalito Core Values: (listed in voting order)

Innovation, creativity and informed risk taking (6)

Creating an environment where people excel to their full potential (4)

A sense of community (3)

Quality public service (3)

Esprit d'corps (2)

Honest and open government (1)

Current Situation Analysis – SWOT Strengths – Weaknesses – Opportunities - Threats

The group was asked to evaluate the current situation of the City of Sausalito in November 2011 from their individual point of view. They were asked to make a listing of the changes to the Strengths, Weaknesses, Opportunities and Threats. The list that was developed March 2011 was given as reference.

STRENGTHS: (What we depend upon to meet future challenges.)

What works well about the City of Sausalito?

- **Best practice modeling from Fire Consolidation process**
- **Cohesive management team**
- **Community involvement**
- **Cross training (interdisciplinary)**
- **Dedicated hard working staff**
- **Develop models for inter-agency cooperation**
- **Empowered staff**
- **Excellent City Manager**
- **Financially stable**
- **Fiscally sound**
- **Idealism**
- **Interaction/working with other agencies**
- **Leadership at every level**
- **Public outreach**
- **Strong management team and staff**
- **Team excellence - includes all City personnel**

Current Situation Analysis – SWOT

Strengths – Weaknesses – Opportunities - Threats

WEAKNESSES: (What we need to strengthen to continue our success.)

What's not working as well as it could?

- City Council – need to stay focused on setting policy
- Communication with neighboring Agencies
- Community education
- Conflict in governance - local/nation/world
- Division on City Council
- Inefficient process
- Infrastructure including City Hall building
- More delegation to staff
- More staff needed to meet goals and objectives
- Need to better control our story/message
- Need to continue revising our processes - too cumbersome and inefficient
- Prioritization of resources
- Quality can suffer if we operate using "emergency" power all the time
- Reactionary
- Too little desk time
- Tracking performance and service delivery
- Transparency ✓

Current Situation Analysis – SWOT

Strengths – Weaknesses – Opportunities - Threats

OPPORTUNITIES: (What we need to consider in order to innovate.)

Where should we focus our actions to take advantage of current trends?

- 2012 - 2013 Events
- America's Cup
- Americas Cup Event - Action plan
- Controlling tourism
- Cruise Missile Management (Trust in the process)
- Delegate and let it move forward without interruption (Cruise Missile Principle)
- Economic development
- Enhancing public trust with outreach
- Financial planning – 5 year and 10 year plan
- Focus on results
- Inter-department cooperation
- Narrative minutes in City Council
- New financing opportunities
- Potential revenue from America's Cup Event
- Shared services
- Shared services
- Shared services
- Traffic plan
- Use modern technology to promote savings and share information
- Use of appropriate technology

Current Situation Analysis – SWOT

Strengths – Weaknesses – Opportunities - Threats

THREATS: (What we need to mitigate in order to thrive in the future.)
What threatens our success?

- Anarchy (Occupy movement)
- Change in political direction
- Corporations - External
- Council dividing City and Community
- Council hostility towards Council minority
- Does not speak with one voice (City Council)
- Economy – Local / State / World
- Fear
- Increased cost of living
- Lack of adequate revenue and resources – Internal threat
- Lack of adherence to Parliamentary Procedure
- Occupy movement - External
- Political polarization
- Poor economy – External threat
- Protection of the character of Marinship – Both external and internal
- Recession (political and other)
- Trust in government (lack of) - External
- Turmoil (political and other)
- Viral miscommunication - Internal communications
- World economic threat – External threat

Strategic Objectives Discussions

During the morning session of the planning meeting the group heard presentations by the Management Team. After lunch the City Council was asked to contribute their individual goals for the next 12 months and their vision for the next fiscal year. The group was invited to comment and ask questions. Then the group divided into table top teams and discussed the four strategic goals that had been established for the 2011 -2012 time frame. The primary objectives of each department were then assigned to a three-year goal. The group then had an opportunity to prioritize the objectives listed by selecting their top four priorities per each goal.

ATTAIN FISCAL STABILITY AND SUSTAINABILITY (not listed in voting order)

OPEB (Other Post-Employment Benefits)

Classification and compensation study

CalPERS Actuary study (California Public Employees' Retirement System)

- Bartels analysis

Human Resources plan

Negotiating strategy development

Develop the 5 year plan

Develop the Fiscal year 2012 -2014 Budget

CAPITAL – MLK & National Pollutant Discharge Elimination System

- Illiquid reserves

INCREASE EFFECTIVENESS AND EFFICIENCY OF THE ORGANIZATION (listed in voting order)

Digital data storage ✓✓✓✓✓✓✓✓✓✓✓✓ (11)

Staffing – increase balance w/expectations ✓✓✓✓✓✓✓✓✓✓✓✓ (10)

Website upgrades ✓✓✓✓✓✓✓✓✓✓ (8)

Multi-media messaging (e.g. video/web) ✓✓✓✓✓✓✓✓✓✓ (7)

Shared Services ✓✓✓✓✓✓✓✓✓✓ (7)

Muni-Code Update ✓✓✓✓✓✓✓✓✓✓ (7)

Expand DocuWare usage ✓✓✓✓✓ (4)

E-Commerce (for permitting ...) ✓✓✓✓✓ (4)

HR Opportunities (hiring, orienting, training, supervising, evaluating) ✓✓✓✓✓ (4)

Website public input (complaint line/pot hole reporting ...) Apps ✓✓✓(3)

Grant Writer ✓✓ (2)

City Hall space planning ✓✓ (2)

City Council Handbook ✓ (1)

Departmental Cross-training ✓ (1)

Expectation Flow Chart (time and process) ✓ (1)

Late addition: Performance Objectives ✓ (1)

Paperless council packets

Upgrade E-mail

Training

Joint Meetings (City Council and other Boards/Commissions)

IMPROVE THE INFRASTRUCTURE (listed in voting order by category)

Government Buildings – Total by category 17

Downtown Restrooms ✓✓✓✓✓✓ (6)

MLK – Rehab / plan ✓✓ (2)

City Hall Rehab (doors / restrooms) ✓✓✓✓✓ (5)

P & R ceiling tiles

MLK Gym Ceiling tiles and lights ✓ (1)

Library Makeover ✓✓✓ (3)

Traffic/Transportation – Total by category 14

Bicycle Plan / Parking / Ferry / Resident ✓✓✓✓ (4)

Bus & Shuttle Plan (see lots) ✓ (1)

Gate 6 Road ✓ (1)

Heath Way ✓✓ (2)

Alexander Avenue ✓✓ (2)

Street lights

Stairs ✓✓ (2)

Traffic signage

“Staging” sites ✓ (1)

Late addition: Streets/potholes ✓ (1)

Tidelands / Waterfront ✓ (1) – Total by category 11

Cass’ Marina ✓✓✓✓ (4)

Turney Ramp and Docks ✓✓✓✓ (4)

Channel Dredge ✓ (1)

Mooring Field(s) ✓ (1)

Parks and Open Space – Total by category 11

- Cypress Ridge
- Harrison Park ✓✓✓ (3)
- Robin Sweeny Park ✓✓✓✓✓ (5)
- South View Park✓ (1)
- Vina del Mar Park ✓✓ (2)
- Yee Tock Chee

Parking – Total by category 6

- Expand Multi Spcae Meters- Econ model
- Renovate Lots for Circulation / Ped / ADA / Landscape ✓✓✓✓✓✓ (6)
- Booth – parking division headquarters
- New lot(s)

Storm Drain – Total by category 4

- CWSRF – Water Quality Improvement ✓✓ (2)
- Heath Way ✓✓ (2)

Sewer – Total by category 3

- EPA Order ✓✓✓ (3)
- Priority construction
- Beach Force Main
- Lateral/Pump policy
- Ordinance Revision

Multi/Other – Total by category 1

- Accessibility ✓✓
- Utility Undergrounding ✓ (1)
- Non Curbside pickup of Recycling / waste / green

**BALANCE THE RETENTION OF SAUSALITO'S UNIQUE CHARACTER WITH CHANGE
(listed in voting order)**

- America's Cup – Economic Benefits – Protect Community from negative impacts ✓✓✓✓✓✓✓ (7)
- Bicycle Traffic and Parking (Bike and Pedestrian Committee) ✓✓✓✓✓✓✓ (7)
- Homeless Outreach ✓✓✓✓✓ (5)
- Update Marinship Specific Plan✓✓✓✓✓ (5)
- Downtown Restroom Replacement ✓✓✓✓ (4)
- Omnibus Muni Code ✓✓✓✓ (4)

Cass' Marina ✓✓✓✓ (4)

Historic Preservation Regulations ✓✓✓ (3)

Park Improvements ✓✓✓ (3)

Improve Website ✓✓✓ (3)

Future use of MLK ✓✓✓ (3)

Preservation of Historic Marinship ✓✓✓ (3)

Protection of Marinship – Marine/Light Industrial/ Artistic Activities ✓✓✓ (3)

Complete Housing Element ✓✓✓ (3)

Restoration & Preservation of Marinship ✓✓✓ (3)

Library Technology Updates ✓✓ (2)

Sausalito Village ✓ (1)

Traffic Calming ✓ (1)

Caledonia Street Fair, Art Festival, Farmer's Market ✓ (1)

Educate Residents ✓ (1)

Protect Open Space ✓ (1)

ADA Improvements ✓ (1)

Library Make-Over ✓ (1)

Encourage business without over-development of Town ✓ (1)

Community Gardens

Tall Ships

Explore Grant Funding

Hospitality Business Development Committee

Nominate Downtown Historic District to National Register

Discourage Mooring Fields

Attachment 1

Flipchart and Meeting Notes

FRIDAY, November 11, 2011 9:05 AM – 4:10 PM

City of Sausalito Vice Mayor, Mike Kelly welcomed everyone called the group to attention at 9:05 AM. Time for public comment was made available and one member of the public, Pat Zuch, introduced herself and stated she was an interested party and would observe the process. Adam Politzer, City Manager also welcomed the attendees and reminded the group of the purpose of the planning session. He then turned the meeting over to Michelle Murphy, Facilitator for program agenda overview and introductions.

9:05 AM – 12:00 PM - @ 3.0 hours with 15 minute break

Introductions and Strategic Planning Overview

Trends and Core Values update

State of the City Report – Accomplishments and Future Vision by Department

1:00 PM – 4:10 PM - @ 3.0 hours with 15 minute break

City Council Goals and Objectives

Current Situation Analysis – S.W.O.T. Update

Strategic Goals Affirmation

Strategic Objectives Update – Action Plan Discussions

Meeting Summary and Wrap-up

State of the City and City Council Presentations:

Ten short video presentations were delivered on the accomplishments of each department, the current initiatives for that department and future vision for the next six months. Each speaker provided a memo summarizing their presentation. Each City Council member was asked to speak to the group about their individual goals for the next six months and also their vision for the next fiscal year. This background information set up the next discussion updating the current situation analysis and recommending the most important priorities for each department for the upcoming six month planning period. The entire group divided into four table-top teams to discuss the three-year goals as established in the prior planning period and provide recommendations for objectives. The instructions were to review each Department's projects for the upcoming six month period and select initiatives or objectives for review by goal. An updated six-month objective listing by three-year goals was produced.

NOTES: CITY COUNCIL GOALS AND OBJECTIVES

HERB WEINER - MAYOR

Goals:

Let the City Manager lead the team (guidance)

Right people in the right places

Emphasis on Council making policy and City Manager managing

Council to speak to citizens – Us (Council) needs to be going to the citizens to educate them on the issues

Government teaches about policy not results

We are fortunate to have America's Cup visitors

We must strive to make sure that people who come to Sausalito have a positive experience – we are in good financial shape because of this and smart management

Good management and good leadership

MIKE KELLY – VICE MAYOR

Goals:

We have the most amazing team in management here – working well

Continue to support our “top shelf” staff

Bulkhead project – making sure it's finished

Fire Department consolidation

Pacific lab building – VA is being responsive

ADA – Vina del Mar

Downtown restrooms coming closer

Housing Element – coming into compliance

5 yr financial plan and 10 yr horizon

MLK Property – We will own this shortly and need a plan

Heath Way and Cass' Marina Projects

Sister City Initiative – Vina del Mar – another (?)

CAROLYN FORD – COUNCIL MEMBER:

Goals:

Protection of Marinship

Infrastructure (emphasis on parks)

Financing – 5 yr and 10 yr out - pension funding included

Monitor individual projects and track with cash flow (Bulkhead deal example) –
prepare a best practices review

Housing Element (protect small town charm and avoid high density housing)

Open Space – GGNRA (helicopter flights)

America's Cup – make sure residents are not disrupted

Bicycle/Pedestrian Committee

Transparency

Disaster Preparedness (have an evacuation plan)

JONATHAN LEONE – COUNCIL MEMBER

Goals:

Back-to-Basics theme to continue

Continue to focus on our goals

Infrastructure

More emphasis on environmental projects (Cypress Ridge – open space)

Sausalito Marine properties

Move away from extreme positions

Find ways to find solutions not just say no

LINDA PFEIFER – COUNCIL MEMBER

Goals:

Establish performance objectives for staff in order to track success - translates priorities of Council

Transparency

Mitigate pension costs – Employees of Fire Department Sausalito to get ahead of curve in this area

Arts Commission

Infrastructure – roads and sewers

Next steps for Strategic Planning:

Document the notes from the Planning Session and provide in draft format for review. City Council and the Management Team will receive an Executive Debriefing Report summarizing the planning meeting.

Meeting concluded at 4:10PM after the Meeting Review process and final comments from the facilitator and City Manager, Adam Politzer.