

CITY OF SAUSALITO
CITY COUNCIL – MANAGEMENT TEAM STRATEGIC PLANNING RETREAT
April 10, 2009 * 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 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

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S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

FROM THE PERSPECTIVE OF THE CITY COUNCIL/COMMUNITY, WHAT IS GOING WELL AND WHAT HAS BEEN ACCOMPLISHED IN THE CITY OF SAUSALITO?

Brainstormed Perceptions:

- Modicum of fiscal stability
- Some infrastructure repairs on Bridgeway that may bring us stability in storms
- Doing a better job of prioritization as a government
- Maturity of our City staff—infill of positions and individuals evolving in those positions
- Our planning is much better and more comprehensive
- Communication between the Council and staff is much more open
- We've settled a great deal of litigation—we have very little serious litigation left
- We are focusing in on infrastructure issues and making plans to accomplish things in those areas
- Occupancy rate at MLK is very high
- We have a better hiring process, resulting in better hires
- We've made a lot of headway on a lot of very large problems (e.g., getting the code up to date and online)
- More interplay with staff and the Council at all levels
- Moved away from totem pole structure of decision making to more organizational decision making
- Getting away from working on singularly-supported projects and initiatives
- Tackling the bicycle issues downtown
- Plan for the sewers
- More open process of government and how it works
- There's a harmony among the staff
- Communication between the Council and the Chamber is at an all-time high
- We are appointing people to Commissions and Boards (e.g., HOV and the library)
- Finally building the Public Safety Building
- We created a process to write and adopt legislation that people have been asking about for some time
- Receptive to public input—Council and staff really listens and thinks through what people are saying and what they are concerned about
- Heightened recognition by the community
- For the Police Department's work—appreciation and recognition

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR

Brainstormed Perceptions:

- Improved economy
- Leadership change in the State—the Governor
- Larger base for drawing new hires
- Motivated employees
- County public officials are active on our behalf
- Volunteerism

- Economic stimulus package
- Low interest rates
- New leadership in the White House
- Motivated contractors
- Sausalito is still a desirable travel destination
- Lower gas prices
- More visitors internationally due to the weakness of the dollar
- Weather
- Trend toward stay-cations
- Lower cost of financing
- An engaged and highly aware public
- Property values holding their value
- More positive perception of local government

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR

Brainstormed Perceptions:

- Water quality regulations
- Declining TOT
- Decreased property taxes
- Continued decline in the economic condition
- Crime rates up
- Global warming—rising sea
- Unfunded mandates to local jurisdictions
- Business closures
- Declining sales tax revenue
- State withholding revenue
- State ballot measures not passing
- PERS
- San Francisco politics
- Joblessness
- Effect of the economy on people—starting to panic
- Prison release policy
- Recent and proposed State cuts
- Lawsuits
- Weather—storms
- Fewer fish in the ocean
- Earthquake
- Becoming less of an overnight destination as we become more green—people not staying the night
- Fewer visitors
- Fire danger
- OSHA and NIOSH (National Institute of Occupational Safety and Health) regulations
- Short term reaction vs. long term planning

COUNCIL CONSENSUS ON CORE SERVICES AND OPTIONAL SERVICES

Consensus List of Core Services:

- Street repairs
- Law enforcement
- Sanitary sewers
- Building permits
- Signals and traffic control
- EMS—Emergency Medical Services—advanced life support
- Street lighting
- Maintenance of public grounds and facilities
- Fire prevention
- Community outreach (e.g., website, In the Loop)
- Parking lot services
- Leasing of public property
- Business licenses
- Vegetation management
- City policy enforcement and management
- Lease administration
- Regulation private construction in the public right of way
- Building inspection
- Tax administration
- Disaster recovery
- Flood plain administration
- Research assistance in a variety of departments
- Traffic management
- Emergency response
- Library
- Storm drains
- Parks
- Planning
- Code enforcement
- Books
- Financial management of the City
- Hazardous materials
- Marine access (e.g., boat ramp)
- Staffing Boards and Commission
- Parking administration
- Disaster preparedness
- Building maintenance
- Regulation and enforcement of environmental quality
- Business regulation
- Plan checks
- Distribution of public record/City information
- Vehicle maintenance
- Property management
- Risk management

- Human Resources services
- Tree maintenance
- Right of way management
- Municipal codes
- Solid waste management
- Supporting management of Richardson's Bay
- Private/outside event support

Consensus List of Optional Services:

- Marine patrol
- Wireless access
- "Are You Okay" Program
- Access to information technology
- Volunteer in Public Safety Program
- Rental bike management
- Technical rescue
- Chaplain Support Program
- Notary
- Special/community events
- Classes for the public
- Film permits
- Marine Emergency Response
- Facility rental
- Parking permits
- Police Citizens Academy
- Continuing education
- Historical preservation
- DVD rentals/loans
- Dispute resolution
- Internet access
- Children's programs/services
- Support and provision of access to services for those in need
- Representation of the City in broader legislative circles (e.g., advocacy at the County and State levels)
- Ambulance
- Public speaker series/special presentations
- Utility undergrounding
- Oversee utility services
- Mapping
- Providing open space that is a natural environment
- Providing active outdoor space
- Environmental sustainability
- Drug Task Force services
- Shuttle service
- Crime prevention presentations to community groups
- Local sovereignty/control maintenance
- Senior programs

PRIORITIZED PROJECTS/OBJECTIVES BY DEPARTMENT

POLICE DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *By July 1, 2009, the Police Chief will conduct a Pedestrian Safety Enforcement and Bike Checkpoint.*
2. *In November 2009, the Police Chief will ensure that the community will participate in a County-wide simulated functional emergency preparedness exercise.*

Economic Stimulus Package priorities:

COPs money for hiring and retention of police officers

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *By July 1, 2009, the Community Development Director will institute time and materials fees and update software for building applications.*
2. *By July 1, 2009, the Community Development Director will convene the Housing Element Committee to review the draft text of the Housing Element.*
3. *By July 1, 2009, the Community Development Director will present to the City Council for action a consultant to prepare administrative draft of the Historic Design Guidelines.*
4. *By September 1, 2009, Community Development Director, working with the consultant, will prepare and present to the Historic Landmarks Board a draft of the Historic Design Guidelines.*

LIBRARY SUMMARY OF PROJECTS

(not in priority order)

1. *By May 31, 2009, the Library Director will present to the City Council how the Library Foundation grant to improve children's services will be implemented.*
2. *Beginning in September 2009 and quarterly thereafter, the Library Director will present to the City Council an update on the implementation of the Library Foundation grant to improve children's services.*
3. *By October 1, 2009, the Library Director will present to the City Council for action a plan for Phase II improvements at City Hall.*
4. *By October 1, 2009, the Library Director will appoint a Library Space Plan Committee.*

TECHNOLOGY DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *By May 31, 2009, Technology Manager, working with Department Heads, will submit projects to Marin Telecommunications Authority for funding of the new City's Emergency Operations Center and telecommunications upgrades.*
2. *By July 1, 2009, the Technology Manager will convert workstations to laptops and add workstations to better equip the City for emergency situations.*
3. *By August 1, 2009, the Technology Manager will submit a plan to the City Council for action to finalize the Disaster Recovery Backup System.*
4. *By October 1, 2009, the Technology Manager will present to the City Council for action a new phone system.*
5. *By October 1, 2009, the Technology Manager and Finance Director will present to the City Council for action the purchase of a Springbrook Financial System upgrade software and a server upgrade hardware.*

CITY ATTORNEY'S OFFICE SUMMARY OF PROJECTS

(not in priority order)

1. *By June 1, 2009, City Attorney and Deputy City Clerk will present to the City Council for action a contract for a codification company to update the municipal code.*
2. *By July 1, 2009, the City Attorney will present to the City Council for action a Construction Time Limit Ordinance.*
3. *By October 1, 2009, the City Attorney, working with the codification consultants, will begin review of the municipal code and report the results to the City Council.*
4. *By October 1, 2009, the City Attorney, working with the City Manager, will recommend to the City Council for action the next steps following receipt of the Citygate Report on fire services.*

PARKS AND RECREATION DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *By July 1, 2009, the Parks and Recreation Director, working with the Lions Club, will settle on park design and begin construction on Harrison Park improvements.*
2. *By September 1, 2009, Parks and Recreation Director will prepare and present to the City Council for action, including the costs, a plan for improvements to the playground area of Robin Sweeny Park.*
3. *By October 1, 2009, the Parks and Recreation Director will evaluate all City parks and playgrounds and recommend to the City Council for action options for achieving compliance.*

ASSISTANT TO THE CITY MANAGER SUMMARY OF PROJECTS

(not in priority order)

1. *Ongoing, as needed, the Assistant to the City Manager will advertise for appointees to City Boards and Commissions.*
2. *By May 15, 2009, the Assistant to the City Manager will prepare and distribute to the City Council a list of Boards and Commissions and when vacancies will be occurring in the next six months.*
3. *By June 1, 2009 and monthly thereafter, the Assistant to the City Manager will present to the City Council a schedule for interviews of potential Board and Commission members.*
4. *Beginning June 30, 2009 and quarterly thereafter, the Assistant to the City Manager will begin the in-depth scanning of permanent documents and update the City Council on the progress.*

FIRE DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *Contingent upon City Council approval, the Fire Chief will begin implementation of the Vegetation Management Plan.*
2. *By August 1, 2009, the Fire Chief will present to the City Council for direction the Fire Consolidation Study.*
3. *By October 1, 2009, the Fire Chief will ensure that 3 CERT classes and 6 "Get Ready" classes are presented to the community.*

PUBLIC WORKS DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *Monthly, the Public Works Director and Finance Director will provide to the City Council construction progress and costs vs. budget for the Public Safety Facilities.*
2. *Monthly, the Public Works Director will ensure compliance with EPA order and River Watch settlement, including implementation of the private lateral inspection and repair program, and report the results to the City Council.*
3. *By October 15, 2009, the Public Works Director will initiate construction on Priority I Sewer Rehabilitation Projects.*

Economic Stimulus Package priorities:

Sewer rehabilitation

Additional sewer projects

Water quality projects

FINANCE DEPARTMENT SUMMARY OF PROJECTS

(not in priority order)

1. *At the April 22, 2009 Finance Committee meeting and monthly thereafter, the Finance Director will present to the City Council Finance Committee for action options for optimizing existing revenues and other new revenues and taxes.*
2. *At the September 16, 2009 Finance Committee meeting, the Finance Director will present to the City Council Finance Committee for action the required internal and external resources and proposed scope of work to design, develop and implement a Long-Term Financial Management Plan.*

SUMMARY OF ECONOMIC STIMULUS PACKAGE PRIORITIES

*COPs money for hiring and retention of police officers
Sewer rehabilitation
Additional sewer projects
Water quality projects*

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
April 13, 2009	City Manager	Distribute the retreat record.
Within 48 hours	All	Read the retreat record.
By April 20, 2009	Department Heads	Share updated strategic plan with the staff.
April 21, 2009	City Council	Present the updated strategic plan to the public.
Monthly	City Council and Management Team	Review progress on the strategic plan and revise objectives (add, amend and/or delete), as needed.
Monthly	Assistant to the City Mgr	Distribute updated Strategic Plan Monitoring Matrix.
October 16, 2009	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.

STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

MISSION/PURPOSE STATEMENT

States WHY the organization exists and WHOM it serves

VISION STATEMENT

A vivid, descriptive image of the future—what the organization will BECOME

CORE VALUES

What the organization values, recognizes and rewards—strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

THREE YEAR GOALS

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

SIX MONTH STRATEGIC OBJECTIVES

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

FOLLOW-UP PROCESS

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months

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

April 10, 2009 – October 1, 2009

THREE-YEAR GOAL: *Attain fiscal stability and sustainability*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At the April 22, 2009 Finance Committee meeting	Finance Director	Present to the City Council Finance Committee for action options for optimizing existing revenues and other new revenues and taxes.				
2. By June 30, 2009	Finance Director	Present to the City Council for action a report on the utilization of outside consultants for TOT services.				
3. By June 30, 2009	Finance Director (lead), City Manager, working with the Council Finance Committee (Mayor Jonathan Leone, Council Member Mike Kelly)	Identify at least three tax revenue options to present to the City Council for their consideration.				
4. By June 30, 2009	Public Works Director	Develop and present to the City Council for action a comprehensive Parking Plan for all lots and metered areas.				
5. By July 1, 2009	Community Development Director	Institute time and materials fees and update software for building applications.				

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6.	By July 1, 2009	Community Development Director (lead) , working with the City Engineer, Public Works Division Manager and Council Finance Committee (Mayor Jonathan Leone, Council Member Mike Kelly)	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.	
7.	At the September 16, 2009 Finance Committee meeting	Finance Director	Present to the City Council Finance Committee for action the internal and external required resources and proposed scope of work to design, develop and implement a Long-Term Financial Management Plan.	
8.	By October 1, 2009	Technology Manager and Finance Director	Present to the City Council for action the purchase of a Springbrook Financial System software upgrade and a server hardware upgrade.	
FUTURE:	By _____	Finance Director	Assess the City's banking relationships and identify cost savings and possible revenue for the City.	

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Ongoing, as needed	Assistant to the City Manager	Advertise for appointees to City Boards and Commissions.				
2. Monthly	City Manager, working with the Senior Management Team	Implement the "back to basics" concept.				
3. Quarterly	Public Works Director, working with the Sustainability Committee	Report to the City Council on the implementation of "green" solutions recommended in the Energy Audit.				
4. By May 1, 2009	City Manager	Hire a Finance Director.				
5. By May 15, 2009	Assistant to the City Manager	Prepare and distribute to the City Council a list of Boards and Commissions and when vacancies will be occurring in the next six months.				
6. By May 31, 2009	Parks and Recreation Director	Hire a Special Events Coordinator.				
7. By May 31, 2009	Library Director	Present to the City Council how the Library Foundation grant to improve children's services will be implemented.				

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8. By June 1, 2009	City Attorney and Deputy City Clerk	Present to the City Council for action a contract for a codification company to update the municipal code.				
9. By June 1, 2009 and monthly thereafter	Assistant to the City Manager	Present to the City Council a schedule for interviews of potential Board and Commission members.				
10. Beginning June 30, 2009 and quarterly thereafter	Assistant to the City Manager	Begin the in-depth scanning of permanent documents and update the City Council on the progress.				
11. By July 1, 2009	Technology Manager	Convert workstations to laptops and add 5 workstations to better equip the City for emergency situations.				
12. By July 1, 2009	Police Chief	Conduct Pedestrian Safety Enforcement and Bike Checkpoint.				
13. By July 1, 2009	Finance Director (lead), Police Chief and Public Works Division Manager	Review and recommend to the City Council for action tiering benefits for new hires.				
14. By August 1, 2009	Fire Chief	Present to the City Council for direction the Fire Consolidation Study.				
15. Beginning in September 2009 and quarterly thereafter	Library Director	Present to the City Council an update on the implementation of the Library Foundation grant to improve children's services.				
16. By October 1, 2009	Fire Chief	Ensure that 3 CERT classes and 6 "Get Ready" classes are presented to the community.				

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17. By October 1, 2009	City Attorney, working with the codification consultants	Begin review of the municipal code and report the results to the City Council.					
18. By October 1, 2009	Community Development Director	Present to the City Council for action a code enforcement policy.					
19. By October 1, 2009	Fire Chief and Police Chief	Coordinate CERT Program and Citizen Volunteer Program for Disaster Preparedness and present the results to the City Council.					
20. By October 1, 2009	City Attorney, working with the City Manager	Recommend to the City Council for action the next steps following receipt of the Citygate Report on fire services.					
FUTURE: In November 2009	Police Chief	Ensure that the City participates in a Countywide Emergency Preparedness exercise.					

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Contingent upon City Council approval	Fire Chief	Begin implementation of the Vegetation Management Plan.				
2. Monthly	Public Works Director and Finance Director	Provide to the City Council construction progress and costs vs. budget for the Public Safety Facilities.				
3. Monthly	Public Works Director	Ensure compliance with EPA order and River Watch settlement, including implementation of the private lateral inspection and repair program, and report the results to the City Council.				
4. By May 15, 2009	Police Lieutenant and Fire Battalion Chief	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.				
5. By May 15, 2009	City Engineer	Present to the City Council for action street rehabilitation priorities.				
6. By May 31, 2009	Technology Manager, working with Department Heads	Submit projects to Marin Telecommunications Authority for funding of the City's Emergency Operations Center and telecommunications upgrades.				

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7. By June 1, 2009	Public Works Director	Provide a Quarterly Spill Report to the EPA per EPA order.					
8. By June 1, 2009	City Engineer	Recommend to the City Council for action the awarding of contracts for the Non-Motorized Transportation Pilot Program projects.					
9. By July 1, 2009	Parks and Recreation Director, working with the Lions Club	Settle on park design and begin construction on Harrison Park improvements.					
10. By August 1, 2009	Technology Manager	Submit a plan to the City Council for action to finalize the Disaster Recovery Backup System.					
11. By September 1, 2009	Parks and Recreation Director	Prepare and present a plan to the City Council for action, including the costs, for improvements to the playground area of Robin Sweeney Park.					
12. By October 1, 2009	Parks and Recreation Director	Evaluate all City Parks and Playgrounds and recommend to the City Council for action options for achieving compliance.					
13. By October 1, 2009	Technology Manager	Present to the City Council for action a new phone system.					
14. By October 1, 2009	Library Director	Appoint a Library Space Plan Committee.					
15. By October 1, 2009	Library Director	Present to the City Council for direction a plan for Phase II improvements at City Hall.					

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<p>16. By October 1, 2009</p>	<p>City Engineer, working with Department Heads</p>	<p>Assess recommendations from the ADA Transition Plan update and recommend actions to the City Council Outreach MLK Information Technology and Transportation Committee (OMIT).</p>			
<p>FUTURE: By October 15, 2009</p>	<p>Public Works Director</p>	<p>Initiate construction of Priority I Sewer Rehab projects.</p>			

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THREE-YEAR GOAL: Balance the retention of Sausalito's unique character with change

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. By May 15, 2009	Waterfront and Marinship Committee	Present a progress report to the City Council.				
2. By July 1, 2009	Community Development Director	Convene the Housing Element Committee to review the draft text of the Housing Element.				
3. By July 1, 2009	Community Development Director	Present to the City Council for action a consultant to prepare the draft Historic Design Guidelines.				
4. By July 1, 2009	City Attorney	Present to the City Council for action a Construction Time Limit ordinance.				
5. By July 31, 2009	City Council (Mayor Jonathan Leone-lead)	Provide direction for desired work products and timeline for Waterfront and Marinship Committee.				
6. By September 1, 2009	Community Development Director, working with the consultant	Prepare and present to the Historic Landmarks Board an administrative draft of the Historic Design Guidelines.				

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