

**TOWN OF SAN ANSELMO
STAFF REPORT
April 14, 2014**

For the Meeting of April 22, 2014

TO: Town Council

FROM: Debra Stutsman, Town Manager

SUBJECT: Strategic Planning

RECOMMENDATION

That Council review the results of the 2014 Strategic Planning session and provide direction to staff.

BACKGROUND

In early 2012, the Council held an all-day Strategic Planning session with the management staff, with the public also encouraged to attend. The first part of the day was spent hearing presentations from each of the departments outlining their accomplishments and goals for the future. The second part of the day was spent with the Town Council outlining their priorities in a number of areas, including infrastructure, technology, community facilities, shared services, financial/budgetary priorities, public/private partnerships, Town rules and processes and miscellaneous. This effort resulted in the development of a listing of the goals and priorities as set forth by the Council. A Town Hall meeting was held on a subsequent Saturday to obtain community input on the 33 Council goals that were outlined for the medium term.

Following the Town Hall meeting, a community survey was prepared that represented the 33 medium term goals. Over a two week period 258 people completed the online survey and three paper surveys were received. The results of all of these community efforts were combined to outline the community's top ten goals, which are 1) road and drainage improvements, 2) flood control, 3) community facilities master plan, 4) sharing staff, 5) events on San Anselmo Avenue, 6) budget advisory committee, 7) speed and safety on SF Drake Blvd., 8) median upgrades, 9) Isabel Cook remodel for office space, 10) code enforcement of buildings/signs.

RESULTS OF STRATEGIC PLANNING SESSION

On Friday, March 21, the 2014 Strategic Planning Session was held. The first portion of the day was spent hearing from each department on their accomplishments for 2012-13 and their goals for the next year, next five years, and next twenty years. The outlines of those presentations are attached (attachment 1).

The final two hours of the day were reserved for Council comments in the context of the priority areas identified in 2012 for projects that were not included in the Department presentations. The comments were as follows:

ITEM #7

1. Infrastructure

- Memorial Park is in need of extensive renovation. Staff should prepare a needs assessment of the improvements needed at the park, including turf, playground, playing fields, tennis courts, restrooms, snack shack, basketball court, etc. The needs assessment should include estimated costs for doing the required work.
- The Town is actively pursuing flood projects outlined in the 10-year work plan, but we should also examine important projects that are not on the 10-year work plan that need attention, such as the Morningside Bridge.
- The street medians are in need of attention. Perhaps a pilot program could be initiated on just one median.

2. Technology

- The Town should support and pursue the Next Generation 911 system through the Marin Emergency Radio Authority (MERA).
- Staff should continue to pursue technology to streamline the permit application process and enhance customer service.

3. Community Facilities

- The Town should ensure that community buildings, such as the Carnegie Library, the Isabel Cook Complex and Robson Harrington House are well cared for.

4. Shared Services

- Disaster preparedness response and neighborhood preparedness should continue to be a high priority.
- Opportunities for sharing services should be pursued whenever possible.

5. Financial/Budgetary

- The fine/fee schedule should be reviewed to ensure that fines/fees are adequate to recoup the costs of providing the services.
- Staff should continue to pursue all possible grant opportunities.

6. Town Rules and Processes

- Staff should pursue joining or replicating the Healthy Communities organization that Corte Madera and Larkspur are involved with, to ensure that youth drug and alcohol issues are addressed.
- The Town should consider a social host ordinance to hold hosts of underage parties with alcohol accountable.
- The Town should pursue a leash law for dogs.

7. Miscellaneous

- Customer service should remain a high priority, with consideration given to improving communication, producing user-friendly handouts and encouraging all residents to sign up for the Town newsletter.
- Councilmembers expressed a general contentment with the goals that were outlined in the Strategic Planning session by Department Head staff.

CONCLUSION

The 2014 Strategic Planning session served as an excellent exchange of information between the Council, Department Head staff, the employees who attended and the public. It was an opportunity for Councilmembers and the public to learn more about each department, and it was also an opportunity for the Department Managers to learn more about their colleague's departments.

Respectfully submitted,



Debra Stutsman
Town Manager

Attachments:

Outlines of Department Presentations

**SPECIAL TOWN COUNCIL MEETING
STRATEGIC PLANNING WORKSHOP
Friday, March 21, 2014**

Department Presentation – Administration and Finance

2013 Accomplishments:

Outcomes

- | | |
|--|--|
| 1) Issued pension obligation bonds to refinance PERS side fund. | Savings of \$600,000 over 10 years. |
| 2) Implemented in house payroll processing, fixed assets and project accounting modules of financial software. | Time savings for staff, reports are able to be easily produced, increased accuracy of reports. |
| 3) Utilized various new staffing tools to fill vacancies. | Vacancies filled in a timely manner. |

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Implement use of technology in Town Council packets and video taping of Town Council meetings.
- 2) Prepare multi-year financial forecasts to assist in budget development.
- 3) Coordinate accounting procedures with new permit tracking software purchased by Building Department.

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Allow for online renewal of business licenses.
- 2) Conduct a fee schedule study with the possibility of increasing fees and fines to market rates.
- 3) Increase communication tools to disseminate information throughout the organization.

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Further use of technology, such as scanning of all documents to reduce paper storage.
- 2) Establish a Town policy and procedure manual.
- 3) Refurbish second floor of Town Hall to increase energy efficiency and improve work environment.

**SPECIAL TOWN COUNCIL MEETING
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**Department Presentation – Fire
Ross Valley Fire Department**

2013 Accomplishments:	Outcomes
1) Replaced network server	RMS updates/Mapping upgrades /Trakit
2) Personnel Management	Fire Chief/2 Firefighters
3) Public Training	CERT/Get Ready/206 Sidewalk CPR/120 CPR

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Battalion Chief / Captain promotion with acting list. New testing and placement policy
- 2) IT Upgrades – Install current Microsoft Office licenses on all administrative computers, install network interfaces in conference room
- 3) Policy and procedure review and updates

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Station 18 remodel and removal of portable trailer
- 2) Development of personnel and involvement with USFS Inter-Agency Management Teams
- 3) Update of Strategic Plan and Standards of Cover

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Response time analysis for possible fire station relocations and retrofits
- 2) Replacement of MERA system and CAD updates
- 3) Centralized training facility

**SPECIAL TOWN COUNCIL MEETING
STRATEGIC PLANNING WORKSHOP
Friday, March 21, 2014**

Department Presentation – Library

<u>2013 Accomplishments:</u>	<u>Outcomes</u>
1) Joined Link + system	San Anselmo community now has access to over 11 million items.
2) Curbside book drop	A new and convenient way for patrons to return items.
3) Expanded access to information, Culture & Stories	New digital collections include eBooks, eMagazines and eAudio; Over 300 programs and 11,620 people attended events.

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Renew Library parcel tax
- 2) Celebrate the Library Centennial
- 3) Implement plan for improved exterior lighting to increase the Library building's visibility

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Redesign public space
- 2) Implement Library Technology plan
- 3) Utilize additional tools for communicating with the community about the Library

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Continue to work with MARINet to identify shared projects and services
- 2) Create alliances with government agencies and community groups to benefit SA patrons
- 3) Community program/meeting space with Friends of the Library Bookstore

**SPECIAL TOWN COUNCIL MEETING
STRATEGIC PLANNING WORKSHOP**

Friday, March 21, 2014

Department Presentation – Planning

2013 Accomplishments:

Outcomes

- | | |
|---|--|
| 1) Approval of Design Review, Use Permit and Grading San Francisco Theological Seminary | Allows the construction Faculty Row, Student Village, Flex-Use Townhomes and storage building to implement the SFTS Master Plan Amendment approved by the Town Council in March 2012 |
| 2) Approval of Second Unit Ordinance | Facilitates the development of second units consistent with the Housing Element adopted by the Town Council in November 2012 |
| 3) Approval of Imagination Park | Allowed the removal of the former drug store and construction of Imagination Park |

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Phase 1 of the automated permit tracking system (TRAKIT) up and running
- 2) Prepare user-friendly handouts for residents and business owners, to provide a clear picture of what to expect when remodeling a residence or opening a business in San Anselmo
- 3) Continue to work with the Economic Development Committee to fulfill their adopted objectives

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Fully functioning Housing Element Implementation Commission
- 2) Fully functioning automated permit tracking system (TRAKIT)
- 3) Prepare Housing Element Update

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Comprehensive General Plan Update
- 2) New Zoning Ordinance
- 3) Fully automated application process

**SPECIAL TOWN COUNCIL MEETING
STRATEGIC PLANNING WORKSHOP
Friday, March 21, 2014**

**Department Presentation – Police
Central Marin Police Authority**

2013 Accomplishments:	Outcomes
1) Formalized a JPA with TCPA and SAPD	Cost savings by eliminating redundancies, improved efficiency and increased service levels. Developed a funding formula and merged labor contracts
2) Merged Records Systems/Launched Social Media	Merged TCPA and SAPD Databases into Centralized CMPA System. Launched new CMPA website and social media platform
3) Spawn Shared Services/Volunteer Program	Contract established with Sausalito PD to share cost and use of evidence tech.

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Continue to work with the Bay Cities Risk Pool to improve Risk and Liability exposures.
- 2) Town and City ordinance uniformity (i.e. leash regulations, overnight parking, Social Host).
- 3) Identify a Traffic Education, Safety and Enforcement plan for through inter-department participation, community involvement and direction from Town Council with clear objectives.

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Continue to research shared services opportunities with an emphasis of improved service delivery and/or cost savings.
- 2) Succession Planning, organizational change and structure within the Authority with an emphasis on promoting leadership and excellence.
- 3) Improve disaster preparedness/response regionally.

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) MERA funding and replacement of aging infrastructure.
- 2) CALEA/Commission on Accreditation for Law Enforcement Agencies.
- 3) Continue to position the Authority for success both fiscally and operationally. To maintain our partnership with San Anselmo that has been built on a foundation of honesty, fairness, compassion, respect, trust and loyalty.

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Department Presentation – Public Works

2013 Accomplishments:

Outcomes

- | | |
|---|---|
| 1) Capital Improvement Projects (CIP) | Year 2 of the 5 Year CIP Completed. |
| 2) Flood Control Projects and Grant Acquisition | Obtained funding to replace bridges and potential detention basin for \$18 million. |
| 3) Sharing services with other jurisdictions | Shared services with the Town of Ross |

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Trakit permit tracking software to go live.
- 2) Continue work on 5 year CIP and flood control issues and move forward with other flood control projects and grant opportunities.
- 3) Complete Tower repair and replacement of all Town street lights with high-efficiency lighting.

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Continue work on all CIP projects and replace Nokomis, Madrone and Center Street bridges and Safe Routes and OBAG projects.
- 2) Apply for more grants to improve our infrastructure and flood control.
- 3) Continue to improve coordination internally between public works, building, planning and fire.

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Renovate Town facilities
- 2) Flood Control
- 3) Continue working on complete streets and ADA issues throughout San Anselmo.

**SPECIAL TOWN COUNCIL MEETING
STRATEGIC PLANNING WORKSHOP**

Friday, March 21, 2014

Department Presentation – Recreation

2013 Accomplishments:

Outcomes

- | | |
|--|---|
| 1) Collaboration with Other Agencies | Created new speaker series program, co-marketed classes with TUHSD, added TUHSD aquatics program to dept. marketing, increased utilization of TUHSD and RVSD facilities |
| 2) Rejuvenated Parkside Preschool Program | Increased participation, funding for facility improvements |
| 3) Financial stability for the Recreation Department | Allowed for completion of several deferred maintenance project and purchase of needed equipment |

Goals

What are three near-term goals that you've set for your department? (1 year)

- 1) Complete the Community Facilities Master Plan
- 2) Finalize the development of a "Friends of San Anselmo Parks & Recreation" 501c3 organization
- 3) Renovation of the "Mt Tam Room" at ICC

What are three medium-range goals that you've set for your department? (2 to 5 years)

- 1) Development of a fundraising plan for the completed facilities master plan
- 2) Develop and manage a program, event and "adopt a" sponsorship program
- 3) To implement a volunteer database management program for use in town activities

What are three long-range goals that you've set for your department? (6 to 20 years)

- 1) Complete the master plan components at Robson Park
- 2) Complete the master plan components at the Isabel Cook Community Center
- 3) Develop a sustainable budgeting model for programs and new facilities including a sinking fund for ongoing facility needs