



2018-2020 Strategic Plan

Administration: City Manager, City Clerk, Finance, Human Resources, Property Management, and Information Technology

November 2017

Goal 1. Utilize long-range comprehensive planning, including land use and transportation, to balance the community's character and diversity with its evolving needs.

City planning is a dynamic process that works to improve the welfare of people and their communities by creating more convenient, equitable, healthful, efficient, and attractive places for present and future generations. Planning enables civic leaders, businesses, and citizens to play a meaningful role in creating communities that enrich people's lives. Good planning helps create communities that offer better choices for where and how people live. Planning helps communities to envision their future. It helps them find the right balance of new development and essential services, environmental protection, and innovative change.

Objective 1.1: General Plan Update

The General Plan underwent a comprehensive update culminating with its adoption in September 1995. The update process and milestones listed below apply to six of the seven required General Plan elements (i.e., land use, circulation, open space, safety, noise, and conservation), as well as two optional elements (i.e., community design/historic preservation, economic development). The housing element will not need to be updated until 2021 due to its update in January 2015. The current general plan has combined some of the required elements into single elements (e.g., Environmental Quality, Health and Safety) and staff supports continuing this format for closely-related topics.

Objective 1.1. General Plan Update Milestones	Status	Fiscal Year
h) Develop a General Plan Fiscal Element/Component(Goals, Policies and Programs that ensures that the City is sustaining itself fiscally through programs that enhance the community’s economic base, maximize the effectiveness of the City’s public facilities, maintain a stable City revenue system, recover the cost of public services at General Plan build-out, minimize General Fund debt and produce a balanced annual City budget.		2018-19

Goal 2. Increase community involvement in City governance and decision-making through communication and technology.

Civic engagement is important in Sausalito and exists not only because it is a core principle of democracy, but also because it really produces more effective and efficient decisions. The City is focused on not only providing information, but also creating opportunities for involvement regarding the generation and allocation of precious and limited resources.

Objective 2.1: Gather community feedback through annual surveys

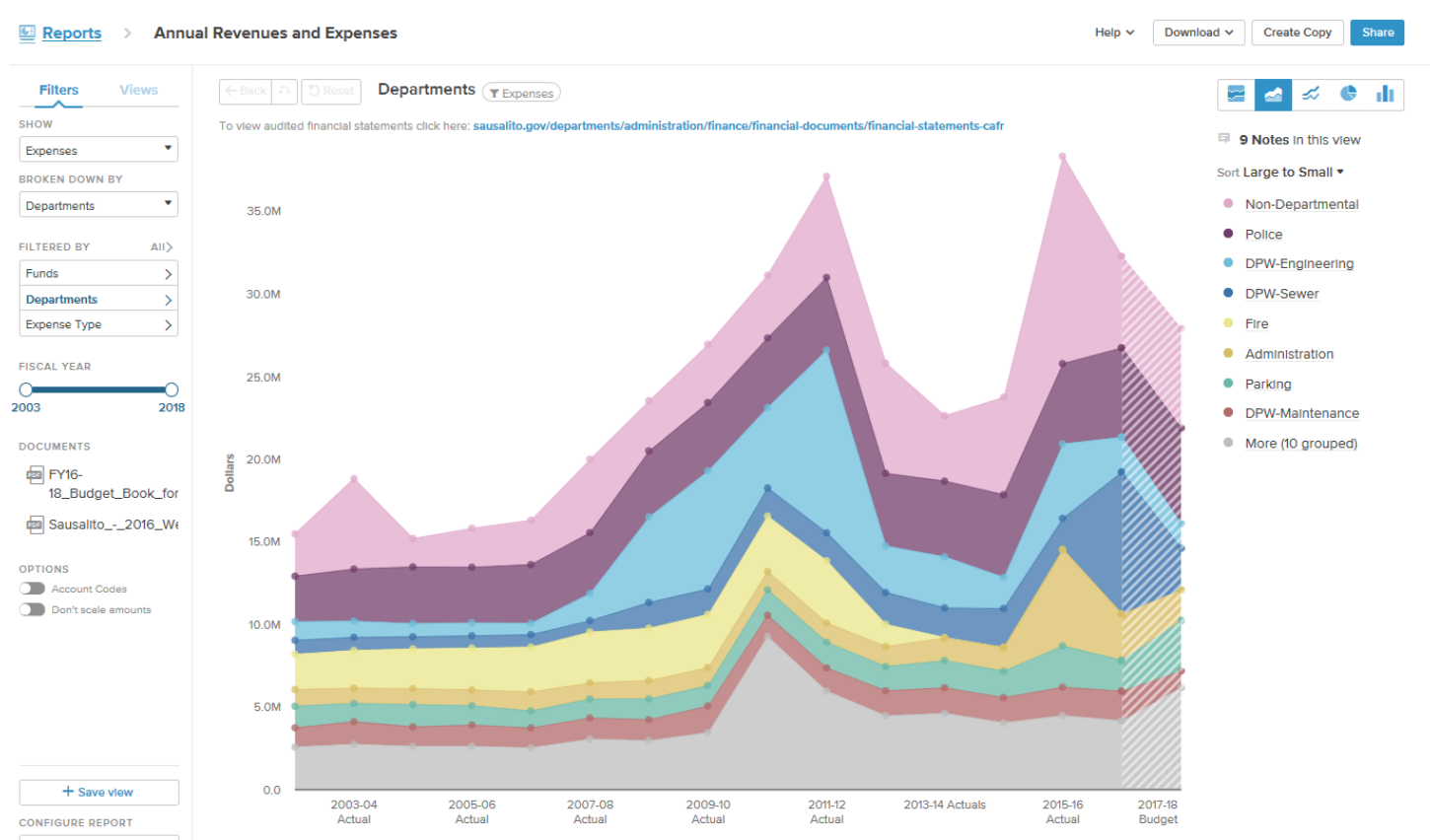
Gathering community feedback through annual surveys is important to: improving performance by better understanding what the public wants and expects from its government; understanding community attitudes about a variety of service needs and ensure services and service levels reflect citizens' priorities; recognizing public priorities in planning, budgeting, and managing services, including their interest in additional revenue generation opportunities; and, establishing long term strategies to provide for a fiscally sustainable future for the jurisdiction.

Objective 2.1 Milestones	Status	Fiscal Year
a) Conduct periodic community survey on City service delivery satisfaction		FY2017-18

Objective 2.2: Identify technology that can help to inform and engage citizens.

Existing and emerging collaborative and social technologies are transitioning the way we govern, and more importantly they enable enhanced transparency in government.

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Goal 3. Fiscal Resiliency

The 2008 Great Recession has taught us that sustainability is a necessary but insufficient condition to ensure the ongoing financial health of the City. A sustainable system is balanced, but an external shock (like a severe economic downturn) can unbalance the system and perhaps even collapse it. The City of Sausalito will continue to face serious challenges from outside, including but not limited to economic adjustments, natural disasters, and important policy changes by other levels of government. As such, the City must strive to go beyond sustainability to a system that is adaptable and regenerative – in a word: resilient.

Objective 3.1: Maintain an adequate level of highly competent and motivated staff to continue to provide high quality services to Sausalito citizens and businesses.

Strategic workforce planning is the essential link between the levels of municipal services that the City desires to deliver to its citizens, with the City's human capital. Accordingly, the City develops a comprehensive Labor Negotiation Strategy process that includes analytical review of all existing classifications, a compensation comparison of peer city agencies, actuarial analyses of the City's pension plans and Other (than pensions) Post-Employment Benefits (OPEB). The City collects and analyzes actual labor salaries and benefits from the previous 10 years, and makes five-year projections. Staff collects and examines current compensation plans across the state and nation government sector. Finally, the City develops a conceptual framework to create a Sausalito workforce that delivers high-performance and high-quality government services at a sustainable cost for the City. Sausalito's current labor agreements are for four years, and the current Memorandums of Understanding expire on June 30, 2019. On September 1, 2015, at a regularly scheduled City Council meeting, the City Council discussed the response to [Marin County's Grand Jury Report: The Need for Labor Negotiation Transparency \(COIN\)](#). The City Council directed staff to return to City Council at least 45 days prior to future negotiations in order to develop negotiation methodology, specifically related to an independent negotiator.

Objective 3.1 Motivated and Competent Staff Milestones	Status	Fiscal Year
a) Review classifications		2017-18
b) Review compensation comparisons		2017-18
c) Review CalPERS and OPEB valuations		2017-18
d) Review CPI assumptions in previous MOUs		
e) Formulate Negotiation Strategy including compensation, benefits, and working conditions		July, 2018
f) Determine the fiscal impact of each provision in the current contact, and make this analysis available for public review		2018-19
g) Negotiate MOUs with labor groups		2018-19 – 2 nd , 3 rd and 4 th Quarters
h) Execute MOUs		July 1, 2019

Objective 3.2 Maintain Operating Budget Structural Balance

A true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

Objective 3.2 Milestones	Status	Fiscal Year
a) Develop strategies to address the Unfunded Actuarial Accrued Liabilities for Pensions and OPEB including the funding and uses of the irrevocable trust fund	Review annually during budget adoption	Update 2017-18
b) Update the financial policy manual	Review annually during budget adoption	Update 2017-18
c) Update operating procedures	Review annually during audit	Update 2017-18
d) Update the reserve policy	Review annually during budget adoption	Update 2017-18
e) Develop and deploy a fiscal health analytical tool	Review annually during audit	Update 2017-18
f) Update user-fees for Consumer Price Index (CPI) changes and legal compliance	Review annually during budget adoption	Update 2017-18

Objective 3.3: Develop and Adopt a Strategic Long-Term Financial Management Plan

Strategic long-term financial planning uses financial forecasts and analysis to identify future challenges and opportunities, and then identifies Milestones to secure financial sustainability in light of the challenges and opportunities and complements policies developed as part of the General Plan Update.

Objective 3.3 Milestones	Status	Fiscal Year
a) Develop and sustain a 10 year financial forecasting model incorporating Capital Improvement Projects, Pension and OPEB funding strategies, and the impacts of other financial and reserve policies		2017-18
b) Identify most likely threats/risks to City finances and develop a plan to address them		2017-18
c) Identify and manage best options for ensuring economic resiliency		2018-19
d) Prepare, adopt and implement Long-Term Financial Plan		2018-19
e) Create an economic development strategy within the General Plan		2018-19

Objective 3.4: Financing Plans for Infrastructure Investment

Given the scarcity of public funds available to make even the most essential planned infrastructure investments, the City must explore all available financing tools to supplement traditional funding sources.

Objective 3.4 Milestones	Status	Fiscal Year
a) In conjunction with the City's Asset Management Plan, consider infrastructure fees to provide for continuing investment in infrastructure		2018-19
b) Incorporate a 20 year capital vision into the CIP and budget process as well as integrate it with long-term fiscal forecasts.		2017-18
i. the long-term financial forecast component needs to include emphasis on the long-term liability of deferred capital projects, i.e. ADA, Sewer, Streets, Storm Drains, buildings/facilities, IT, etc.		
c) Evaluate options for storm water system financing (SB231)		2017-18

Goal 4. Improve and continue to maintain the infrastructure

Infrastructure includes the basic physical structures, systems, and facilities needed to provide services to residents and for the functioning of a community and its economy, such as sidewalks, streets, storm drains, parks, police facilities, and sewer systems. Infrastructure impacts the public health, safety, and the quality of life for Sausalito citizens as well as the tourism industry which is an important part of the City's economy. Decisions made regarding infrastructure projects are very important because they are generally large and expensive, and the assets they create will likely be required for decades of public use.

Objective 4.1: Establish and maintain an Asset Management Plan for all City Infrastructure

Asset management is a recommended practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost. Asset Management provides needed information on existing assets, such as condition, so that City staff can develop optimal milestones for maintenance and rehabilitation or replacement of assets. The City has Asset Management efforts underway, including conducting condition assessments and developing standard City-wide minimum guidelines for managing assets. Ultimately, Asset Management will provide a sound basis for the City to identify the magnitude of the backlog; prioritize needed capital projects; and effectively focus limited resources.

Objective 4.1 Asset Management Plan Milestones	Status	Fiscal Year
i) Design Renovations and Repairs at Martin Luther King, Jr Complex (MLK)		2017-18
j) Construct Infrastructure (roof, HVAC, gas lines) Repairs at MLK		2017-18
n) Develop Streets Master Plan including RFP for multi-year design services to integrate pavement, accessibility, and underground utilities		RFP to be issued November 2016.
o) Consistent with General Plan discussions, explore creative financing options with private property owners amenable to share the costs associated with infrastructure improvements including Marinship, Downtown, etc. (i.e. assessment districts).		2018-20
p) Perform periodic measurements to monitor and update each asset's condition and ensure adequate funding for repair and/or replacement costs in future budgets.	Annual departmental work plans	
r) Develop funding for the South City Limits to Richardson Street Improvements Project consistent with General Plan discussions		2018-19
t) Develop funding and implement the other elements of the City's Capital Improvement Program in coordination with the Asset Management and related Master Plans	Annually in budget process	

Objective 4.2: Manage Sewer Infrastructure Program

In keeping with asset management practice for effectively and sustainably managing assets at a desired level of service for the lowest life cycle cost, and in compliance with the EPA Administrative Order in force, Staff is transitioning to a common software framework for all assets and utilizing a continuous process cycle of maintenance, inspection (condition assessment), capital project prioritization, and capital project design, permitting, and construction.

Objective 4.2 Milestones	Status	Fiscal Year
c) Issue \$5 million in debt; design \$5 million in capital improvements	Completed	
d) Permit and construct \$5 million in capital improvements including: i. Urgent Repairs ii. Gate 5 Road	Urgent Project Completed Gate 5 Partially Completed	Others in process and as needed
e) Reinstate Sewer Committee Working Group with Sausalito Marin City Sanitary District (SMCSD)		2017-18
f) Retain a consultant to advise on feasibility study of consolidation of City of Sausalito sewer enterprise with Sausalito-Marin City Sanitary District and potential for joint rate study		2018-19

Objective 4.3: Remodel Civic Center and Library

The full ADA analysis and transition plan for Sausalito City Hall has identified barriers to access that would cost the City hundreds of thousands – if not millions – of dollars to resolve structurally. Given the other, non-ADA deficiencies of City Hall and the Library, the required barrier removal presents an efficient and opportune time to undertake a comprehensive evaluation of space and structural needs as does the General Plan Update to determine the long-term intended use of the facility.

Objective 4.3 Milestones	Status	Fiscal Year
a) ADA analysis of City Hall deficiencies	Completed	
b) Space needs assessment of City Hall departments & tenants		2018-19

Goal 5. Continually assess and deliver effective, efficient, and environmentally sustainable municipal services.

The City of Sausalito provides a broad range of high-quality municipal services including: police, library, recreation, infrastructure maintenance, code enforcement, current and advance planning, parking, and asset maintenance. The delivery of municipal services is through deployment of human resources, vehicles, equipment and infrastructure resources and technology resources.

Retaining structural balance and providing high quality services is accomplished by continual business process improvement. City departments annually refine goals and purposes (who are we, what do we do, and why do we do it?); then determines who the departmental customers or stakeholders are (who do we serve?); and then aligns the business processes to realize the department's goals (how do we do it better?)

Objective 5.1: Establish and Maintain a Certified Local Hazard Mitigation Plan

A Hazard Mitigation Plan's purpose is to fulfill the federal Disaster Management Act that calls for communities to prepare mitigation plans. The plan includes resources and information to assist City residents, public and private sector organizations, and others interested in participating in planning for hazards. The plan provides a list of mitigation activities that may assist the City in reducing risk and preventing loss from future hazard events. Without a FEMA-certified local hazard mitigation plan, the City is not eligible for federal hazard mitigation grants. Local jurisdictions are responsible for updating hazard mitigation plans every five (5) years.

Objective 5.1 Milestones	Status	Fiscal Year
h) Initiate update of Adopted plan		2019-20
i) Develop training plan to comply with FEMA requirements		2019-20

Objective 5.2: Develop service level indicators for each major department/program

Service level indicators measure performance and enable the City to improve performance, enhance accountability, stimulate productivity and creativity, and allocate resources more efficiently and effectively.

Objective 5.2 Milestones	Status	Fiscal Year
a) Review performance measures included in FY2014-16 Resource Allocation Plan		2017-18 – Comprehensive update for 2018-2020 Resource Allocation Plan
b) Identify department goals, develop new performance measures, and revise existing performance measures	Annually in budget process	
c) Update performance measures with most recent data	Annually in budget process	
d) Publish performance measures in each year budget		Comprehensive update for FY18-20

Objective 5.3: Implement On-Line Application Process for Minor Building and Land Use Permits

The City's existing process for accepting applications for minor building and land use permits offers opportunities for improvements which would benefit applicants and City Staff. City staff has explored options used by other municipalities, the City's Geographic Information System, and financial software suppliers to provide a solution that streamlines the application process, fee collection, permit issuance and inspection scheduling for minor building and land use permits.

Objective 5.3 Milestones	Status	Fiscal Year
a) Perform feasibility analysis of online application process for minor building and land use permits	Completed	
b) Recommend preferred alternative for implementation with mid-year budget	Completed	
c) Roll-out implementation of TrakIt		2017-18

Objective 5.4: Identify technology that can improve service levels

Identifying, selecting and implementing alternatives to existing means of communicating, exchanging resources, and issuing and regulating permits will improve service levels and reduce costs. Just as Sausalito's Library already provides significant benefits to the community without the requirement that a user be present at the Civic Center, all City services must be optimized for improved service levels, convenience, accuracy, transparency and reduced costs.

Objective 5.4 Technology Innovations Milestones	Status	Fiscal Year
<p>b) Expand program of recording, broadcasting, and archiving City meetings and events using the video recording system in the Council Chambers including Historic Land Board (HLB), Parks & Recreation Commission, SMCSO, Trees & Views Committee, and Pedestrian & Bicycle Advisory Committee.</p>	Completed 2016-17	Ongoing evaluation of opportunities
<p>c) Information Technology</p> <ul style="list-style-type: none"> • Develop IT Strategic and Operation Plan/ IT Disaster Recovery • Citizen complaint tracking system including possible software that allows citizens to snap a picture on their smartphone and file a service request easily along with it • Public Docuware-type access to official public records 	<p>Completed 2016-17</p> <p>Docuware access of agendas and materials available FY2015-16</p>	<p>FY2017-18 evaluation of CRM for future funding</p>
<p>Access technologies to increase energy efficiencies and resource management (e.g. platforms tracking energy usage, remote adjustments, etc.)</p>		2018-19

Objective 5.5: Develop/Update departmental strategic, operational, staffing plans

The effective delivery of municipal services is crucial to creating cities that work. In the City of Sausalito, households and businesses depend on the provision of basic municipal services, including police, recreation, library, planning, code enforcement, roads and road maintenance, sewer collection systems, parking and building and grounds maintenance. These services support the economic development of the City. Poor levels of service, interruptions, low coverage levels, and other problems can undermine quality of life in municipalities and erode trust in local government. By developing and updating departmental strategic, operational and staffing plans, the City plans to continue the delivery of efficient and effective, qualitative and environmentally sustainable municipal services.

Objective 5.5 Departmental Plans Milestones	Status	Fiscal Year
Evaluate Best Practices and Develop department goals that map to Strategic Plan goals.	Annually in budget process	
Public Works <ul style="list-style-type: none"> Evaluate efficiencies to fast track CIP projects 	Created dedicated construction management team in FY2016-17. Review annually in budget process	
Administration – Review (and update) Document Management (e-documents, hard copies), etc.		2018-19 and update annually
Human Resources – Review (and update) Internal Processes and Policies for recruitment, leave, etc.		2018-19 and update annually
Information Technology – Review (and update) Internal Process and Policies for governance, hardware, software, usage.		2018-19 and update annually

Department Work Plan for 2018-2020

- Update Springbrook software for Accounting and Payroll
- Continue to develop and implement staff training plans
- Achieve the GFOA CAFR and Budget Presentation Awards
- Establish sustainable and effective maintenance plan for MLK

Questions or Feedback

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