



City Council Goals & Strategies

Fiscal Year 2018-19

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.

HIGHLIGHTS OF ACCOMPLISHMENTS FOR 2017-18

- Issued [\\$48.5 million in bonds](#) and started construction on a [new Public Safety Center as well as Fire Stations 52 and 57](#), including relocation to temporary facilities and demolition.
- Integrated [SMART train service](#) into San Rafael's transportation network, including new signal systems, a Quiet Zone, parking, signage, and other improvements.
- Began implementing the SMART [Larkspur Extension agreement](#) including Andersen Drive intersection reconstruction and CPUC review, initiation of Francisco Blvd West rebuild, property transfers and easements, and project facilitation.
- Developed a pilot program to [regulate cannabis business](#) activity, including zoning changes and licensing and prepared a cannabis business tax ballot measure for the June 2018 election to enhance revenues for regulatory efforts and other City services.
- Worked with the County of Marin to launch a [coordinated entry](#) program, housing 30 chronically homeless people in the first 5 months.
- Completed transition to [district-based elections](#), including numerous public hearings, community meetings, dedicated web pages with bilingual material, demographic data, and mapping services.
- Initiated the [General Plan 2040](#) update, established a work program, and formed a 23-person community steering committee.
- Received a [Cultural District designation](#) for Downtown San Rafael, one of only 14 in the state.
- Continued the [Together San Rafael](#) organizational culture effort including a pilot Learning Lab program, providing employees with training on human-centered design and hosted a "Demo Day" event for employees to share their solutions to cross-departmental work challenges.
- Updated the City's sidewalk ordinance and developed a [cost-sharing program](#) for repairs to provide applicants with matching funds and paying for sidewalk, curb and gutter repair.
- Completed [major street repair and resurfacing projects](#) including the Las Gallinas / Freitas Parkway intersection, Second and Grand Ave intersection, and the G Street drainage and resurfacing project.
- Coordinated the [Latino Civic Leadership Task Force](#) and hosted a boards and commission fair.
- Completed [construction of solar](#) on three city facilities (Public Works Building, Boro Community Center, and the C Street Parking Garage).
- Supported the Downtown Streets Team launch of the [Marin Mobile Care](#) mobile shower program.
- Amended the City's parking ordinance and implemented time-limited parking in East San Rafael.
- Worked with community groups to design a [new playground at Albert Park](#) and raise funds for additional features
- Spearheaded the creation of "Opening Doors: Marin," a countywide housing task force focused on creating sufficient housing to end chronic homeless.
- Removed 117 unlawful campsites and associated debris in open space areas.
- Enhanced community engagement efforts in the Police department through "Coffee with a Cop" meet-and-greets, National Night Out, Camp Chance, a youth academy at Davidson Middle School, and increased use of social media including Nextdoor.
- Completed a [Downtown Parking & Wayfinding Study](#).
- Hosted a community-wide employment fair for low-income people looking for work.
- Transitioned all City electricity accounts to 100% renewable Deep Green electricity, reducing municipal emissions by 16%.
- Deployed Narcan/Naloxone in all police cars to help save lives for opioid overdoses.
- Merged the San Rafael Police Department's Crisis Response Unit with Novato, reducing costs and leveraging shared resources.
- Converted to a third-party medical billing company, eliminating the ambulance billing backlog.
- Completed a Local Hazard Mitigation Plan.
- Launched gigabit public internet connection at both libraries.

GOAL A:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES DEPARTMENTS
<p>NEIGHBORHOOD AND ECONOMIC VITALITY</p> <p>Create and preserve a healthy economy and neighborhoods</p>	<p>1. Sustain vibrant neighborhoods, Downtown and other business areas.</p> <ul style="list-style-type: none"> a. Work with a Steering Committee to continue preparation of General Plan 2040 and begin Downtown ‘Precise Plan.’ b. Collaborate with the East San Rafael working group and Downtown Business Improvement District to develop and empower businesses. c. Facilitate application process for cannabis businesses in approved license categories. d. Launch commercial over-the-counter plan check for small tenant improvements. e. Launch OpenCounter, a new online platform for business owners to navigate permit requirements and costs. f. Improve parking conditions in East San Rafael through strategies like enforcing time limited parking and adding supply where possible. g. Launch “Permit Simplicity” customer service program in partnership with Marin Builders Association. 	<p><i>Economic Development Subcommittee</i> Community Development</p> <p>Economic Development</p> <p>Economic Development</p> <p>Community Development</p> <p>Economic Development and Community Development</p> <p>Public Works and Parking Services</p> <p>Community Development</p>
	<p>2. Facilitate affordable housing opportunities and reduce the number of people experiencing homelessness.</p> <ul style="list-style-type: none"> a. Support and promote the “Opening Doors: Marin” initiative. b. Expand affordable housing opportunities through the 999 3rd Street, 703 3rd Street Sierra Building, and Mill Street 2.0 projects. c. Support the Marin Mobile Care program as well as the relocations of Ritter Center and St. Vincent’s social service organizations. d. Update the city’s accessory dwelling unit ordinance. e. Explore protections to increase rental and ownership housing affordability. 	<p><i>Homelessness Subcommittee</i></p> <p>City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office & Community Development</p> <p>City Manager’s Office</p>
	<p>3. Reduce greenhouse gas emissions.</p> <ul style="list-style-type: none"> a. Work with Marin Sanitary Service to revise rate setting methodology. b. Add solar to City Hall, including EV charging stations. c. Complete the Climate Action Plan update. 	<p><i>Sustainability Liaison</i> City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p>

GOAL B:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES DEPARTMENTS
<p>QUALITY OF LIFE</p> <p>Serve and strengthen community and regional relationships</p>	<p>1. Work to provide literary, artistic, recreational and cultural experiences for all residents and embrace our diversity.</p> <ul style="list-style-type: none"> a. Promote culture and art through the Downtown Cultural District and 'Life in San Rafael' campaign. b. Expand creative science, technology and arts programs for all ages. c. Provide immigration information services to residents. d. Support and promote the Age-Friendly San Rafael initiatives. 	<p><i>Economic Development Subcommittee</i></p> <p>Economic Development</p> <p>Library</p> <p>Library</p> <p>Community Services</p>
	<p>2. 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 County Parks to provide park 'Experience Kits' to the community. b. Collaborate with local schools to ensure all students have a Library card, the community schools initiative, enhanced after-school programs, and shared use of facilities. c. Seek out creative funding partnerships with community groups to fundraise for park and playground improvements. 	<p>Library</p> <p>Library</p> <p>Community Services</p>
	<p>3. Improve resident engagement and governmental transparency.</p> <ul style="list-style-type: none"> a. Create a citywide open data program for budget and other metrics. b. Enhance civic participation through promotion of voter registration, a digital candidate guide and support of the Latino Civic Leadership Initiative. c. Launch an online engagement platform for the General Plan 2040 process. d. Increase use of social media, including exploring live streaming of City Council meetings through Facebook Live. 	<p>City Manager's Office</p> <p>City Clerk's Office and City Manager's Office</p> <p>Community Development</p> <p>City Clerk's Office and City Manager's Office</p>

GOAL C:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES DEPARTMENTS
PUBLIC SAFETY Prevent and respond to emergencies	1. Plan for essential public facility upgrades and improvements with ¼ cent additional Measure E funds. <ol style="list-style-type: none"> a. Complete construction of Fire Stations 52 and 57 and continue construction of a new Public Safety Center. b. Begin design phase for Fire Stations 54 and 55 remodels. 	<i>Facilities Subcommittee</i> Public Works, Fire, Police, and City Manager's Office Public Works & Fire Department
	2. Provide a safe and secure environment for people, businesses and property in the community. <ol style="list-style-type: none"> a. Implement crosswalk safety enhancement program. b. Host a mental health awareness event at the Rafael Theater. c. Provide officers with de-escalation and behavior profiles on their mobile devices to help with subjects suffering mental illness. d. Pilot a grant-funded paramedicine pilot project to increase preventative care for some patients rather than relying on 9-1-1. e. Enhance education and enforcement efforts to reduce traffic collisions. f. Explore and develop short-term rental policies and procedures. 	Public Works City Manager's Office and Police Department Police Department Fire Department Police Department Community Development
	3. Further develop community and organizational emergency readiness. <ol style="list-style-type: none"> a. Explore strengthening laws for wildland urban interface protection and enhance wildfire preparedness education. b. Promote emergency preparedness education for businesses, with a focus on small and Latino-owned businesses. c. Update emergency volunteer plan. 	Fire Department Economic Development City Manager's Office
	4. Pursue cost saving and efficiency measures for emergency services. <ol style="list-style-type: none"> a. Work with the County of Marin to roll out emergency operations center and disaster service worker trainings for employees. b. Develop a countywide disaster response and recovery template website, working with County and other cities/towns. c. Coordinate and conduct multi-agency public safety trainings. 	Fire Department City Manager's Office Fire and Police Departments

GOAL D:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES DEPARTMENTS
PUBLIC ASSETS Improve and preserve public assets	1. Plan use of Measure A funds for park and open space. <ol style="list-style-type: none"> a. Working with the B Team and Gerstle Park Residents Association, build a new playground at Albert Park. b. Make playground improvements at Victor Jones park. c. Enhance vegetation management services in open space areas. 	Public Works and Community Services Public Works and Community Services Fire Department
	2. Sustain effective level of core infrastructure. <ol style="list-style-type: none"> a. Implement the sidewalk repair pilot program. b. Implement Capital Improvement Plan projects including, a new Southern Heights Bridge, landslide repair on Irwin Street, underpass at Smith Ranch Rd, San Quentin pump station, new stormwater catchments, and more. c. Work with community partners and agencies to obtain funding for dredging the San Rafael Canal. d. Complete analysis and report on new library facility options. 	<i>Facilities and New Library Subcommittees</i> Public Works Public Works Public Works Library
	3. Improve mobility by reducing traffic congestion and expanding bicycle, pedestrian and transit. <ol style="list-style-type: none"> a. Work with Golden Gate Transit to design a new transit center in Downtown. b. Continue to seek funding and begin construction of a multi-use path from 2nd to Andersen. c. Build a pedestrian bridge over the Canal at Grand Ave. 	Public Works Public Works Public Works
	4. Support SMART operations and prepare for extension to Larkspur. <ol style="list-style-type: none"> a. Work with SMART to flip Francisco Blvd with the rail line. b. Make intersection improvements at Andersen and Rice Drive. c. Make improvements to intersections of the rail line at 3rd & 2nd. d. Prepare an application for a Quiet Zone from 2nd Street to Larkspur. e. Improve passenger welcoming experience at downtown San Rafael station 	Public Works Public Works Public Works Public Works Public Works & City Manager's Office

GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES DEPARTMENTS
<p>FOUNDATIONAL SERVICES</p> <p>Sustain organizational viability and exemplary service</p>	<p>1. Achieve short and long term financial viability and continue to seek financial resources for City priorities.</p> <ul style="list-style-type: none"> a. Diversify sales tax revenue through new business development, with focus on Marin Square, Northgate Mall, and Downtown. b. Initiate excise tax collection / accounting practices if Measure G is successful. c. Update and consolidate the Master Fee Schedule. d. Develop a purchasing manual for clarity and guidance around large and small purchases. 	<p><i>Economic Development and Finance Subcommittees</i></p> <p>Economic Development</p> <p>Economic Development and Finance</p> <p>City Manager’s Office and Finance</p> <p>City Manager’s Office</p>
	<p>2. Continue organizational excellence and succession planning.</p> <ul style="list-style-type: none"> a. Expand and grow the Together San Rafael initiative including a second Learning Lab cohort and a revamped recognition program. b. Work with other agencies in Marin to recruit new employees and revamp the new employee onboarding experience. 	<p>City Manager’s Office and Human Resources</p> <p>Human Resources</p>
	<p>3. Employ technology to improve efficiency and service level ability.</p> <ul style="list-style-type: none"> a. Begin implementation of new citywide enterprise resource planning (ERP) system. b. Implement new electronic agenda management software. c. Develop a records management program and expand document management to other city departments. d. Implement highest priority security upgrades. e. Replace the Building Division’s system for scheduling inspections. 	<p>Finance and Information Technology City Clerk’s Office</p> <p>City Clerk’s Office and Information Technology</p> <p>Information Technology Community Development</p>