



City Council Goals and Strategies

Fiscal Year 2019-20

This document is not a comprehensive list of all City goals and strategies, but rather a snapshot of the key, new initiatives for the fiscal year.

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 FY 2018-19

- Completed the construction of [Fire Station 52](#), nearing completion of [Station 57](#), and substantial progress on the [Public Safety Center](#).
- Completed the [West Francisco Boulevard](#) “Flip” with the SMART tracks, completion of the [Andersen Drive](#) new intersection, and completion of [Phase I of the Multi-Use Path](#).
- [Achieved](#) a 28% reduction in chronic homelessness from 2017 to 2019, a 54% decline in EMS transports and an 86% decline in Police calls for service for people who have been housed through Housing First.
- With [Coordinated Entry](#), worked with partners to house (now 150+) people who were chronically homeless.
- Assisted Downtown Streets Team secure [Marin Mobile Care](#) mobile shower sites in San Rafael, County of Marin, Sausalito, Corte Madera/Larkspur, and Fairfax.
- Approved “[Wildfire Prevention and Protection Action Plan](#)” to set implementation framework/strategy.
- Installed the [Grand Avenue Pedestrian Bridge](#) for access between Canal neighborhood and Downtown.
- Completed first year of the new [Sidewalk Repair Program](#), a public-private partnership to improve walkability that allows residents to apply for partial funding from the City to repair existing sidewalks.
- Completed the construction of a [new playground at Albert Park](#), with the support of community partners such as The B Team and the Gerstle Park Neighborhood Association.
- Implemented Renter/Landlord programs including [Source of Income Discrimination](#), [Mandatory Mediation](#), and [Just Cause Evictions](#) to improve the renter/landlord relationship.
- Adopted the [Climate Change Action Plan 2030](#) to reduce greenhouse gas (GHG) emissions.
- Entered into a countywide public-private partnership entitled “[Opening Doors Marin](#)”, whose goal is to create housing for chronic and veteran homelessness in Marin County.
- Adopted the [Bicycle and Pedestrian Master Plan](#).
- Adopted [small cell/5G wireless communication facility](#) regulations, which includes permit requirements, permitting deadlines, and design standards/requirements to comply with federal law.
- Further developed the [Cannabis Program](#), including developing an appeals process, expanding the number and types of cannabis licenses, and updating the City’s regulations to comply with state law.
- Implemented a six-month [pilot parking program](#) in East San Rafael regarding time-limited parking to increase on-street parking in residential and commercial areas.
- Entered into an agreement with the Marinwood Community Services District for [shared fire chief officer services](#) to improve service delivery and improve efficiency.
- Established the [Library Pop-Up](#) at Northgate Mall, with the Marin County Free Library.
- Launched the [New Library Facilities](#) Planning Project to engage community members in assessing options for improving library facilities.
- Implemented [Text-to-911](#) program so wireless customers can send text messages to 911 in an emergency.
- Upgraded all [police body-worn cameras](#) to an unlimited cloud-based digital evidence management system that allows managing and sharing digital evidence with the DA’s Office.
- Reorganized “IT” Division into the Department of [Digital Service and Open Government](#) to better assist departments with service design, open data, and community engagement in addition to traditional tech.
- Completed Phase One of a [wayfinding installation project](#) in Downtown San Rafael to direct community members to landmarks, popular locations, and parking.
- Hosted a successful 30th annual [Día de los Muertos](#) event.
- Hosted the second annual [Marin County Community Job Fair](#), in partnership with the Chamber.
- Completed second Spanish speaking [Citizens’ Police Academy](#).
- Partnered with Canal Alliance and other partners to form a chapter of the [New Americans Campaign](#) and assist eligible community members with the naturalization process.

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 the General Plan 2040 Steering Committee to complete GP2040 and Downtown Precise Plan. b. Continue programming with the Chamber and BID. Assist vitality of East San Rafael such as through a PBID. Explore dynamic parking pricing in downtown. c. Review new cannabis license types, create non-San Rafael delivery company process and fee, launch license renewal process, monitor tax collection, and build out compliance program. d. Create marketing material, including launching a website, to brand San Rafael. e. Begin digital inclusion initiative that increases internet connectivity in East San Rafael. f. Evaluate East San Rafael pilot parking program and implement next steps. 	<p><i>Economic Development Subcommittee</i> Community Development</p> <p>Economic Development Parking Services</p> <p>Economic Development</p> <p>Economic Development</p> <p>Digital Service</p> <p>Parking Services</p>
	<p>2. Facilitate Housing Opportunities</p> <ul style="list-style-type: none"> a. Encourage housing development by incentivizing the private sector (e.g. regulatory changes). b. Implement new Mandatory Mediation and Just Cause ordinances; evaluate other programs to create an equitable rental/landlord relationship. c. Update a new accessory dwelling Ordinance. 	<p>Community Development</p> <p>City Manager's Office</p> <p>Community Development</p>
	<p>3. Reduce the number of people experiencing homelessness.</p> <ul style="list-style-type: none"> a. Continue partnerships to end chronic and veteran homelessness in Marin by the end of 2022, such as through Coordinated Entry program. b. Facilitate housing production through "Opening Doors Marin," c. Continue to facilitate an integrated multi-service center that accommodates current downtown service providers as sites become available. d. Develop policy response to Martin v. Boise and other direction through the courts. 	<p><i>Homelessness Subcm.</i></p> <p>City Manager's Office</p> <p>City Manager's Office Community Development</p> <p>City Manager's Office, Community Development</p> <p>City Manager's Office, Police, others</p>
	<p>4. Reduce greenhouse gas emissions.</p> <ul style="list-style-type: none"> a. Complete a Sea Level Rise Adaptation Report to be attached to General Plan 2040. b. Implement the Climate Change Action Plan 2030 (CCAP2030), including enacting new state green building codes and a community-wide process to deal with the impacts of climate change. c. Develop an online community engagement platform for the CCAP2030 that helps residents to learn about activities that reduce greenhouse gas emissions. 	<p><i>Sustainability Liaison</i> City Manager's Office Community Development</p> <p>City Manager's Office</p> <p>City Manager's Office, Digital Service</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. Develop Cultural District awareness campaigns and coordinate with County on Arts Master Plan execution, implement municipal public art projects with partners. b. Implement new programming and beautification opportunities; expand West End lighting project and on-street dining. c. Update the City’s Special Event and Film Permit process to increase organizational efficiency and economic vitality. d. Activate our libraries by implementing programs such as One Thousand Books before Kindergarten, Parent Involvement Project, and Healthy Eating Active Living Initiative. e. Complete the integration, policies/procedures, and team development of the new “Library, Recreation, and Childcare” Department. 	<p><i>Economic Development Subcommittee</i></p> <p>Economic Development, Public Works, Parking, others</p> <p>Economic Development Public Works</p> <p>Economic Development Library, Recreation, and Childcare</p> <p>Library, Recreation, and Childcare</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. Further develop community partnerships that promote inclusivity, safety, belonging, and vitality for the entire community. b. Increase Council exchanges/communication with the appointed Boards and Commissions 	<p>City Manager’s Office</p> <p>City Manager’s Office</p>
	<p>3. Improve resident engagement and governmental transparency.</p> <ul style="list-style-type: none"> a. Implement the World Health Organization’s Age Friendly Cities – San Rafael initiative. b. Build on the Latinx engagement strategy, as started in the Resident Engagement Plan, to increase civic participation and feedback from Spanish-speaking residents. c. Co-lead in local planning and participate in U.S. Census 2020 outreach to ensure an accurate, fair, and complete count. d. Embrace principles of open government by improving financial transparency and using digital transparency portals to share key budget information with community. e. Conduct community outreach to discuss police activities/priorities and engage the public in the problem-solving process. 	<p>Library, Recreation, and Childcare</p> <p>City Clerk’s Office Digital Service</p> <p>City Manager’s Office</p> <p>Finance Digital Service</p> <p>Police Department</p>

GOAL C:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
PUBLIC SAFETY Prevent and respond to emergencies	1. Plan for essential public facility improvements with ¼ cent additional Measure E funds. <ol style="list-style-type: none"> a. Complete the design, bid, and begin construction of Fire Stations 54 and 55 as Phase II of the Essential Facilities program. b. Complete the construction of the Public Safety Center (and achieve LEED Gold certification) and Station 57. 	<i>Facilities Subcommittee</i> Public Works Public Works
	2. Provide a safe and secure environment for people, businesses and property in the community. <ol style="list-style-type: none"> a. Work with community members, Wildfire Advisory Committee, Marin Ready Together, and all Marin jurisdictions to implement the Wildfire Prevention and Protection Action Plan (e.g. defensible space, fuel reduction, evacuation, Firewise communities) and develop funding options. b. Evaluate short-term housing rentals and recommend regulations relating to permitting, use, and enforcement. c. Update City policies and procedures relating to alarm responses and billing. 	Fire, Police, Public Works Community Development Police
	3. Further develop community and organizational emergency readiness. <ol style="list-style-type: none"> a. Update the Emergency Operations Plan to reflect risks, response capabilities, statutory requirements, and best practices. b. Update the Emergency Volunteer Intake Center Plan to be better prepared to utilize disaster volunteers. c. Begin a multi-year disaster recovery project with the goals of increasing network survivability in a disaster event and reducing the network outage window. d. Reimagine emergency medical service delivery to ensure highest quality “out of hospital” care is provided to meet the changing needs of the community. e. Expand CERT, Firewise, other neighborhood response programs in San Rafael. 	Fire City Manager’s Office and Fire Digital Service Fire Fire
	4. Pursue cost saving and efficiency measures for emergency services. <ol style="list-style-type: none"> a. Continue to implement current (e.g. Marinwood Chief Officer, Novato pool, San Anselmo meters) and seek new partnerships with other agencies to share services e.g. additional with Marinwood. b. Work with County’s Whole Person Care program which benefits frequent users of emergency services and develop successful and cost-effective approaches. 	City Manager’s Office, All City Manager’s Office, Fire, Police

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. Replace the playground at Sun Valley Park. b. Enhance vegetation management services in open space areas to reduce the risk of highly flammable vegetation. c. Implement community process and updated design for Pickleweed Park field conversion project to apply for CA Prop. 68/other grants. 	Public Works Public Works, Fire, others Library, Recreation, and Childcare
	2. Sustain effective level of core infrastructure. <ol style="list-style-type: none"> a. Implement the City's Capital Improvement Program (CIP) projects, which including the Southern Heights Bridge (multi-year), Smith Ranch Road resurfacing, Lincoln Avenue curb ramps, and many other projects. b. Continue to work with residents and stakeholders to identify federal funding to dredge the San Rafael Canal. c. Determine preferred site and cost analysis for new library facilities; seek synergies with existing buildings. 	<i>Facilities and New Library</i> Public Works Public Works Library, Recreation, and Childcare
	3. Improve mobility by reducing traffic congestion and expanding bicycle, pedestrian and transit. <ol style="list-style-type: none"> a. Work with partners to select Permanent Transit Center final alternatives to be studied in EIR b. Implement the design phase of the Third Street Rehab. Project, including roadway reconstruction, signal and bike/ped improvements, access ramp updates. c. Begin the sidewalk widening project along East Francisco Boulevard to provide needed access and connectivity between Downtown and East San Rafael. d. Implement intersection and crosswalk improvements such as at Third and Hetherton and a new signalized crosswalk in front of San Rafael High School. 	Public Works Public Works Public Works Public Works
	4. Support SMART operations and prepare for extension to Larkspur. <ol style="list-style-type: none"> a. Seek funding to complete construction of Phase 2 of the Multi-Use Path from Rice Drive to Second Street. b. Implement the multi-year traffic signal improvement program to establish a fiber network, new compliant signal equipment, and more effective interface with SMART in the downtown. 	Public Works Public Works

GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
FOUNDATIONAL SERVICES Sustain organizational viability and exemplary service	1. Achieve short- and long-term financial viability and continue to seek financial resources for City priorities. <ol style="list-style-type: none"> a. Complete a citywide fee study and consider updates to the Master Fee Schedule. b. Identify opportunities to stabilize long term financial projections. c. Identify and market underutilized properties, both City and non-City owned. Improve revenue performance of commercial assets such as Northgate and Marin Square. 	<i>Economic Development and Finance Subcommittees</i> Finance City Manager's Office Finance Economic Development
	2. Continue organizational excellence and succession planning. <ol style="list-style-type: none"> a. Enhance workplace culture and improve the employee lifecycle experience. b. Develop an all-employee Diversity and Inclusion training program to integrate with the Together San Rafael initiative. c. Update critical HR policies and procedures; provide employees with accountability policies that reflect best practices, compliance and innovative thinking. d. Succession planning and knowledge transfer; create initial proposal to capture institutional and legacy knowledge; create business continuity opportunities. e. Update administrative technology systems and processes to streamline and connect cross-departmental workflow. 	Human Resources, others Human Resources, others Human Resources Human Resources Human Resources, Finance, Digital Service, others
	3. Employ technology to improve efficiency and service level ability. <ol style="list-style-type: none"> a. Begin the implementation of a new citywide enterprise resource planning (ERP) system. b. Develop a performance management program to make data-informed decisions and provide critical operating information to assess and improve service delivery. c. Leverage technology and process improvements in the City Clerk's Office to deploy a citywide records management program. d. Launch a community engagement initiative with on-line tools to inform residents about District Elections and what it means to them. e. Implement an improved process for processing business license renewals. f. Create a digital permit guide to simplify the building permit process, and track all the permits, documents, plan reviews, and outside agency clearances. 	Finance Digital Service City Clerk's Office City Clerk's Office Finance Community Development Digital Service