



City Council Goals & Strategies

Fiscal Year 2017-18

MISSION

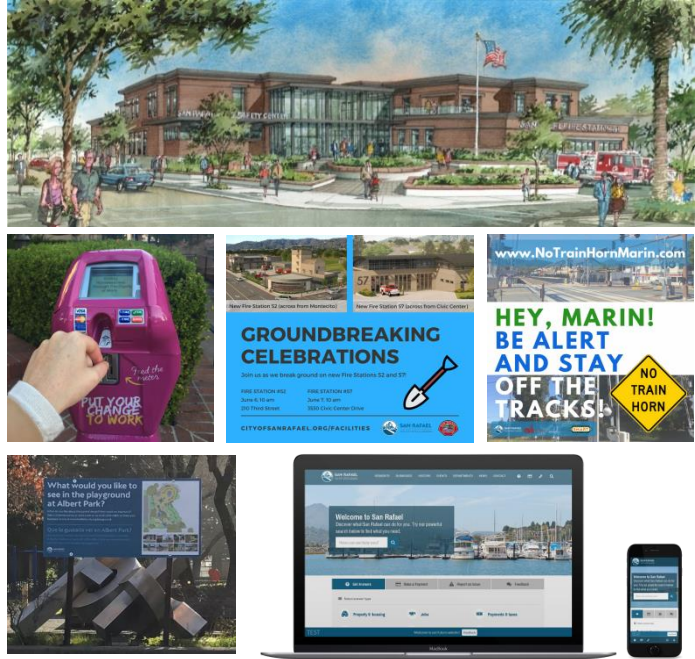
The Mission of the City of San Rafael is to enhance the quality of life and to provide for a safe, healthy, prosperous and livable environment in partnership with the community.

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.

2016-17 HIGHLIGHTS OF ACCOMPLISHMENTS

- Finalized design and started construction of Fire Stations 52 and 57; finalized design of a new Public Safety Center.
- Relocated Fire Station 51, 52, 57 and Fire Department administrative offices; Parking Services, Economic Development and the Sustainability division in preparation for construction of new fire stations and the Public Safety Center.
- Completed improvements in Downtown San Rafael to prepare for SMART including coordinated traffic signals, queue cutters, wider sidewalks, and crosswalk changes.
- Implemented a comprehensive “Quiet Zone” from Novato to Downtown San Rafael.
- Worked with the County of Marin and other service providers to establish the Homeless Outreach Team (HOT).
- Worked with Golden Gate Transit, Marin Transit and SMART to develop temporary and permanent alternatives for the downtown transit center.
- Submitted application for Andersen Drive crossing to the California Public Utilities Commission.
- Completed installation of solar on the Boro Community Center and Public Works building.
- Launched a new mobile-responsive website with forms, payments, issue-reporting features, data and records portals.
- Worked with the community to develop design plans for a new playground at Albert Park.
- Assisted the Downtown Business Improvement District during advisory board transition.
- Completed a community needs assessment for new and expanded library facilities as well as a community-driven strategic plan.
- Entered into an agreement with Ritter Center to move homeless pantry, mail and shower services.
- Worked with the Downtown Streets Team to launch the “Put Your Change to Work” anti-panhandling program.
- With funding provided by the Fire Foundation, purchased refurbished and now conducting training operations with the Department’s new fireboat.
- Provided a Spanish-language Citizen Police Academy with 27 participants.
- Collaborated with other agencies to combat human trafficking.
- Continued open space patrol with the removal of hundreds of unlawful campsites.
- Implemented a water conservation pilot program.
- Kicked off a Bicycle & Pedestrian Master Plan update.
- Established a working group to further develop the Downtown Parking & Wayfinding study.
- Conducted multiple safety drills for police and fire response to potential train incidents.
- Provided research and policy options for regulation of cannabis.
- Applied to be a Downtown Cultural Arts District.
- Managed permits and production activities for Netflix filming of *13 Reasons Why*.
- Launched gigabit and Ethernet at both libraries and instant messaging for library support.
- Participated in a county-wide sea level rise vulnerability assessment.
- Finalized Marin Sanitary rate analysis.
- Updated fees related to building permits, traffic mitigation and affordable housing.
- Conducted an employee engagement survey.
- Initiated the General Plan 2040 process and hired a project manager.
- Refreshed the City logo and tagline.
- Launched the “Together San Rafael” initiative to modernize city services and increase employee engagement.
- Updated the Residential Building Resale (RBR) program.
- Implemented regulations for RV and oversized vehicles on city streets.
- Implemented 360 reviews for all department directors and kicked off a supervisors training program.



GOAL A:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEE & RESPONSIBLE DEPARTMENT
<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. Create community brand identity and Shop Local campaign. b. Launch OpenCounter online permit portal. c. Update traffic methodology from “level of service” to “vehicle miles traveled to incentivize jobs and housing near transit. d. Launch “over the counter” commercial plan check e. Modernize parking policies & install new wayfinding in the Downtown. 	<p><i>Economic Development Subcommittee</i> Economic Development</p> <p>Economic Development & Community Development</p> <p>Community Development</p> <p>Parking Services, Community Development & Public Works</p>
	<p>2. Facilitate affordable housing opportunities and reduce the number of people experiencing homelessness.</p> <ul style="list-style-type: none"> a. Prepare an inclusionary housing nexus study to retain current requirements and in-lieu fees. b. Update second unit ordinance c. Work with County of Marin to support the Built for Zero campaign, launch Coordinated Entry, and develop an Assertive Community Treatment team. d. Support the relocation of services outside of Downtown, such as through Marin Mobile Care. e. Continue mitigation of negative impacts from high service utilizers, panhandlers and other quality of life issues. 	<p><i>Homelessness Subcommittee</i></p> <p>Community Development</p> <p>Community Development City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p>
	<p>3. Reduce greenhouse gas emissions.</p> <ul style="list-style-type: none"> a. Update Climate Change Action Plan. b. Work with Marin Sanitary Service to revise rate setting methodology. c. Complete 5-year greenhouse gas inventory. d. Work with Transportation Authority of Marin on last mile connectivity opportunities. 	<p>City Manager’s Office City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p>

GOAL B:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEE & RESPONSIBLE DEPARTMENT
QUALITY OF LIFE Serve and strengthen community and regional relationships	1. Work to provide literary, artistic, recreational and cultural experiences for all residents and embrace our diversity. <ul style="list-style-type: none"> a. Explore potential new sites and options for library services. b. Increase events programming at parks and community centers. 	<i>New Library Subcommittee</i> Library Community Services
	2. Collaborate with community partners and utilize the expertise of Boards and Commissions, agencies, and associations. <ul style="list-style-type: none"> a. Commence General Plan 2040 multi-year planning process. b. Expand child care program to serve all students. c. Join the World Health Organization’s global network for Age-friendly Cities. d. Collaborate with the San Rafael Community Schools initiative. 	Community Development Community Services Community Services & Community Development All departments
	3. Improve resident engagement and governmental transparency. <ul style="list-style-type: none"> a. Increase Latino leadership on boards/commissions and improve outreach to Spanish-speaking residents and businesses. b. Enhance civic engagement with neighborhoods with more events and digital tools. c. Continue and grow communication channels around homelessness initiatives and affordable housing issues. d. Expand the open data program. 	City Manager’s Office & City Clerk’s Office All departments City Manager’s Office All departments

GOAL C:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEE & RESPONSIBLE DEPARTMENT
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. Issue bonds for essential facilities construction. b. Complete construction of Fire Stations 52 & 57. c. Begin construction of a new Public Safety Center. d. Upgrade network connectivity and voice/data communications in new facilities. 	<i>Facilities Subcommittee</i> Finance Public Works & Fire Department Public Works, Fire & Police Departments Information Technology
	2. Provide a safe and secure environment for people, businesses and property in the community. <ol style="list-style-type: none"> a. Develop policy options for cannabis regulations. b. Monitor and track short-term rental activity for possible regulation. 	Economic Development & City Attorney Community Development
	3. Further develop community and organizational emergency readiness. <ol style="list-style-type: none"> a. Update Injury and Illness Prevention program and promote disaster service worker awareness. b. Promote senior fall prevention program 	Human Resources Fire Department
	4. Pursue cost saving and efficiency measures for emergency services. <ol style="list-style-type: none"> a. Examine medical billing process to increase revenues and efficiency. b. Coordinate multi-jurisdictional public safety trainings. 	Fire Department Fire & Police Departments

GOAL D:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEE & RESPONSIBLE DEPARTMENT
PUBLIC ASSETS Improve and preserve public assets	1. Plan use of Measure A funds for park and open space. <ul style="list-style-type: none"> a. Finalize designs for new expanded playground area at Albert Park; begin construction of new playground at Albert Park b. Pursue funding for synthetic fields at Pickleweed Park. 	Public Works & Community Services Community Services
	2. Sustain effective level of core infrastructure. <ul style="list-style-type: none"> a. Implement sidewalk maintenance policy. b. Construct new Grand Ave bridge, including sidewalk and intersection improvements. c. Begin Third Street corridor study. d. Pursue funding to dredge the San Rafael Canal. e. Implement capital improvement plan. f. Update Integrated Pest Management (IPM) policy 	Public Works & City Attorney Public Works Public Works Public Works Public Works Public Works
	3. Improve mobility by reducing traffic congestion and expanding bicycle, pedestrian and transit. <ul style="list-style-type: none"> a. Construct mobility improvements around the Downtown transit center b. Complete environmental and design work for the Second Street to Andersen Drive multi-use pathway. c. Complete the Bicycle & Pedestrian Master Plan update. 	Public Works Public Works Public Works
	4. Support SMART operations and prepare for extension to Larkspur. <ul style="list-style-type: none"> a. Obtain Andersen Drive crossing redesign CPUC approval and incorporate into Larkspur extension. b. Work with Golden Gate Transit on environmental and design work for permanent transit center. c. Work with SMART to flip Francisco Blvd with the rail line. d. Continue train safety education and communications. 	SMART Subcommittee Public Works Public Works & Economic Development Public Works City Manager's Office

GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	COUNCIL SUBCOMMITTEE & RESPONSIBLE DEPARTMENT
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. <ul style="list-style-type: none"> a. Explore feasibility of revenue opportunities, including but not limited to sales, utility and cannabis gross receipts tax opportunities. 	<i>Finance Committee</i> City Manager's Office, Finance, Economic Development
	2. Continue organizational excellence and succession planning. <ul style="list-style-type: none"> a. Support modernization and innovation through the Together San Rafael initiative. b. Establish key people practices that foster a Great Place to Work and promote collaboration, customer service, and talent retention. c. Replace intranet with a mobile-friendly website for City employees. 	City Manager's Office & All departments Human Resources City Manager's Office & Human Resources
	3. Employ technology to improve efficiency and service level ability. <ul style="list-style-type: none"> a. Implement new registration and payment software for classes, childcare, leagues and facility rentals to improve customer service. b. Evaluate pilot and roll-out document management system to departments. c. Explore agenda management workflow system. d. Evaluate and begin implementation of a new enterprise resource management (ERP) system. e. Implement highest priority security upgrades. f. Work with the DA's office to implement electronic file transfer of police data. 	Community Services Information Technology City Clerk's Office Finance Information Technology Police Department