



CITY OF SAN RAFAEL

GOALS AND STRATEGIES

Fiscal Year 15-16

MISSION

The Mission of the City of San Rafael is to enhance the quality of life and to provide for a safe, healthy, prosperous and livable environment in partnership with the community.

VISION

Our vision for San Rafael is to be a vibrant economic and cultural center reflective of our diversity, with unique and distinct neighborhoods in a beautiful natural environment, sustained by active and informed residents and a responsible innovative local government.

May 18, 2015

2014/15 Major Accomplishments

- Strategic Plan process for new public safety facilities
- Completed Housing Element update
- Coordinated a three-county collaborative procurement for the installation of solar on public facilities, resulting in contracts for solar on six San Rafael facilities
- Revitalized Boyd Park with new family-oriented activities and events
- Created a City Council liaison program for all Boards and Commissions
- Approved a new Community Engagement Action Plan
- Completed business retention interviews with the Chamber of Commerce
- Implemented massage ordinance, resulting in the closure of 10 massage establishments
- Drafted 10-year Report Card on General Plan progress
- Streamlined processes and procedures through code revisions and zoning amendments
- Hired new Emergency Services Coordinator and commenced Hazard Mitigation Plan
- Purchased and implemented body-worn cameras for all police officers
- Approved new 3-year Capital Improvement Program
- Created Assessment District Policy
- Constructed new bike and pedestrian pathway on Hetherton Ave
- Conducted speed surveys and adjusted speed limits on “D” Street
- Held community meetings and obtained City Council direction to proceed with establishing a Quiet Zone for SMART train service
- Provided direction to SMART regarding Downtown station design aesthetic and color
- Adopted the City Council’s first Legislative Platform
- Conducted customer service training for permitting and regulatory staff
- Received grants and commenced studies on potential transit center relocation and parking utilization/wayfinding for the Downtown SMART Station area
- Commenced visioning and early planning efforts related to building a new Downtown Library
- Completed an I.T. Roadmap and began implementation
- Hired new City Manager effective August 1
- Downtown beautification improvements including new banners and landscaping
- Completed “Safe Routes to School” sidewalk improvements to Davidson Middle School
- Resurfaced over 18 roadway segments, including working with County of Marin to resurface 4.5 miles of Point San Pedro Road



Boyd Park Grand Reopening Celebration on April 26, 2015



Rendering of solar installation on City Hall



Rendering of Downtown SMART station platform

GOAL A:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS
<p>NEIGHBORHOOD AND ECONOMIC VITALITY</p> <p>Create and Preserve a Healthy Economy and Neighborhoods</p>	<p>1. Sustain a vibrant Downtown and other business areas</p> <ul style="list-style-type: none"> a) Implement recommendations from Downtown retail recruitment strategy* b) Support development of key sites such as 999 Third Street and 1001 Fourth Street c) Continue business retention interviews with Chamber and Downtown Business Improvement District d) Pursue code enforcement of massage establishments 	<p><i>Economic Development Subcommittee</i></p> <p>Economic Development</p> <p>Economic Development</p> <p>Economic Development</p> <p>Community Development</p>
	<p>2. Facilitate affordable housing opportunities and reduce the number of homeless</p> <ul style="list-style-type: none"> a) Implement Homeless Action Plan b) Assist Ritter Center with relocation process c) Identify Shelter/Transitional Housing Options d) Work with regional partners to enhance affordable housing programs and opportunities* e) Develop “Junior Second Unit” zoning amendments* 	<p><i>Economic Development & Homelessness Subcommittees</i></p> <p><i>Homelessness Subcommittee</i></p> <p>Econ. & Community Development</p> <p><i>Homelessness Subcommittee</i></p> <p>Economic Development</p> <p>Community Development</p>
	<p>3. Reduce Greenhouse Gases</p> <ul style="list-style-type: none"> a) Implement Climate Change Action Plan including solar on city facilities, bike and pedestrian infrastructure and other high priority items b) Study overall greenhouse gas emissions community wide and begin work on the 5-year inventory* c) Develop standards and permit process for community gardens* 	<p>City Manager’s Office</p> <p>City Manager’s Office</p> <p>Community Development</p>

*represents new initiatives

GOAL B:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS
<p>QUALITY OF LIFE</p> <p>Serve and Strengthen Community and Regional Relationships</p>	<p>1. Create community through programs and spaces offering enrichment opportunities</p> <ul style="list-style-type: none"> a) Analyze and report on structure and viability of City's Childcare Program b) Plan for Great Race 2016 c) Support existing special events program and plan for new events* 	<p>Community Services</p> <p>Economic Development <i>Economic Development Subcommittee</i></p>
	<p>2. Work to provide literary, artistic, recreational and cultural experiences for all residents and embrace our diversity</p> <ul style="list-style-type: none"> a) Conduct a needs assessment of facilities and plan for potential new Downtown Library* b) Pursue new opportunities for Boyd Gate House* c) Implement Pickleweed Park synthetic turf fundraising campaign d) Renovate Terra Linda Pool House 	<p><i>Library Subcommittee</i></p> <p>Community Services</p> <p>Community Services</p> <p>Community Services & Public Works</p>
	<p>3. Collaborate with community partners and utilize the expertise of Boards and Commissions, agencies, and associations</p> <ul style="list-style-type: none"> a) Work with Boards and Commissions regarding annual work plan presentations to City Council* b) Work with Smoke-Free Marin on regulations regarding e-cigarettes and tobacco sales in pharmacies* 	<p>All Departments</p> <p>All Departments</p> <p>City Manager's Office</p>
	<p>4. Improve resident engagement and governmental transparency</p> <ul style="list-style-type: none"> a) Work with staff Communication Team to implement Community Engagement Action Plan* 	<p>All Departments</p> <p>City Manager's Office</p>

*represents new initiatives

GOAL C:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS
PUBLIC SAFETY Prevent and Respond to Emergencies	1. Plan for essential public safety facility upgrades and improvements with ¼ cent additional Measure E funds a) Prioritize use of additional Measure E funds for safety building improvements and begin design of selected facilities*	<i>Facilities Subcommittee</i> City Manager’s Office, Fire, Police, Finance, Public Works
	2. Provide a safe and secure environment for people, businesses and property in the community a) Target quality of life issues in Downtown and open space* b) Strengthen rules and regulations for conduct in parks c) Work with County, federal and state agencies to address human trafficking issues*	Fire, Police, Public Works Police, Fire, Public Works City Attorney, Police, Community Services Police
	3. Further develop community and organizational emergency readiness a) Implement Community Emergency Response Team (CERT) and staff training b) Update Emergency Management Strategic Plan* c) Prepare Hazard Mitigation Plan	Fire Department’s Office of Emergency Services
	4. Pursue cost saving and efficiency measures for emergency services a) Negotiate new County lease and fire services agreements* b) Pursue additional shared services with fire and police agencies in Marin c) Monitor and analyze effectiveness of Major Crimes Task Force to determine future participation* d) Conduct analysis of crime trends	Police & Fire Departments City Manager’s Office, Fire Police, Fire Police Police

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GOAL D:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS
PUBLIC ASSETS Improve and Preserve Public Assets	1. Plan use of Measure A funds for park and open space improvements a) Implement plan for use of funds and report out annually	Community Services, Fire, Police, Public Works
	2. Sustain effective level of core infrastructure maintenance a) Implement Capital Improvement Program and provide regular updates b) Consider ordinance and/or partnership program for sidewalk maintenance & liability	Public Works Public Works Public Works, City Attorney
	3. Improve mobility through reducing traffic congestion and expanding bicycle, pedestrian, and transit opportunities a) Implement Bicycle and Pedestrian Master Plan b) Conduct speed surveys and implement / enforce speed limit changes where appropriate* c) Work with Transportation Authority of Marin and County on reopening the third lane of the Richmond Bridge*	Public Works Public Works Public Works, Police City Manager’s Office, Public Works
	4. Prepare for arrival of Sonoma Marin Area Rail Transit (SMART) a) Design and seek approvals for Andersen Drive crossing b) Design downtown traffic operations / improvements (One Bay Area Grant) c) File Notice of Intent for Quiet Zone d) Conduct study for Transit Center relocation with Bridge District and Marin Transit* e) Conduct study for parking utilization and wayfinding* f) Study multi-use pathway “gaps” in the North-South Greenway* g) Coordinate train safety community education* h) Work with Chamber and other stakeholders to plan for station connectivity needs*	SMART Subcommittee Public Works Public Works City Attorney Econ. Development, Public Works Parking Services Public Works City Manager’s Office City Manager’s Office

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GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS
<p>FOUNDATIONAL SERVICES</p> <p>Sustain Organizational Viability and Exemplary Service</p>	<p>1. Achieve short and long term financial viability</p> <ul style="list-style-type: none"> a) Continue to seek pension and Other Post-Employment Benefits (OPEB) reform and cost management b) Adopt new purchasing policy* c) Improve online City financial information* 	<p><i>Finance Subcommittee</i></p> <p><i>Pension Subcommittee & Human Resources</i></p> <p>Finance, City Attorney Finance</p>
	<p>2. Continue organizational excellence and succession planning</p> <ul style="list-style-type: none"> a) Complete contract extensions through labor negotiations and increase openness and transparency of process b) Pilot electronic performance appraisal system 	<p>All Departments</p> <p>Human Resources, City Manager’s Office</p> <p>Human Resources</p>
	<p>3. Continue to seek financial resources for City priorities</p> <ul style="list-style-type: none"> a) Leverage fundraising and grants at local, State and Federal level b) Sustain existing special revenues (e.g. paramedic, library) and identify additional as appropriate c) Prepare for 2016 Library tax 	<p>All Departments</p> <p>All Departments</p> <p>All Departments</p> <p>Library</p>
	<p>4. Employ technology to improve efficiency and service level ability</p> <ul style="list-style-type: none"> a) Complete I.T. Projects Roadmap and develop 5-year Strategic Plan b) Commence document management, eGov improvements, and open data initiatives c) Upgrade City’s email and phone systems* d) Procure new Community Services program registration software* e) Upgrade remote locations (Public Works, fire stations, community centers) with high-speed network infrastructure* 	<p>Information Technology & All Departments</p> <p>Information Technology</p> <p>Information Technology, City Manager’s Office, City Clerk</p> <p>Information Technology Community Services</p> <p>Information Technology</p>

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