

C I T Y O F S A U S A L I T O
CITY COUNCIL – MANAGEMENT TEAM STRATEGIC PLANNING RETREAT
March 16, 2007 * Bay Model Conference Room

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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

2005-2008 * not in priority order

- ? **Attract, develop and retain talented, energetic and visionary staff**
- ? **Enhance communication and community outreach**
- ? **Improve the City's infrastructure with emphasis on public safety facilities**
- ? **Enhance the economic base and improve the City's revenue**
- ? **Enhance customer service**

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

WHAT ARE STRENGTHS OF THE CITY AND WHAT HAS BEEN ACCOMPLISHED SINCE THE STRATEGIC PLANNING RETREAT ON SEPTEMBER 15, 2006?

Brainstormed Perceptions

- the City Council continues to take an active role in involving the community in decision making
- breaking ground on the public safety building
- adopted a flat fee-based permit process
- hired Glass Architects to finish the plan
- the Business Vision Process (Imagine Sausalito) is well underway
- made some strong appointments to Boards and Commissions
- implemented an expedited plan check process
- we recognized exceptional performance of 2 police officers publicly
- fixed some streets
- issued a comprehensive fiscal report for 2006 on time
- all leasable space at MLK is leased
- settled the Lieber lawsuit and are implementing ADA improvements
- held successful team building retreat with new Councilmembers
- achieve \$2 million insurance coverage for Lowe lawsuit
- Louise hired two outside collection agencies
- did outreach in the religious community for a chaplaincy program
- street repair project is out to bid
- started a crime prevention public education program
- In the Loop is popular with the community
- progressed on cooperative efforts with other Marin agencies on IT programs
- much improved Police Department layout by the new architect
- have a new occupational health clinic available for employees
- return to work and company nurse program has reduced lost time and injuries
- successful planning for Muir Woods shuttle from Sausalito
- representation at ABAG meeting regarding regional housing
- working on ways to deal with medical and retirement obligations for the City
- bought a new fire truck
- improved public service at the Community Development Department counter
- published a book on the history of the Sausalito Public Library
- successful Tour of California
- adopted management compensation improvements
- sold bonds for police and fire facilities
- hired two new planners
- progress on the CIP
- progress on the website
- successful recruitment process for Special Events Coordinator, Sewer Systems Coordinator and Library staff
- set performance goals for management employees
- created a succession plan for the Finance Department
- achieved consensus on Castillo sculpture
- initiated City Manager recruitment
- one of the first agencies in Marin County to do their retiree health care actuarial

- received a favorable Grand Jury report on our use of force policy
- started police patrols on the water
- agreed to make LEED-certified the police and fire facilities
- parking lot II pay per space up and running in a week or two
- won the summary judgment in Zacks litigation
- developed a police succession plan
- adopted pay for performance goals for management staff

WHAT'S NOT GOING AS WELL AS YOU WOULD LIKE INTERNALLY?

Brainstormed Perceptions

- “wreck”—problems with Department personnel staffing
- lack of Sally Shuttle
- staff overworked—expectations don't match resources
- staff turnover is still high with key staff members leaving with skills and institutional memory
- building inspection process needs improvement
- lack of sign ordinance amendment
- sewer lateral regulations causing problems
- enforcement spotty
- budget process starts too early
- lack of full-time accountant
- Council meetings have too much uncontrolled discussion from the dais
- staffing shortage in transportation and recreation departments negatively impacting other departments
- lack of cross training
- lack of staff resources makes it hard to keep pace with demands
- inadequate staffing for support services in several departments
- projects delayed (e.g., CIP, housing element, website)
- lack of staff resources to complete long range planning projects
- lack of staff development
- losing sight of customer service philosophy
- poor staff morale
- emphasis on budget makes us look efficient when we're not
- staff overloaded and burned out
- staff uncertainty or concern about new City Manager
- work spaces too crowded with insufficient storage
- projects taking too long to implement
- difficulty to operate when constantly (yearly) trimming the budget
- work spaces and environment for many are substandard
- lack of revenue to achieve goals
- too little time to organize work tasks and files
- odors in City Hall bathroom
- Council meetings too long
- Fire Department cost overruns negatively impact City budget
- not delegating enough work to staff
- overall problem with retaining City employees
- lack of purchasing procedure consistency
- file management problematic—hard to find information
- lack of economic planning—tax revenues too low to meet future City service needs
- unbalanced focus on business community

- lack of emergency preparedness
- too many goals and not enough time to accomplish them
- not enough employee events (e.g., a bag lunch program)
- Bridgeway landslide situation
- lack team spirit due to lack of resources
- too much time taken responding to calls—limits CIP development output
- too many part-time employees
- lack communication between City Manager, subcommittees and full Council
- lack of public forum with City Council once or twice a year
- Building Division perceived as too aggressive
- lack of administrative staff at admin counter
- missing self-imposed goals too much
- Council agenda process too fluid and too close to packet run
- no money for CIP projects
- repeated complaints about building inspector
- not as fun as a team as it used to be
- morale problem in Recreation Department due to turnover
- capital projects lagging
- a few poor hiring decisions
- lack of code compliance
- no Parks and Recreation Director
- problems with fire consolidation
- planning permits—long delays
- inadequate customer service
- keeping budget flat over the last couple of years has reduced quality services because we have had to absorb price increases
- inadequate staffing in several departments
- building inspector lacks experience
- lack of coordination among departments
- no Parking and Transportation Manager
- some problems with staff not being team players
- missing grant opportunities
- Council discord
- lack of systems for documentation of institutional memory
- second dwellings issue
- Management Team not as cohesive as it could be
- certain Boards and Commissions (e.g., Parks and Recreation, Library) going off without Council concurrence
- problem with consideration of combining Parks and Library
- not enough revenue to cover expenses

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN 2007/2008

Brainstormed Perceptions

- available grant funding
- a new countywide broadband network
- real estate values continuing to rise
- greater awareness of global warming issues
- reduced workers comp costs

- Fort Baker Conference Center bringing more people into the city
- continued stable economy
- residents continue to improve their properties
- more visitors to Sausalito
- the visioning process
- public participation
- parking and transportation management improvement
- continued technology improvements
- pension reform
- increased hotel occupancy
- Barry Zito moving to Marin
- infrastructure bonds
- shared software applications and resources between the City and County
- stable interest rates
- Muir Woods shuttle coming into Sausalito
- better transportation—busses and ferries
- non-motorized transportation money

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN 2007/2008

Brainstormed Perceptions

- lack of control over the VA's use of South Pacific Lab
- lack of control of federal government land
- unstable economy
- terrorism
- unfunded liabilities
- 62% chance of an earthquake in the next 20 years
- staff turnover
- continued rising health care costs
- immigration turmoil
- lack of affordable housing
- baby boomer retirements
- increased workers comp costs
- traffic and commuter congestion
- cooling housing market
- underfunded CIP needs
- creative financing = record foreclosures
- ongoing structural deficit at the State level
- reduction of public transportation
- air pollution
- high gas prices
- global warming
- rising of the level of the Bay
- geological hazard risks
- unfunded mandates
- record number of City Manager recruitments
- lack of commitment to long-term employment by younger employees
- problems with District schools
- rate of increase in construction costs

- drought
- California’s infrastructure is deteriorating
- extraordinary demographic changes in California
- population growth
- fire and other natural disasters
- longer life spans changing service demands
- pension costs
- water quality impacts of water and sewer
- smelly treatment plant
- lack of available water
- inflation
- recession

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
March 19, 2007	City Manager	Distribute the retreat record
By March 21, 2007	All	Read the retreat record
By March 31, 2007	Management Team	Share and discuss updated Strategic Plan with staff
April 3, 2007	Management Team (City Manager-lead)	Review the “What’s Not Going Well?” list for possible action items and report the results to the City Council and Management Team
April 3, 2007	City Council	Present the updated Strategic Plan to the public.
Monthly	City Council	Review progress on goals and objectives and revise objectives (add, amend and/or delete), as needed
Monthly	City Manager	Distribute updated Strategic Plan Monitoring Matrix
By May 31, 2007	City Council	Discuss housing element update
By September 1, 2007	Community Development Director	Present information to the City Council regarding a second unit ordinance
September 21, 2007 8:30-4:00	City Council & Management Team	Strategic Planning Retreat to review progress and develop objectives for the next six months