

CITY OF SAUSALITO
CITY COUNCIL – MANAGEMENT TEAM STRATEGIC PLANNING RETREAT

April 25, 2008 * Spinnaker Restaurant

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MISSION STATEMENT

*The City of Sausalito serves its people and promotes creativity
in its unique waterfront community.*

VISION STATEMENT

*Sausalito will bring together its residents, commerce and visitors to create a thriving, safe,
friendly community that cultivates its natural beauty, history, the arts and waterfront culture.*

CORE VALUES

not in priority order

The City of Sausalito values...

- ♦ *Innovation, creativity and informed risk taking*
- ♦ *Honest and open government*
- ♦ *Creating an environment where people excel to their full potential*
 - ♦ *Professionalism*
 - ♦ *A sense of community*
 - ♦ *Quality public service*
 - ♦ *Espirit d'corps*

THREE-YEAR GOALS

2008-2011 * not in priority order

Attain fiscal stability

Increase effectiveness and efficiency of the organization

Promote and help the community actualize "Imagine Sausalito"

Improve the infrastructure, with emphasis on finishing the public safety buildings

Item #: 486
Meeting Date: 5-6-08
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S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT PROGRESS HAS BEEN MADE ON PRIORITIES SET 6 MONTHS AGO?

Brainstormed Perceptions:

- Full staffing
- Basketball court is rehabbed
- Successful migration to a new fiber network
- We have a clock in the Council chambers
- Customer Service Team meeting regularly and coming up with ideas
- New City website
- Hired new Parks and Recreation Director
- Hired new Accounting Technician in Finance
- New Help Desk call tracking
- Emergency Preparedness Program off the ground
- Started a Police Chaplain Program
- New half-time Technology Administrator
- Appointed a Marinship Steering Committee
- Upgraded the In the Loop distribution system
- 2 successful All Hands meetings
- Completed police succession planning
- Got our SEIU employees to the median salary
- Adopted a social host ordinance
- Updated the animal control ordinance
- Public Safety Building – completion of demolition plan and 65% of construction documents are done
- Established a City Hall Improvement Committee
- Completed the GASB 45 actuarial report
- Successful Tour of California
- Upgraded police systems to be compatible with Inglewood citation processing system
- Renovations at Building 1 at MLK property
- Our In The Loop distribution list just keeps growing
- Participation in Southern Marin Trolley Study
- Successful free ride home program on New Year's Eve
- Library strategic plan completed
- Spam management
- Technology upgrades in the Council Chambers are great
- Hired new Community Development Director
- Hired a new Associate Planner and Administrative Aide in Community Development Department
- Hired a part-time MLK Property Manager
- Hired a new lieutenant

- Bought a new sewer truck
- Completed new agreement with the Art Festival
- Actively talking with the Sanitary District
- Awarded \$340,000 for Stairways Project
- Completed \$71,000 of grant work in Parks and Recreation Department
- Completed Fire Station 2 readiness
- Fire Department moved
- Released RFP for solar panels
- Bulkley land slide repaired
- Great strides in customer service
- Increased internal police training
- We cleared out a backlog of land use appeals
- Free Wi-Fi installed downtown
- Completed 5 sewer stop repairs
- Implemented a Vegetation Management Plan
- Processed 34 encroachment projects
- Art Commission is back on track
- Implemented remote access to the network
- Active business visioning process

WHAT ARE THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed Perceptions:

- Staffing continues to be a problem in departments in charge of infrastructure (e.g., public works, IT, finance and engineering)
- Conflict between new projects and existing services
- Uneven resources
- Small building permits take too long
- No disaster recovery system for data
- Lack of institutional memory
- More than 50% of network servers are beyond their life cycle
- Lack of funding
- Document organization chaotic
- Tight budget
- Council meetings go too late
- Council member's talk too much
- Line staff vacancies
- Lack of fiscal stability
- Have not filled vacant Recreation Supervisor position
- Continuing heavy workload
- Lack of current City codes, including historic guidelines
- Deferred fire prevention and inspections
- Do not have enough recreation classes
- Everything running too fast
- Too many meetings

- Challenges to implement integrated pest management
- Lack of space
- Lack of clear Parking Management Plan
- Too many things to do – not enough resources
- Too much follow up requirements
- Lack of maintenance of infrastructure
- External forces forcing internal culture change
- Unrealistic expectations for services provided
- Have not filled Deputy Planning Director and Assistant Planner positions
- Management Team is overstressed
- Work overload
- Lack of a plan to maintain sewer infrastructure
- Lack of volunteers to serve on Boards and Commissions
- Emergency preparedness hasn't come together
- Lack of a clear plan to fund Public Safety Facility, fixtures and furniture
- Lack of staff and staff time to pursue grants
- Lack of consistent heat
- Inadequate space for archival document storage, both physical and electronic
- Lack of tools for outreach
- Inefficient coordination of systems
- Lack of clean bathrooms
- City policies potentially impacting revenue growth
- Lack of current web tools
- Lack of current software
- Lack of a system to support permit tracking
- Employees work in cramped work space with ergonomic issues
- Lack of understandable web address
- Lack of current accounting software
- Lack of comfortable chairs in Council Chambers

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS?

Brainstormed Perceptions:

- New President
- Attention to climate change
- Stronger dollar
- Housing market recovery
- Future bond projects
- Prop 1B
- Prop 1A
- Increased visitors
- Distinguished schools
- Decrease in gas prices
- Relationship with Sausalito Chamber

- Good relationship with Assemblyman Huffman
- Countywide wiring network upgrades
- National health plan
- Improved water quality
- Carollo Point opening
- Above anticipated Measure A funding
- Increase in the number of young families
- Highway widening project
- End of Iraq war
- Restructuring of health and pension benefits at the State
- Our Supervisor being President of the Board of Supervisors
- More widespread focus on being green

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE NEXT THREE YEARS?

Brainstormed Perceptions:

- High fuel costs
- Changing political representatives
- Declining housing market
- Federal environment enforcement
- Severe weather concerns
- Aging utilities infrastructure
- Inflation
- Power outages
- State budget deficit
- Sea level rise
- Increased traffic volume
- Council elections
- Global downturn in the economy
- Private lawsuit costs
- Climate change
- Air pollution
- Natural disasters
- New laws and regulations that need to be enforced and complied with
- Baby boomer retirements
- Community dissatisfied with increased fees and fines
- Increased personnel costs

BRAINSTORMED GOALS

- Enhance Customer Service Program
- Implement departmental and citywide succession planning
- Attain fiscal stability
- Increase efficiency and effectiveness of the organization
- Finish and furnish the Public Safety Building
- Start shuttle operations
- Foster community involvement to work in concert with staff
- Fully lease MLK properties to increase revenue
- Strengthen outreach and communication with the community
- Enhance City Hall
- Reduce impact on the environment
- Improve land use and building permit review process
- Fund line staff workforce needs
- Recruit and retain talented and qualified employees
- Update the General Plan
- Develop and implement a Sewer Infrastructure Plan
- Fully implement Back to Basics Plan
- Promote and actualize "Imagine Sausalito"
- Implement citywide document archiving
- Resolve future of Sausalito Fire and EMS services
- Increase city revenues that are sustainable
- Plan and achieve long-range infrastructure maintenance
- Implement the City's 10-year CIP and identify funding sources
- Accelerate community consensus
- Complete park upgrades and improvements
- Implement the City's Emergency Preparedness Plan
- Identify and correct citywide safety issues
- Reform and revamp the entire parking system
- Provide staff development training
- Develop and implement a Fire Prevention Program
- Upgrade IT infrastructure
- Develop and implement a Wellness Program
- Update the Marinship Specific Plan and create community consensus

CITY COUNCIL, CITY MANAGER AND CITY ATTORNEY DISCUSSION

PROTOCOLS

A. PLACING ITEMS ON THE AGENDA

- If a Council member wants to put an item on the agenda, he/she goes to the mayor.
- If the mayor disagrees, the Council member brings it up during the "Future Agenda Item" section of the City Council meeting.
- By consensus, or a majority vote, if necessary, an item can be put on the agenda.
- If an issue needs immediate/emergency action, a 4/5 vote of the Council is needed.
- If a member of the public asks for an item to be put on the agenda during Public Comment time, the Council can direct staff to put it on a future agenda when there is consensus by the Council, or defer discussion of that item to the "Future Agenda Item" section of the City Council meeting.
- Process for calling a Special Meeting of the City Council:
 - Notify the mayor
 - The Mayor contacts the City Manager to have the City Manager poll the other Council members on their availability.

B. COUNCIL-GENERATED STAFF WORK

- All requests for staff work must go through the City Manager.
- The City Manager determines how much work a request will take.
- If significant, the Council must support the request.

C. GIVING DIRECTION TO THE CITY MANAGER

- The Council collectively gives direction to the City Manager.

D. WORKING WITH THE CITY MANAGER IN COMMUNICATIONS WITH THE STAFF

- Routine requests for information can be asked directly of staff without going through the City Manager.
- If staff would be put in an awkward position or feel that they were being given direction, go through the City Manager for the information.
- If you have a question of staff about an item on the agenda, when possible ask the staff person ahead of time (before the meeting) so that he/she can be prepared with the answer.
- As much as possible, e-mail staff with requests for information and c.c. the City Manager. The City Manager shares the information equally with all Council members.

E. GIVING DIRECTION TO THE CITY ATTORNEY

- The Council collectively gives direction to the City Attorney.
- Council members individually may request information of the City Attorney.
- Be cognizant that the City Attorney works by the hour and is the attorney for the entire City Council, not the individual Council member.

- Decisions regarding the attendance of the City Attorney at meetings are determined by the Mayor with the City Attorney.
- Decisions regarding City Attorney attendance at other than City Council meetings are determined by the City Manager with the City Attorney.

F. RESPONDING INDIVIDUALLY, AS A COUNCIL MEMBER, TO PUBLIC COMPLAINTS OR INQUIRIES

- Report serious public complaints or inquiries to the City Manager and ask the City Manager to follow up with the member of the public.
- Routine complaints (e.g., replacement of a street light) can go directly to the appropriate department.
- Let the City Manager know if you've spent time with a community member dealing with a complaint.
- Inform the complainant that the appropriate staff member will be notified of a complaint.
- When possible, email the City Manager with complaints or forward complainants' emails to the City Manager.
- If a public member's perception is that they have been treated poorly (e.g., rude) by a City staff member, the Council member needs to share the information with the City Manager.

G. COUNCIL MEMBER REPRESENTATION ON REGIONAL BOARDS

- The Mayor appoints, at a Council meeting, Council member representatives and alternates to regional boards.
- If there is a conflict regarding the Mayor's appointment(s), State Law will govern.

H. COUNCIL MEMBER REPRESENTATION ON COUNCIL SUBCOMMITTEES

- The Mayor appoints, at a Council meeting, Council member representatives to Council subcommittees.

I. RESPONDING TO THE PRESS

- When contacted by the press, clarify whether you're speaking on behalf of the Council or yourself.
- If you do not feel knowledgeable about an issue, refer matters to the Mayor, an appropriate Council member or the City Manager.
- All press calls need to be answered and as quickly as possible.
- Confidential issues (anything discussed in closed session) cannot be talked about with anyone.

J. CONSENSUS* DECISION MAKING

- Council members work toward consensus, including healthy discussions allowing for divergent opinions and/or disagreement.
- If consensus cannot be reached, or if legally required, a vote is taken.

*Consensus = General agreement; a decision that all can live with

K. ACTION OF COUNCIL SUBCOMMITTEES

- Council subcommittees cannot take action on behalf of the Council; they can only make a recommendation to the City Council for action.
- Council subcommittees operate under the Brown Act.

IN ADDITION TO THE PROTOCOLS, WHAT DO COUNCIL MEMBERS EXPECT AND NEED OF EACH OTHER TO WORK EFFECTIVELY AS A TEAM?

Consensus List:

- Answer and return emails and phone calls; flag emails that are important and include a time when you need a response
- Indicate your preference for getting messages quickly
- Don't speak over each other
- Everyone should have the opportunity to get their say in closed session and respect each other's opinion; formalize agendas with timeframes and clarify about whether direction is needed or not; consider change to formal venue
- Be honest
- Be prompt
- Be present and be prepared
- Avoid repeating what someone else has said
- Listen to each other
- Be brief in your comments
- Get closed session packet as early as possible
- Be advocates, not activists (willing to accept others' views)

NEXT STEPS/FOLLOW-UP PROCESS

| WHEN | WHO | WHAT |
|--------------------|---|--|
| April 28, 2008 | City Manager | Distribute the retreat record. |
| Within 48 hours | All | Read the retreat record. |
| May 6, 2008 | City Council | Present the updated strategic plan to the public. |
| May 7, 2008 | Management Team (City Manager-lead) | Review the "What's Not Going Well" list for possible action items. |
| By May 8, 2008 | Department Heads | Share updated strategic plan with the staff. |
| Monthly | City Council | Review progress on the strategic plan and revise objectives (add, amend and/or delete), as needed |
| Monthly | City Manager | Distribute updated Strategic Plan Monitoring Matrix |
| September 19, 2008 | City Council & City Manager | City Manager evaluation and Teambuilding retreat. |
| November 21, 2008 | City Council, City Manager, City Attorney & Management Team | Strategic Planning Retreat to review progress on the plan and develop objectives for the next six months |

CITY OF SAUSALITO  **SIX-MONTH STRATEGIC OBJECTIVES**

April 25, 2008 – November 1, 2008

THREE-YEAR GOAL: Attain fiscal stability

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|---------------------------|--|---|--------|-----------|---------|----------|
| | | | DONE | ON TARGET | REVISED | |
| 1. By July 1, 2008 | Police Captain | Perform a focused study on the parking fees and fines and recommend to the City Council for action adjustments, taking into account other communities' fees. | | | | |
| 2. By July 31, 2008 | Community Development Director (lead), working with the City Engineer, Public Works Division Manager and Council Finance Committee (Mayor Amy Belser, Councilmember Mike Kelley) | Compare and recommend adjustments to Sausalito's Building, Planning, Engineering and Public Works fees and fines, taking into account other Marin communities and recovery costs, and present to the City Council for action. | | | | |
| 3. By October 1, 2008 | City Manager, working with the Council Finance Committee (Mayor Amy Belser, Councilmember Mike Kelley) | Identify at least three tax revenue options to present to the City Council for their consideration. | | | | |
| 4. By November 1, 2008 | Finance Director, working with the Council OMIT Committee (Councilmembers Jonathan Leone and Mike Kelley) | Increase occupancy to 100% of available space at the MLK properties and improve overall revenue by at least 5%. | | | | |

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THREE-YEAR GOAL: Increase effectiveness and efficiency of the organization

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|-----------------------------|--|--|--------|-----------|---------|----------|
| | | | DONE | ON TARGET | REVISED | |
| 1. By June 1, 2008 | Management Team (Police Chief-lead), with input from the City Council | Recommend to the City Manager possible reallocation of staff resources among current vacancies. | | | | |
| 2. By July 1, 2008 | City Manager | Present a firm timeline for filling vacant staff positions. | | | | |
| 3. By September 1, 2008 | City Manager | Fill the Public Works Director position. | | | | |
| 4. By September 1, 2008 | Assistant to the City Manager | Have a Document Management System operational and will provide staff training. | | | | |
| 5. By September 30, 2008 | City Manager, working with the Senior Management Team | Define and articulate to staff, City Council and the public the "back to basics" concept and how to implement it. | | | | |
| 6. By October 1, 2008 | Administrative Services Manager, working with representatives from each department | Develop a list of needs and potential solutions to promote staff development, well-being and succession planning to present to the Management Team for consensus on what is going to be implemented. | | | | |
| 7. By November 1, 2008 | Tech Manager | Begin to implement the plan to upgrade hardware and software that are fully compatible and supportable on a citywide basis. | | | | |

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|------------------------|---|--|--|--|--|
| 8. By November 1, 2008 | Administrative Services Manager, with input from the Management Team, Line Staff and the City Council | Present to the City Council for direction an Enhancing Customer Service Action Plan. | | | |
|------------------------|---|--|--|--|--|

THREE-YEAR GOAL: Promote and help the community actualize "Imagine Sausalito"

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|--|--|--|--------|-----------|---------|----------|
| | | | DONE | ON TARGET | REVISED | |
| 1. By June 1, 2008 | Business Advisory Committee (Councilmember Paul Albritton) | Identify "Imagine Sausalito" projects to be funded in FY 2008-2009 and present to the City Council. | | | | |
| 2. By June 1, 2008 | City Council | Take action on funding for continuing the "Imagine Sausalito" process. | | | | |
| 3. By June 1, 2008 and monthly thereafter at Senior Management Team meetings | Senior Management Team | Include a discussion of "Imagine Sausalito," how to integrate it into the work of the staff, and identify opportunities for collaboration. | | | | |
| 4. By July 1, 2008 | Business Advisory Committee (Councilmember Herb Weiner-lead) | Present to the City Council ways to increase citizen participation in the "Imagine Sausalito" process. | | | | |

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THREE-YEAR GOAL: Improve the infrastructure, with emphasis on finishing the public safety building

| WHEN | WHO | WHAT | STATUS | | | COMMENTS |
|---------------------------|--|---|--------|-----------|---------|----------|
| | | | DONE | ON TARGET | REVISED | |
| 1. By June 1, 2008 | City Manager | Convene a meeting between the City and PG&E executives to discuss solutions to the failures in their electrical infrastructure. | | | | |
| 2. By June 24, 2008 | City Hall Improvement Committee (Mary Richardson-lead) | Report to the City Council on suggested improvements to City Hall. | | | | |
| 3. By June 30, 2008 | City Engineer | Report to the City Council on proposed dates for implementation of CIP projects in the 2008-2010 budget. | | | | |
| 4. By July 15, 2008 | Parks and Recreation Director | Report to the City Council a schedule of park improvements with dates for starting each project. | | | | |
| 5. By October 15, 2008 | City Engineer | Submit reports required by EPA Administrative Order regarding compliance with the Clean Water Act. | | | | |

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|------------------------------|--|--|--|--|--|
| 6. By November 1, 2008 | Community Development Director (lead), working with Swinerton Management, the Council Public Safety Facilities Committee (Councilmember Jonathan Leone and Mike Kelley) | Monitor and ensure completion of retaining walls, demolition of existing structures at 29 Caledonia and 333 Johnson and complete the foundations for the new public safety building. | | | |
| 7. By November 1, 2008 | Police Lieutenant | Identify and present to the City Council's Public Safety Facilities Committee required furnishings, fixtures and equipment for new public safety facility buildings and proposed sources of funding. | | | |

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