

### **City of Sausalito**

# **Executive Debriefing Report Strategic Planning Session**

March 25, 2011

#### **TABLE OF CONTENTS**

<b>Executive Overview</b>	Page 1
Meeting Attendees	Page 2
Meeting Agenda	Page 3
Trend Summary	Page 4
Current Situation Assessment - SWOT Update	Page 5
Strategic Goals and Objectives	Page 8
Attachment 1 - Flipchart/Meeting notes	Page 12

# City Council/Management Team Strategic Planning Session March 25, 2011

#### **Executive Overview:**

The City of Sausalito's City Council and Management Team held a strategic long range planning off-site on Monday, March 25, 2011. The purpose of the meeting was to evaluate progress on the action initiatives from the previous planning cycle and also to brainstorm strategic goals and objectives for the current tactical planning time frame for 2011 - 2012. 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 meetings and interviews took place February -March 2011. 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 listing of strategic objectives aligned with Three-Year Goals set for the planning cycle March 25, 2011 – September 30, 2011.

## Strategic Planning Session March 25, 2011 Meeting Attendees:

#### **Council Members:**

Herb Weiner Mayor
Mike Kelly Vice Mayor
Carolyn Ford Council Member
Jonathan Leone Council Member
Linda Pfeifer 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

Adam Politzer City Manager
Mary Richardson Librarian
Jennifer Tejada Police Chief
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, InnoProPerformanceSolutions

#### Strategic Planning Retreat Proposed Agenda – March 25, 2011

Convene at Casa Madrona, Sausalito 8:00 a.m.

Herb Weiner, Mayor Welcome, Opening Remarks 8:30 a.m.

**Public Comments** 

Adam Politzer, City Manager Welcome - Meeting Overview

Michelle Murphy, Facilitator Introductions

InnoPro Performance Solutions Strategic Planning Goals and Objectives

Overview - Current Trends in Long Range

Planning

City of Sausalito Department Head Presentations

Management Team Six Month Status Update and Future Vision

City of Sausalito City Council Vision and Goals

City Council Individual Twelve Month Goals and Future Vision

Group Lunch 12:00 p.m.

Strategic Objectives - Update for 2011 - 2012 1:00 p.m.

Action Plan Topic Discussions Action Plans and Priorities

Strategic Planning Wrap-up 4:00 p.m.

Action Plan Summary

Strategic Planning - Meeting Review

Adjourn 4:30 p.m.

#### **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 recent trends you see facing your department and the City of Sausalito? Are there changes to the Current Situation Analysis or SWOT from 2010? The ideas the group contributed are summarized below. A check mark  $(\checkmark)$  denotes the idea was mentioned more than once:

#### Trends:

- Pension reform and retirement benefits reform
- Pension liability
- Capital projects changes new focus on waterfront issues
- Easier to see resource limitations new state tax cuts
- Disaster preparedness
- Regionalization of services
- America's Cup event influence
- Fire services consolidation ✓✓✓✓
- Financial-fiscal responsibility ✓
- Balancing financial constraints with demands and satisfaction of employees
- Employee retention
- Infrastructure/facilities concerns lack of storm drains ✓✓
- Population changes demographic shifts (new families)
- Sea levels water rising ✓✓
- Housing stock
- Marinship area sinking ✓✓
- New vision for sustainability regional requirements
- Demands of new technologies rapid changes in technology
- Maintaining quality of customer service in challenging conditions
- Management and leadership stability
- Transparency
- World wide and national trends are having more effect locally trickle down effect
- Workforce stability employee retention

## **Current Situation Analysis – SWOT Strengths – Weaknesses – Opportunities - Threats**

The group was asked to evaluate the current situation of the City of Sausalito in March 2011 from their individual point of view. They were asked to make a listing of the changes to the Strengths, Weaknesses, Opportunities and Threats starting with the list that was developed March 2010.

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

#### Changes and additions 2011

- Talented, hard working staff at all levels (confirmed again 2011 ✓)
- Unique location of Sausalito (addition 2011)

WEAKNESSES: (What we need to strengthen to continue our success.) What's not working yet?

- Delegation to staff on administrative decisions
- Financial uncertainty
- Infrastructure
- Perceived political divide (among Council Members)
- Revenue (uncertainty of)
- The General Plan and Financial Plan = none

#### Changes and additions 2011

- Historical knowledge (loss of historical knowledge through retirements confirmed 2011)
  - Some believe institutional memory is good
- Space needs (confirmed 2011)

#### 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/Inventory
- Long range financial planning
- Strengthen local and regional relationships

#### Changes and additions 2011

- Business process improvement
- Frozen General Fund Investments
- Former Police Department site and Spencer Avenue Fire Station
- General Plan and Marinship Specific Plan
- Improvement needed in community involvement
- Ongoing cooperation between City Departments (design review and CDD)
- Delegation to staff
- America's Cup event ✓✓✓
- Televised events TV access for council meetings and other technology advances
- Training and development for staff
- Housing Element finalization/resolution
- Designation of Marinship Historical District

## **Current Situation Analysis – SWOT Strengths – Weaknesses – Opportunities - Threats**

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
- Uncertain financial future
- Unfunded mandates

#### Changes and additions 2011

- Staffing stability (need to maintain)
- Need to revisit and reconfirm the priorities regularly
- Need to establish prioritization and stick with it over time
- Tsunami threat natural disasters
- Disaster preparedness/planning

#### **Strategic Objectives Discussions**

During the morning session of the planning meeting the group heard presentations by the Management Team. In addition City Council was asked to contribute their individual goals for the next 12 months and their vision for the next fiscal year. The group (participation list on Page 2) was invited to comment and ask questions. After lunch the group divided into table top teams and discussed the four strategic goals that had been established for the 2011 -2012 time frame. The primary objectives of each department were then assigned to a three-year goal. The group then had an opportunity to prioritize the objectives listed by selecting their top four priorities per each goal.

#### ATTAIN FISCAL STABILITY AND SUSTAINABILITY (listed in voting order)

- Regionalize the Fire Department  $\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark$  (14)
- Parking System optimization/expense ✓✓✓✓✓✓✓
- Internal borrowing Review the topic and report back ✓✓✓✓✓✓✓
- Create and implement a physical asset management plan ✓✓✓✓✓✓✓
- Pension reform √√√√√ (5)
- Collaboration with other groups/agencies (small agency sharing) ✓✓✓✓✓
   (5)
- Business practice improvement ✓✓✓✓ (4)
- Fiscal resource allocation plan ✓✓✓✓ (4)
- Outsourcing vs internal services review ✓✓✓✓ (4)
- Review fee structure for full cost recovery ✓✓✓ (3)
- Explore thin clients vs traditional desktop computing ✓✓ (2)
- Friends of "City Government" ✓✓ (2)
- Look at grant options (use of temporary help) ✓ (1)
- America's Cup fees/cost controls ✓ (1)
- MLK site revenue ✓ (1)
- Look for "energy efficiencies in our physical plant and vehicles ✓ (1)
- Re-examine investment policies ✓ (1)
- Review process for development review
- Solicit expertise of resident "volunteers" vs. paid consultants
- Utilize volunteer "labor" for projects
- Benefits of doing an OPBD Trust

#### INCREASE EFFECTIVENESS AND EFFICIENCY OF THE ORGANIZATION

- Fire Department consolidation to eliminate duplication ✓✓✓✓✓✓✓ (9)
- Evaluate staffing needs ✓✓✓✓✓✓✓ (9)
- Upgrade the Website ✓✓✓✓ (5)

- Digitize records/agendas all documents ✓✓✓✓✓ (5)
- Upgrade windows domain and exchange server ✓✓✓✓ (4)
- Training needs analysis for all technical and other subjects ✓✓✓✓ (4)
- Expansion of intern programs ✓✓✓✓ (4)
- Wellness program analysis ✓✓✓✓ (4)
- On-line options for routine applications and reports ✓✓✓ (3)
- Digital E-Commerce allow people with routine permit applications to complete and pay online  $\checkmark\checkmark\checkmark$  (3)
- Space assessment of all departments ✓✓✓ (3)
- Update code enforcement and permit tracking software ✓✓ (2)
- Succession planning ✓✓ (2)
- City property utilization analysis ✓✓ (2)
- Analysis of staffing duties/resources ✓✓ (2)
- Plan to deal with America's Cup event ✓✓ (2)
- Evaluate programs for quality and quantity ✓ (1)
- Move towards implementing new library layout plan ✓ (1)
- Review of business processes and cross training ✓ (1)
- Best practices analysis ✓ (1)
- Review policy for Tele-work ✓ (1)
- Fire Department organizational review ✓ (1)
- Core services analysis What to collaborate on or not ✓ (1)
- Transportation efficiencies ✓ (1)
- Council handbook
- Explore single provider cell phone contract
- Paperless agendas
- Televising of all public meetings

#### IMPROVE THE INFRASTRUCTURE

- Priority sewer rehab project ✓✓✓✓✓✓✓✓✓
- Streets project ✓✓✓✓✓✓ (8)
- Storm drains (when funding is available)  $\checkmark\checkmark\checkmark\checkmark\checkmark\checkmark$  (8)
- City Hall rehab 🗸 🗸 (7)
- Bulkhead replacement ✓✓✓✓✓ (5)
- Downtown restrooms ✓✓✓✓ (5)
- Police Boat ✓✓✓ (4)
- Plaza Vina del Mar project ✓✓✓ (3)
- South City limits to ferry bike/pedestrian improvements ✓✓✓ (3)
- Parking lot and pedestrian improvement projects ✓✓ (2)
- Maintenance and care of publicly owned trees ✓✓ (2)

- Stairs rehab project ✓ (1)
- Bicycle paths ✓ (1)
- Traffic lights rehab ✓ (1)
- City Hall ADA access ✓ (1)
- Storm drain Master Plan including funding ✓ (1)
- Fishing Pier ✓ (1)
- Corporation yard ✓ (1)
- Central waterfront Master Plan ✓ (1)
- Cass Marina facility ✓ (1)
- Beach sewer project
- Utility underground rehab
- Accessibility improvements in public right of way
- Community garden
- Street lights
- Boat/Other Dredging
- Citywide landscape and lighting assessments
- Construction staging yard
- Signage
- MLK infrastructure
- Fire Station re-utilization
- Transit Hub-traffic circulation Master Plan
- Streets survey
- Green energy generation
- Sidewalks and boardwalks
- Other equipment
- Sinking of Marinship
- Marinship Way conversion
- Sewer laterals

#### BALANCE THE RETENTION OF SAUSALITO'S UNIQUE CHARACTER WITH CHANGE

- Economic incentives to retain desired uses Art, Hardware and Marine
   ✓✓✓✓✓✓✓ (9)
- Update of the Marinship Specific Plan ✓✓✓✓✓ (6)
- Update the General Plan fiscal element ✓✓✓✓✓ (6)
- Living/oral history preservation exhibit and program ✓✓✓✓✓✓ (6)
- Digitizing the "old" local newspaper ✓✓✓✓✓ (5)
- Marinship historic buildings inventory ✓✓✓✓ (4)
- Shoreline restoration, protection and habitat creation program ✓ ✓ ✓ ✓ (4)
- Zoning ordinance update to protect our town during the America's Cup event ✓✓✓✓ (4)

- Anchor outs ✓✓✓ (3)
- Review and analysis of BCDC and other regulations regarding onthe-water habitation  $\checkmark\checkmark$  (2)
- Historic street light rehab program ✓✓ (2)
- Establishment of a Marinship Historic District ✓✓ (2)
- Steps and stairs character and preservation ✓✓ (2)
- Continue to enforce the zoning ordinances ✓ (1)
- Update subdivision ordinance ✓(1)
- Historic regulations and design guidelines ✓(1)
- Creation of a historic overlay district ✓ (1)
- Establishment of Design Review Board ✓ (1
- Establishment of survey baseline in public right-of-way ✓ (1)
- Boundary surveys of City properties ✓ (1)
- Increase awareness of workshops on public issues ✓ (1)
- Need a place to display historical items ✓ (1)
- Land use inventory
- Re-zone existing hotel lots
- Attract more maritime services
- Enforce Marinship Specific Plan
- Live-aboard facilities at all marinas
- Enhance community involvement to preserve Sausalito's uniqueness

#### Attachment 1

#### Flipchart and Meeting Notes FRIDAY, MARCH 25, 2011 8:40 AM – 4:40 PM

City of Sausalito Mayor, Herb Weiner welcomed everyone called the group to attention at 8:40 AM. There was no public comment. 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.

8:40 AM – 12:15 PM - 3.5 hours with 15 minute break
Introductions and Strategic Planning Overview
Trends and SWOT update
State of the City Report – Accomplishments and Future Vision by Department
City Council Goals and Objectives

1:00 PM – 4:40 PM - 4.5 hours with 15 minute break Strategic Goals Affirmation Strategic Objectives Update – Action Plan Discussions Meeting Summary and Wrap-up

#### **State of the City and City Council Presentations:**

Ten short presentations were delivered on the accomplishments of each department, the current initiatives for that department and future vision for the next six months. Each speaker provided a memo summarizing their presentation. Each City Council member was asked to speak to the group about their individual goals for the next six months and also their vision for the next fiscal year. 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 four table-top teams to discuss the three-year goals as established in the prior planning period and provide recommendations for objectives. The instructions were to review each Department's projects for the upcoming six month period and select initiatives or objectives for review by goal. An updated six-month objective listing by three-year goals was produced.

#### NOTES: CITY COUNCIL GOALS AND OBJECTIVES

#### MIKE KELLY:

#### Goals:

Stabilizing all City Departments
Set tight policies – City Council as policy makers
Secure funding for projects
Prioritize initiatives and change methodically

Vision for fiscal year 2011-2012:

"We are a shining jewel, in the last two years a lot got accomplished. Stay focused and moving forward."

#### **CAROLYN FORD:**

#### Goals:

Marinship – Protect maritime industry and WWII structures
America's Cup event – participate but protect
Downtown beautification
Enforce bicycle laws
Park maintenance
Pension reforms
Fire consolidation analysis
Grant writing
New chairs on the dais
Agenda outreach

Vision for fiscal year 2011-2012: "Preservation, quality of life, best value for our dollar and community outreach and transparency"

#### **JONATHAN LEONE:**

#### Goals:

The goals we established are still relevant; don't forget the goals we have already set.

Financial stability

Acknowledge lack of resources and look back look at priority calendars over the last several years as reference (back casting) to review best decisions

Vision for fiscal year 2011-2012: "Limit non-essential projects and distractions. Continue with good public policy and financial stability"

#### LINDA PFEIFER:

#### Goals:

Pension reform

Wrap up Housing Element, focusing on second units and liveaboards, by year's end

Marinship – designate as historic

Vision for fiscal year 2011-2012: "Empower staff with model of leadership at every level with performance objectives and focus on basic infrastructure"

#### **HERB WEINER:**

#### Goals:

We are in the service business Stay in the present and listen to our constituents/customers Concentrate on preservation – but differentiate it from blight

Vision for fiscal year 2011-2012: "Provide Council leadership"

#### **Next steps for Strategic Planning:**

Document the notes from the Planning Session and provide in draft format for review. City Council and the Management Team will receive an Executive Debriefing Report summarizing the planning meeting.

Meeting concluded at 4:40PM after the Meeting Review process and final comments from the facilitator, Mayor Weiner and City Manager, Adam Politzer.