



City of Sausalito

Executive Debriefing Report Strategic Planning Session

October 5, 2012

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City Council/Management Team Strategic Planning Session October 5, 2012

Executive Overview:

The City of Sausalito's City Council and Management Team held a strategic long range planning off-site on Friday, October 05, 2012. 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 2012 – 2013 with a special focus on the topic of "Shared Services." The group received an update on the current state of the city, including all departments, the current trends and challenges the city faces and invested time brainstorming new initiatives for continuing to improve efficiencies for the city by utilizing shared services with other organizations. These suggested ideas were to be initiated during 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 July - October 2012.

The strategic planning effort at City of Sausalito is an ongoing 'real-time' process which involves the City Council and Management Team meeting regularly to set goals, provide status reports, evaluate results and suggest new initiatives. The four strategic goals:

- Attain fiscal stability and sustainability
- Increase effectiveness and efficiency of the organization
- Improve the infrastructure, with emphasis on sewers and finishing the public safety building
- Balance the retention of Sausalito's unique character with change

were originally established in 2009. The progress toward achieving these strategic goals is updated every six months and new initiatives and priorities established through the yearly City Council Priority Calendar ranking which takes place during council meetings each spring in advance of the City Budget process.

Strategic Planning Session October 5, 2012

Meeting Attendees:

Council Members:

Herb Weiner
Mike Kelly

Mayor
Vice Mayor

Management Team:

Department Heads:

Jonathon Goldman
Jeremy Graves
Charlie Francis
Jim Irving
Mike Langford
Adam Politzer
Abbot Chambers
Jennifer Tejada
Mary Wagner

Public Works Director
Community Development Director
Administrative Services Director
Fire Chief
Parks and Recreation Director
City Manager
Librarian
Police Chief
City Attorney

Managers:

Fred Hilliard
Debbie Pagliaro,
Rhett Redelings Mac Dermott
John Rohrbacher
Kurtis Skoog
Todd Teachout
Loren Umbertis

Fire Protection Officer
City Clerk/Assistant to City Manager
IT Manager
Police Captain
Police Sergeant
City Engineer
Public Works Division Manager

Facilitator:

Michelle Murphy

President, InnoPro Performance Solutions

Strategic Planning Retreat

Proposed Agenda – October 5, 2012

	<i>Convene at Sausalito Fire Station</i>	<i>8:30 a.m. – 9:00 a.m.</i>
<i>Mike Kelly, Mayor</i>	<i>Call to Order - Opening Remarks Public Comment</i>	<i>9:00 a.m.</i>
<i>Adam Politzer, City Manager</i>	<i>Welcome - Meeting Overview</i>	<i>9:10 a.m.</i>
<i>Michelle Murphy, Facilitator InnoPro Performance Solutions</i>	<i>Introductions Strategic Planning Goals and Objectives Update Current Trends</i>	
<i>City of Sausalito Management Team</i>	<i>Department Head Update Six Month Status and Future Vision</i>	
<i>City of Sausalito City Council</i>	<i>City Council Vision and Goals Individual Twelve Month Goals and Future Vision</i>	
	<i>Group Lunch</i>	<i>12:00 p.m.</i>
<i>City of Sausalito City Council and Management Team</i>	<i>Current Situation Analysis</i>	<i>1:00 p.m.</i>
	<i>Strategic Objectives – Update for 2012 - 2013</i>	
	<i>Action Plan Topic Discussions</i>	<i>Action Plans and Priorities</i>
	<i>Strategic Planning Wrap-up Action Plan Summary Strategic Planning - Meeting Review</i>	<i>3:30 p.m.</i>
	<i>Adjourn</i>	<i>4:00 p.m.</i>

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 the following question. What are the most important recent trends you see facing your department and the City of Sausalito – focus on the last eleven months? The ideas the group contributed are summarized below. A check mark (✓) denotes the idea was mentioned more than once:

Trends:

- Annexation/Fire Department Consolidation complete
- Attempting to document processes in Departments
- B2B (Back to Basics) theme - working hard with less
- Bike frustration growing
- Busy Police service calls
- Capital Projects are finishing up
- City is growing up
- Daytime population increasing
- Division at Council level continuing
- Family growth (young families) coming into town
- Finances are strong
- Fire Merger – good to get past
- Harder to attract new employees to the public sector due to competition for compensation/benefits with the private sector
- HasMat storage – more regulations
- Higher fire risk – increased vegetation
- Housing element
- Housing Element deadline coming up
- Improved economy ✓
- Increased traffic and tourism issues
- Increasing numbers of visitors
- Increasing regulations
- Increasing Workers Compensation Claims and related litigation
- Infrastructure improvement
- Less political uncertainty
- Less public support for taxes
- Long term projects completing
- More stability and civility at the City Council level
- Need for Marinships Plan

Trends:

- New businesses in Sausalito
- Pacific Lab Building – Save Marinship Building
- People want to become involved in a strong city and a City Council that works together to solve problems (Moving out of the Police Department trailers example)
- Public awareness of politics on the City Council level
- Strong vibrant City Staff working at problem solving
- Succession Plan is good to work on – Need for succession planning
- Technology changes in reading devices – Library area
- Tourism and traffic
- Traffic changes ✓
- Unfunded mandates
- Visitors and traffic control

Current Situation Analysis – SWOT

Strengths – Weaknesses – Opportunities – Threats

The group was asked to evaluate the current situation of the City of Sausalito in October 2012 from their individual point of view. They were asked to make a listing of the changes to the Strengths, Weaknesses, Opportunities and Threats. The lists that were developed March 2011 and November 2011 were given as reference. The ideas the group contributed are summarized below. A check mark (✓) denotes the idea was mentioned more than once:

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

What works well about the City of Sausalito?

- America's Cup
- Broadcasting (live webstream) City Council Meetings
- Capitalizing on strengths is decreasing threats
- Consistency of employees
- Decrease of prior threats
- Department of Public Works (DPW) Infrastructure Improvements – Sewer Projects
- Economic stability
- Economy Improving ✓✓
- Ethical team
- Excellent staff
- Fire Consolidation ✓✓✓✓✓✓
- Infrastructure improvements
- Leadership + City Staff = strong TEAM
- Management Team – continued strength
- More empowered staff w/more experience
- Occupy movement
- OPEB (Other Post-Employment Benefits) - Outstanding Pension/Labor Negotiations
- Positive change in financial structure
- Professional development – Police Department (Move to new building)
- Proposed Management Academy
- Public Safety buildings completed
- Regional relationships
- Revenues in good shape
- Staff improving
- Strong City Staff
- Strong management team
- Team experience + knowledge
- Team gets along
- Team is VERY, VERY hardworking
- Turnover in Department Heads

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?

- “Downtown” bicycles – not fully utilizing “revenue” / “safety”
- City Council ability to stay focused on policy
- Communication to community
- Concerns regarding economic resources to meet demands of aging infrastructure
- Economy moving slow
- Fewer grant Opportunities available
- Increased financial needs with limited resources ✓✓
- Infrastructure
- Infrastructure of City
- Lack of storage / cramped office space
- Marinship infrastructure
- Marinship Specific Plan
- New Council Members coming onboard to assimilate (New Council Members will need time to adjust/adapt)
- Political connectivity – connections with City Council to Boards and other community groups (staff connected)
- Processes inefficient - “working on emergency power” takes a toll over time
- Public perception → difficult getting real message out
- Reactionary vs. proactive
- Revenues are “stuck”
- Short staffing levels
- Staff overloaded → regulations not updated
- Succession Planning on all levels
- Too busy to help others
- Too little desk time
- Too many paper files – too much stuff in storage
- Training development at all levels
- We are painted with same brush as other less productive/successful Cities (media paints everything with broad brush)

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?

- Back to the basics – looking to the future
- Communicate the information to community
- Decisions could be moved to staff level
- Election
- Employee team stability
- Employer's buyer's market
- Ferry Grant
- Ferry Landing / Downtown circulation/traffic plan
- Management Academy
- Marinship/affordable housing – continue to seek funding for design
- Number of people coming to visit without automobiles
- OBAG (OneBayArea Grant Program) dollars
- OPEB (Other Post-Employment Benefits) – reclassifications
- Pension reform with new MOU's (Memorandum of Understanding)
- Re-look at MLK site discussions
- Shared services
- Shift in Council membership
- Shift in State/Federal representatives
- Update Policies & Procedures to delegate
- Use of former police and fire sites for other purposes
- Working with "the cloud" / virtualized IT

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 / movement / civil unrest – still a big threat – targets are here**
- **City Hall building security**
- **Compliance with accessibility**
- **Decreasing money for projects**
- **Downtown infrastructure still needs improving**
- **Economy/Revenue - Need for emergency repairs**
- **Fiscal uncertainty**
- **Huge drain on financial resources**
- **Increased cost of living (gas/groceries)**
- **Increased gas prices**
- **Increasing claims for worker's comp**
- **Lack of trust of local government**
- **Less public support for taxes for public service**
- **Possible less competitive salaries/benefits for public employees**
- **Retirements – loss of experience**
- **Slow movement of the economy**
- **State budget uncertainty**
- **Too many processes undocumented**
- **What is the shared vision for the future?**

Strategic Objectives Discussions

Prior to the planning session each member of the Management Team was asked to prepare a summary of year to date highlights and accomplishments, new initiatives and projects, budget status and new priorities for the next six months. The Mission Statement for the Department and the level of community involvement with various citizen boards and commissions was included in some reports as well. The full reports were included in the meeting binder.

Questions for a “Jeopardy Style” quiz show were developed from the reports. The entire group participated in an interactive game show activity and at the conclusion each Department Head was given several minutes to speak about their Department and answer questions from the group. A brief summary of the presentations follow.

The information is presented in alphabetical order by department. The City Council members were asked to contribute their individual goals for the upcoming planning cycle and their vision for the future as well.

City Attorney

Highlights and Accomplishments

- Fire Annexation
- MLK Issues
- Zoning Ordinance Amendments

Department Priorities – Upcoming 6 months

- Sewer Projects
- Regulatory issues
- Muni Code Updates
- Litigation
- Cass’ Marina

City Clerk:

Highlights and Accomplishments

- Transitioned to new risk management company with a new claims adjuster
- Very active HR Division (number and variety of contacts)

Department Priorities – Upcoming 6 months

- Municipal Code Update
- New Council Member orientation/training

Community Development Department

Highlights and Accomplishments

- Housing Element Update
- First listing on Local Historic Register
- Zoning Ordinance Update
- Grant for Historic Context Statement received
- New Plan Check Process for Building

Department Priorities – Upcoming 6 months

- Adoption of Accessory Dwelling Unit regulations
- Working with Public Works Staff, Plaza Vina del Mar ADA Improvements
- Preparation of the Historic Preservation Regulations
- Environmental report on Valhalla
- Review of consultant contract

Finance

Highlights and Accomplishments

- Fire Annexation – had to have two financial plans because of this (must be fully vetted)
- Labor strategy was a two year effort – culminate in labor deal

Department Priorities – Upcoming 6 months

(Annual financial report, mid-year review, two year budget review all normal – but because we do it – prepare for new)

- How to expand economic base
- MLK / Liquidate General Fund Reserves
- Work with Business Advisory Group – What kind of businesses will support City services?

Information Technology

Highlights and Accomplishments

- Finalized thin client design
- New website design
- New IT policies

Department Priorities – Upcoming 6 months

- Deploy thin client
- Complete and launch website

- Next Gen Waste Management / Asset Management Program
- Fill Service Technician Role

Library

Highlights and Accomplishments

- **Circulation up**
- **Usage of downloadable collection high**
- **Revised remodel project**

Department Priorities – Upcoming 6 months

- **Complete remodel**
- **Manage Public's expectations**
- **Collaboration with School District**
- **Stand-alone website**

Parks and Recreation

Highlights and Accomplishments

- Cost recovery up from \$364,135 to \$339,168
- Completed designs for parks
- Contract with Playland (revenue generator)

Department Priorities – Upcoming 6 months

- Continue with events
- Parks – fundraising for park improvements

Police Department

Highlights and Accomplishments

- Free motorcycle!
- Busy with quality services / traffic issues – parking enforcement
- Increased grant funding (traffic safety grant)
- Homeless Outreach Program / Domestic Violence – partnering with neighbors
- Officers – shared SWAT Team with neighbors

Department Priorities – Upcoming 6 months

- Keep doing what we're doing (with two open recruitments – short two officers)
- Look to expanding partnership with schools

Public Works Department

Highlights and Accomplishments

- Loren onboard
- Restrooms underway
- Todd delivering capital projects with excellence
- Capital projects moving well (including grant funding)
- Sewer projects moving ahead

Department Priorities – Upcoming 6 months

- All of above → everything moving ahead but not finished

Southern Marin Fire District

Highlights and Accomplishments

- Annexation successful (on-going process still working)
- New District Board Members in place
- Fire Prevention Officers
- Joint Powers Agreement for Battalion Chiefs with Corte Madera

Department Priorities – Upcoming 6 months

- Fireboat back in the water!
- Fire prevention code and enforcement
- ISO PPC re-evaluation for Sausalito (International Standards Organization - provides a Public Protection Classification fire department rating)
- Work with Council to adopt WUI (Wildland-Urban Interface Code)

City Council Members Future Vision

Herb Weiner – Council Member

Highlights and Accomplishments

- Staff and Adam are a great team
- Adam has lead well
- Staff has guided the City well

Future direction:

- Goal is to have better camaraderie at the City Council level

Mike Kelley - Mayor

- Consolidation of Fire Services – Extra effort was needed due to the special election we had to hold – this cost the City an extra one hundred to two hundred thousand dollars
- Election ended up 67/37 in favor of consolidation
- Strong leadership is in place at the Fire Department level
- Achieved the Housing Element Proposal which was a lengthy process
- Council has managed to co-exist and get things done
- City runs like a finely tuned clock
- 1000% different than five years ago

Future Direction:

- Sewer and other infrastructure projects are now primary needs
- Staffing at the Police Department for safety

“Shared Services” Scenario Planning Session

What can we do over the next six months to maximize our effectiveness and efficiencies through the principle of “shared services”?

Potential Action Plans for Shared Services

Department: City Clerk/Administration

- Idea: 1) Recruit a pool of volunteers to support clerks
- Idea: 2) Standardize policies (i.e.: smoking ordinance)

Department: Information Technology

- Idea: 1) Maintenance/repair sharing with other agencies with similar equipment/software

Department: Library

- Idea: 1) Work with the School District on funding for School Library services (part-time librarian retiring)
- Idea: 2) County-wide tech platform development, e.g. e-books

Department: Parks and Recreation

- Idea: 1) Shared director

Department: Police

- Idea: 1) Support staff
- 2) Operational programs

Department: Public Works

- Idea: 1) Share services with Sausalito-Marin City Sanitary District
 - Cleaning
 - Asset management
- 2) Lawn moving / landscaping services (based on attrition)
- 3) Training
- 4) Arborist services
- 5) Sausalito-Marin City Sanitary District Consolidation
- 6) Shared water quality inspector for pre-treatment on commercial/industrial sites
- 7) ADA trainer / transition planner

Department: Southern Marin Fire District

Idea: 1) Shared boat

Code Enforcement / Fire

Idea: 1) Joint Building Inspection to identify violations
(violation follow-up done by each department)

Department: Fire Department/Police Department

Idea: 1) Sharing storage for property/evidence
2) PIO (Public Information Officer) duties @ fire scene

Department: All

Idea: 1) Joint training
2) Shared grant writer with other Cities
3) Document management, digitization, tagging, and storage
4) Shared video production/marketing department

Attachment 1

Flipchart and Meeting Notes

FRIDAY, October 5, 2012 9:00 AM – 4:00 PM

City of Sausalito Mayor, Mike Kelly welcomed everyone called the group to attention at 9:05 AM. Time for public comment was made available and two members of the public who are also candidates for City Council, Ray Withy and Thomas Theodores, introduced themselves and stated they were interested parties 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, President of InnoPro for meeting agenda overview and introductions.

Overview of the meeting:

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

Introductions and Strategic Planning Overview

Trends and Current Situation Analysis - S.W.O.T. Update

State of the City Questions & Answer Session – Accomplishments and Future Vision
by Department

1:00 PM – 4:03 PM - @ 3.0 hours with 15 minute break

City Council Member Goals and Objectives

Shared Services Discussion

Strategic Objectives Update – Action Plan Discussions

Meeting Summary and Wrap-up

Shared Services Discussion Notes:

The group divided into four teams and discussed ideas for sharing services. The brainstorming session resulted in several ideas for initiatives to begin within the current planning cycle.

Discussion notes:

- In order to have these kind of initiatives work out well the level of trust within the organization is critical
- Culture differences between organizations are important also
 - Laid back vs. high output
 - Quality issues
 - Expectation for results and time lines

- Definition of work responsibilities – cost of work responsibilities
 - What do they need? What do we need
- Our obligation is to eliminate redundancy and waste – just because we are discussing this, we still need to evaluate the true benefits and what we can move forward with.

Perhaps it's as simple as meeting over a cup of coffee. We just talk about it with potential "partners" and begin the dialog.

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.