



City of Sausalito

Executive Debriefing Report Strategic Planning Session

March 1, 2010

TABLE OF CONTENTS

Executive Overview	Page 1
Meeting Attendees	Page 2
Meeting Agenda	Page 3
Trend Summary	Page 4
Strategic Objectives Discussions	Page 8
Meeting Review	Page 10
Attachment 1 - Flipchart/Meeting notes	Page 11

485
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1

City Council/Management Team

Strategic Planning Session

March 1, 2010

Executive Overview:

The City of Sausalito's City Council and Management Team held a strategic planning off-site on Monday, March 1, 2010. The purpose of the meeting was to evaluate progress on the action initiatives from the previous planning cycle and also to set strategic goals and objectives for the current tactical planning time frame for 2010. The group discussed the current state of the organization, the current trends and challenges the city faces and invested time brainstorming priorities for 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 interviews took place February 2010. As a result of this investigation phase the three-year strategic goals which were previously developed were confirmed and the prioritization of initiatives was limited to those strategic goals. Time was devoted to discovering strategic issues not suggested during the investigation phase to allow all attendees to contribute to the ongoing Strategic Planning process. The interactive discussions resulted in a revised Six-month Strategic Objective Worksheet for the planning cycle March 1, 2010 – September 30, 2010.

485
3

Strategic Planning Session March 1, 2010

Meeting Attendees:

Council Members:

Jonathan Leone	Mayor
Carolyn Ford	Council Member
Mike Kelly	Council Member
Herb Weiner	Council Member

Management Team:

Department Heads:

Jonathon Goldman	Public Works Director
Jeremy Graves	Community Development Director
Charlie Francis	Administrative Services Director
Jim Irving	Fire Chief
Mike Langford	Parks and Recreation Director
Scott Paulin	Police Chief
Adam Politzer	City Manager
Mary Richardson	Librarian
Mary Wagner	City Attorney

Managers:

Debbie Pagliaro,	City Clerk/Assistant to City Manager
Rhett Redelings Mac Dermott	IT Manager
John Rohrbacher	Police Captain
Kurtis Skoog	Police Sergeant
Todd Teachout	City Engineer

Facilitator:

Michelle Murphy	President, InnoPro Performance Solutions
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Strategic Planning Retreat

Proposed Agenda – March 1, 2010

	Convene at Sausalito Yacht Club	8:00 a.m.
Jonathan Leone, Mayor Adam Politzer, City Manager	Welcome, Opening Remarks Meeting Overview	8:30 a.m.
Michelle Murphy, Facilitator InnoPro Performance Solutions	Introductions Strategic Planning Goals and Objectives Overview - Current Trends Driving Decision Making	
City of Sausalito Management Team	Department Head Presentations Six Month Status Update and Future Vision	
	Current Situation Analysis Three-Year Goals - Objectives and Priorities	
	Group Lunch	12:00 p.m.
	Strategic Objectives – Update for 2010 - 2011 Action Plan Topic Discussions Action Plans and Priorities	1:00 p.m.
	Strategic Planning Wrap-up Action Plan Summary Strategic Planning - Meeting Review	4:00 p.m.
	Adjourn	4:30 p.m.

485
5

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 several questions. What are the most important trends you see facing your department and the City of Sausalito? Given the time constraints of the meeting, what would you like to achieve by the end of the planning meeting? The ideas the group contributed are summarized below. A check mark (✓) denotes the idea was mentioned more than once:

Trends:

- Ageing population
- Bike traffic management
- Challenge to improve the quality of life for citizens
- Changes in demographics ✓
- Changes in leadership in the Police Department
- Continue to provide current service levels in this challenging time
- Deteriorating cash flow
- Digitizing City Hall – “Going paperless”
- Downtown parking lot conversion
- Economic concerns ✓✓✓✓
- Fixing the infrastructure
- How to keep businesses – how to get businesses back
- Increased controversy regarding development
- Increased controversy regarding neighbors and development
- Lack of funding for infrastructure
- Limited funding and more kids
- More desired projects that need funding
- Overbuilding Sausalito
- Provide more services with less funding
- Reorganization of public works department
- Security threats
- Using technology to keep Sausalito safe
- Workforce stability

Expectations for the meeting:

- Balance day-to-day tasks with special projects
- Better understand issues and goals
- Commitment to financial considerations
- Common vision and game plan
- Consensus from the City Council – “We serve all the people”
- Consensus to work together and be congenial

- Develop clear direction and priorities
- Develop informed consensus on realistic direction for the next six months
- Focus on achievable goals
- Identify special projects vs. day-to-day
- Improve 'awsomeness' Esprit d'Corps
- Receive input on priorities
- Satisfaction of Council
- Set goals and priorities - giving direction to staff
- Set realistic direction for the future
- Strengthen relationships
- Success in planning and setting direction
- Work together

Most positive experience working with the City of Sausalito team:

- 4th of July Event success
- Achieving little things on the Council
- Addressing Staff at all hands meetings
- Appointed to the City Clerk position
- City Staff working relationships
- Get to work with everyone
- Hiring Adam Politzer
- Hiring excellent staff
- How a City Government works
- Inherited a good accounting system
- Learning about projects
- Meeting new people in the Police force
- Police Department working with ideas from the Council and with volunteers to create successful programs
- Professional Development for Police Staff
- Pro-active response to a need with respect to the bike parking situation/Evolution of a creative working relationship between the bike companies and the City
- Public safety volunteers for 'Free Ride Home' New Year's Eve program
- Seeing broad horizon of local government
- Sewer rate increase
- Succession planning
- Ten year CIP (Capital Improvement Plan) adopted
- Website deployment
- Working with Adam and Scott – very positive leadership

Current Situation Analysis – SWOT

Strengths – Weaknesses – Opportunities - Threats

The group was asked to evaluate the current situation of the City of Sausalito in March 2010 from their individual point of view. They were asked to make a listing of the Strengths, Weaknesses, Opportunities and Threats that the City faces. The group was further divided into table-top discussion teams and the teams were asked to compile and prioritize the current strengths, weaknesses, opportunities and threats facing the organization. A summary of the team work is presented below. A check mark (✓) indicates more than one team contributed the same idea.

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

What works well about the City of Sausalito?

- Community is active and informed
- Current fiscal stability
- Departmental cooperation
- Empowered staff
- Financial position
- Financial stability
- Leadership and teamwork of the dedicated staff
- Management and staff team
- Talented, hard working staff at all levels

WEAKNESSES: (What we need to strengthen to continue our success.)

What's not working yet?

- Delegation to staff on administrative decisions
- Financial uncertainty
- Historical knowledge
- Infrastructure
- Perceived political divide (among Council Members)
- Revenue (uncertainty of)
- Space/Minutae
- The C.T. - General Plan and Financial Plan = none
- We need Policy decision making

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?

- Benefit from strong staff team
- Build political clout
- Cost recovery
- Economic Development
- Fire Merger
- Improved finance plan
- Infrastructure discussion/Inv
- Long range financial planning
- Strengthen local and regional relationships

THREATS: (What we need to mitigate in order to thrive in the future.)
What threatens our success?

- Economy
- Failure to stay the course
- Fiscal uncertainty
- Infrastructure deterioration
- Lack of City Council working relationships
- Retirement and benefits
- Staffing stability (need to maintain)
- Uncertain financial future
- Unfunded mandates

Strategic Objective Discussions

During the morning session of the planning meeting the group heard presentations by the Management Team. In addition City Manager Adam Politzer summarized the presentations and the group was invited to comment and ask questions. After lunch the group divided into table top teams and conducted a Current Situation Analysis – SWOT discussion. The Current Situation Assessment – SWOT Analysis then lead to table top discussion teams identifying the most important objective by department and then assigning the objective to a three-year goal. The objectives which were discussed follow and the recommendations from the discussions have been incorporated into an updated Six-month Strategic Objectives Worksheet for March 1 – September 30, 2010.

FINANCE DEPARTMENT

1. Prepare an RFP by developing the model for a Long-Term Financial Plan by June 30, 2010. Include in the budget and submit to the Finance Committee.
2. Finance Director to work with the City Council and the OMIT Committee to discuss “What is “Redevelopment” and define what it means. Discuss the tools necessary to support Economic Development by August 30, 2010.

ADMINISTRATION DEPARTMENT

1. Prepare a plan for future document imaging approaches by October 30, 2010.
2. Present to City Council a list of the documents to be purged by July 30, 2010.
3. Present a timeline for the Municipal Code Update to the City Council and Management Team. Work with the City Attorney to develop timeline by April 30, 2010.
4. Present for review and direction a list of all the Boards, Commissions and Committees by March 2, 2010.
5. Discuss and make recommendations on policy changes regarding how agenda items are processed (operational approval vs. policy approval) by July 30, 2010.
6. Implement two training sessions at the management level by July 30, 2010.

TECHNOLOGY DEPARTMENT

1. Deploy the new Springbrook Financial Software by August 30, 2010.
2. Deploy VoIP system in the new public safety buildings and begin a plan for City Hall by May 30, 2010.

CITY ATTORNEY'S OFFICE

1. Present a timeline for the Municipal Code Update to the City Council and Management Team. Work with the City Clerk to develop timeline by April 30, 2010.

LIBRARY

1. Gather information for a Space Utilization Plan by October 30, 2010.

FIRE DEPARTMENT

1. Hold a meeting with the Consolidation Committee to begin discussions on the merger by March 30, 2010.

PARKS AND RECREATION DEPARTMENT

1. Continue with ongoing initiatives and provide input on Dunphy Park Master Plan by October 30, 2010.

POLICE DEPARTMENT

1. Work with staff and the City Council to develop a plan for resident involvement in disaster preparedness by May 30, 2010.

COMMUNITY DEVELOPMENT DEPARTMENT

1. Distribute the existing General Plan to Council for them to read and then begin discussions before the Legislative Committee as to the appropriateness of a review and reaffirmation of the Plan by June 30, 2010.

PUBLIC WORKS DEPARTMENT

1. Lead a staff committee on a City Hall space utilization plan by August 30, 2010.
2. Work with the City Attorney and OMIT Committee to report to Council on an MLK Plan by October 30, 2010.
3. Prepare a Downtown Plan for Council review by May 25, 2010.

Meeting Review

At the conclusion of the planning session the group was asked to participate in an informal meeting review process. The facilitator asked the meeting participants to think about three questions: "What went well with this meeting and what could be changed to upgrade future meetings?" The facilitator then gave each person a short period of time to talk about his or her opinions and recorded the ideas. A summary of the ideas generated by the process follows below. A check mark (✓) denotes the idea was mentioned more than once:

1. What went well during this meeting?

- Pace
- The presentations
- Good work teams
- Opening activity was informative and enjoyable
- Positive change of process yet also frustrating because it was new
- Nice exchange between small and large groups
- Comfort level of saying what you need to say
- A lot more involvement of staff this time
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2. What could be changed to improve future meetings?

- Change food choices
- Don't paint or maintain the building while the meeting is going on

Attachment 1

Flipchart and Meeting Notes

MONDAY, MARCH 1, 2010 8:45 AM – 5:15 PM

City of Sausalito Mayor, Jonathan Leone welcomed everyone called the group to attention at 8:45 AM. 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, Facilitator for program agenda overview and introductions.

8:45 AM – 12:15 AM - 3.5 hours with 15 minute break

Introductions and Objectives

Trends and Expectations Overview – Best experience working with City of Sausalito

State of the City Report – Accomplishments and Future Vision by Department

1:00 PM – 5:15 PM - 4.0 hours with 15 minute break

Current Situation Assessment – SWOT Analysis

Strategic Goals Affirmation

Strategic Objectives Update – Action Plan Discussions

Meeting Summary and Wrap-up

State of the City Presentations:

Ten presentations were delivered on the accomplishments of each department, the current initiatives for that department and future vision for the next six months. Each presenter was asked to explain what they had been working on as well as their horizon and outlook for the next six months. This background information set up the next discussion recommending the most important priorities for each department for the upcoming six month planning period. The entire group divided into three table-top teams to discuss the three-year goals as established in the prior planning period and provide a recommendation for new objectives. The instructions were to review each Department's projects for the upcoming six month period and select the top three initiatives or objectives. Next the team was to ask what to work on first then assign the objective to the most appropriate three-year goal. Each team presented their work and the entire group discussed and commented on the recommendations. An updated six-month objective listing by three-year goals was produced.

NOTES: PRIORITIZED PROJECTS/OBJECTIVES BY DEPARTMENT

FINANCE DEPARTMENT:

1. Prepare an RFP by developing the model for a Long-Term Financial Plan by June 30, 2010. Include in the budget and submit to the Finance Committee.
2. Finance Director to work with the City Council and the OMIT Committee to discuss "What is "Redevelopment" and define what it means. Discuss the tools necessary to support Economic Development by August 30, 2010.

Discussion:

- Is anything missing?
- Questions?
 - Does an item belong in Finance or Community Development?
- Staff and Council work together optimize existing revenue
 - Look at how we recognize our existing revenue collection systems
 - Make sure we collect what is due
- Innovative taxes?
 - Presentation was made to the Finance Committee about creative use of fees and taxes. Bike Tax, Crash Tax, Ingress-Egress Tax

Top Initiatives:

Long-Term Financial Management Plan

Economic Development Plan

- Levels of service – Operating Budget
- Infrastructure Plan and Capital Budget

Stages of Planning: The Strategic Plan leads to the General Plan leads to the Infrastructure Plan ending up with the Operating Budget

ADMINISTRATION:

1. Prepare a plan for future document imaging approaches by October 30, 2010.
2. Present to City Council a list of the documents to be purged by July 30, 2010.
3. Present a timeline for the Municipal Code Update to the City Council and Management Team. Work with the City Attorney to develop timeline by April 30, 2010.
4. Present for review and direction a list of all the Boards, Commissions and Committees by March 2, 2010.

5. Discuss and make recommendations on policy changes regarding how agenda items are processed (operational approval vs. policy approval) by July 30, 2010.
6. Implement two training sessions at the management level by July 30, 2010.

Discussion:

- Records management – Digitized
- Documents retention and management – Plan for imaging – October 30, 2010
- Document purging to City Council – July 30, 2010
- Municipal Code Update timeline – April 30, 2010
- Initiate public hearing on Draft of Housing Element – October 30, 2010
- Boards, committees and commissions listing
- Operational approval process vs. Policy approval process at Council Meetings – Agenda Setting Committee to develop recommendations to City Council – July 30, 2010
- Leadership Development – Implement two trainings discussed at management level - July 30, 2010
 - Succession Planning
 - Mentorship
 - Training

INFORMATION TECHNOLOGY:

1. Deploy the new Springbrook Financial Software by August 30, 2010.
2. Deploy VoIP system in the new public safety buildings and begin a plan for City Hall by May 30, 2010.

Discussion:

- VoIP System most important – May 30, 2010
- Website (push) WiFi (control) - October 30, 2010 check in
- Springbrook Financial System - August 30, 2010
- Disaster Recovery – April 30, 2010
- City Hall wiring server

CITY ATTORNEY:

- 1. Present a timeline for the Municipal Code Update to the City Council and Management Team. Work with the City Clerk to develop timeline by April 30, 2010.**

Discussion:

- Estimate of time frame for Municipal Code
- Time line from company within the month of March
- Identify which ordinances may need changes
- Prioritization has been a struggle since she is a one person department. Mary is now more involved with the Management Team and attends Senior Management Team meetings.

LIBRARY:

- 1. Gather information for a Space Utilization Plan by October 30, 2010.**

Discussion:

- Gather information for Space Utilization Plan – October 30, 2010
- City Hall Rehab
- MarinNet upgrades
- Book Acquisition

Main issue facing the Library is the age statistics of ageing population and younger/children groups and making both groups happy in a small space. Demographics are young kids and boomer seniors. Do we use Parks and Rec space? Story time in Council Chambers

FIRE DEPARTMENT:

- 1. Hold a meeting with the Consolidation Committee to begin discussions on the merger by March 30, 2010.**

Discussion:

- PSF – Pedestrian Safety Enforcement
- Vegetation management
- Fire Consolidation Committee to meet and define Roles and Responsibilities – March 31, 2010

Finance considerations – the fire assessment is 1/3 of the average home owners insurance policy per year. This is the only decision that impacts our financial sustainability negatively or positively for the future. This is an extremely important decision. The degree of cooperation has been great between Jim, the Committee and the City.

PARKS AND RECREATION DEPARTMENT:

- 1. Continue with ongoing initiatives and provide input on Dunphy Park Master Plan by October 30, 2010.**

Discussion:

- Parks rehab is ongoing
 - Harrison
 - Sweeny
 - Other – Southview
 - Tennis
 - Bocce
 - Dunphy Park Master Plan – October 30, 2010
- Recreation
 - City Hall Space
 - MLK

Look for revenue generators to boost the revenue – Now Bocce can finish in daylight

POLICE DEPARTMENT:

- 1. Work with staff and the City Council to develop a plan for resident involvement in disaster preparedness by May 30, 2010.**

Discussion:

- PSF – Pedestrian Safety Enforcement
- Disaster Preparation – Disaster Committee working with Staff and City Council to develop a work plan – May 30, 2010
 - Committee support
 - Neighborhood gatherings
 - Drills

Communication tools have been excellent with the Tsunami Warnings over the last weekend. Radio Sausalito – Foot Patrols – All the tools we had worked. Were we perfect? No but we look to improve and work directly with Management Team and Council.

COMMUNITY DEVELOPMENT DEPARTMENT:

- 1. Distribute the existing General Plan to Council for them to read and then begin discussions before the Legislative Committee as to the appropriateness of a review and reaffirmation of the Plan by June 30, 2010.**

Discussion:

- MLK planning – City Attorney, OMIT Committee – October 30, 2010 report

- Housing Element – Effectiveness and efficiency – Internal staff/Committee/DPW – August 30, 2010 report
- Historic Design Guidelines
- City Hall – Plan Zoning
- General Plan - distribute
- Code enforcement (software)
- Local Economic Development
- 2nd V of Land uses/Bus

PUBLIC WORKS DEPARTMENT:

1. Lead a staff committee on a City Hall space utilization plan by August 30, 2010.
2. Work with the City Attorney and OMIT Committee to report to Council on an MLK Plan by October 30, 2010.
3. Prepare a Downtown Plan for Council review by May 25, 2010.

Discussion:

- Public Safety Facilities completion – 2010
- Sewer Capital Improvements
- Streets Capital Improvements
- SD (Finance long term) October 2010 Short (May 2010)
- Downtown Plan with Community Development Department Specific Plan
 - Parking
 - Bikes
 - Vina del Mar
 - YEE TOK ChEE,
 - NMTPP
 - Parking equipment and booth
 - City Bike plan Management with CDD and Police Department – August 30, 2010
 - Shoreline
 - Bulkheads
 - Marinship
 - Flood/SD
 - City Hall with Community Development Department
 - MLK with Community Development Department and City Attorney – October 30, 2010
 - Turney RSMP/Marina
 - Ferry Landing Dock (GGRTD Coord)
 - Dunphy Park Master Plan – October 30, 2010
 - Lot 2 RR – May 15, 2010 Report on plan

485
18

- Renewable Energy

PARKING LOT:

- Re-visit the Mission and Vision Statements for confirmation or modification
- City wide Bike Plan needed
- Design Review Committee – reconvene?

Next steps for Strategic Planning:

Document notes from the Planning Session and put in format for review. City Council and the Management Team will receive an Executive Debriefing Report, plus a draft Six-month Strategic Objectives Worksheet.

Meeting concluded at 5:15 PM after the Meeting Review process and final comments from the facilitator, Mayor Leone and City Manager, Adam Politzer.

4BS
19