



CITY OF SAN RAFAEL

GOALS AND STRATEGIES

Fiscal Year 2016-17

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.

2015/16 Highlights of Accomplishments

- Completed a strategic planning process and commenced the design phase for a new Public Safety Center as well as new fire stations #52 and 57.
- Negotiated a 40-year cost-sharing and service agreement for Fire Station 57 and CSA 19.
- Commenced working with Golden Gate Transit, Marin Transit, SMART, TAM, and MTC to develop interim and permanent relocations options for the transit center.
- Extended and increased the Special Library Parcel Tax (9 yrs).
- Assisted over 20 businesses to open their doors in San Rafael, including new Downtown restaurants Le Comptoir, State Room Brewery, Magnolia Park Kitchen, In Cavo Wine Bar.
- Re-opened a new and improved Beach Park to the public in partnership with Terrapin Crossroads.
- Hired a Director of Homeless Planning and Outreach and began implementation of top priorities.
- Completed 30 capital projects, including a new Terra Linda Pool House, ADA curb ramps, multiuse pathway repairs, drainage and pump station repairs and much more.
- Worked with event promoters to host 15 major events in Downtown and other locations throughout San Rafael, including The Great Race start-city.
- Reestablished the Citizen Police Academy.
- Established a MOU with the County of Marin that allows our Mental Health Outreach Provider to make 5150 determinations.
- Formalized participation in the Major Crimes Task Force.
- Commenced the Focus on Chronic Inebriates (“FOCI”) project to minimize the impacts of chronic inebriates downtown.
- Improved community engagement including expanded email notification and content, pop-up workshops, community conversations, and selection of a new website vendor.
- Expanded partnership with Downtown Streets Team; 19 more people found employment during the 2015-16 Fiscal Year (now over 70).
- Created the “Junior Second Units” program to allow for small housing units created through the re-purposing of existing, habitable home space, creating additional affordable housing opportunities.
- Established a working group to advance planning and funding for the Pickleweed Park sports field conversion to synthetic turf.
- Added extra high visibility foot patrols on Fourth Street, made permanent the Mental Health Outreach Worker position, and increased of private security contracts for key areas.
- Launched a new on-line permit system for small building improvements such as the installation of water heaters and furnaces, re-roofing, window replacement and residential resale reports, reducing the cost and processing time for residents needing small and routine permits.
- Received \$75,000 in grant funding from FEMA to develop a local hazard mitigation plan (LHMP).
- Held multiple joint fire recruit academies with Marinwood, Larkspur and Corte Madera.
- Collaborated with outside police agencies and advocacy groups to combat human trafficking throughout the Bay Area with three operations held in San Rafael.
- Formally applied to Federal Rail Authority to establish “Quiet Zones” for SMART’s upcoming service.
- The San Rafael Fire Department was awarded a Class 1 rating by the Insurance Services Office (ISO).
- Enhanced clean air protections in the Downtown and citywide with new smoking laws.



Watercolor rendering of the new Public Safety Center



New and improved Beach Park



New Terra Linda Pool House



Joint Fire Recruit Academy

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) Actively recruit new retail and restaurants to Downtown. b) Support and encourage development of key opportunity sites throughout the city. c) Formally launch commercial over-the-counter plan check to streamline the permit process. d) Initiate environmental review process updates for “vehicle miles traveled” to reduce GHGs by incentivizing jobs and housing near transit. e) Partner with Chamber of Commerce to improve East San Rafael business climate. f) Modernize Downtown parking policies. 	<p><i>ECONOMIC DEVELOPMENT SUBCOMMITTEE</i></p> <p>Economic Development</p> <p>Economic Development</p> <p>Community Development</p> <p>Community Development</p> <p>Economic Development</p> <p>Parking, Community & Economic Development</p>
	<p>2. Facilitate affordable housing opportunities and reduce the number of homeless</p> <ul style="list-style-type: none"> a) Assist Ritter Center in operational changes and relocation to mitigate impacts to Downtown. b) Actively contribute to Homeless Outreach Team (HOT) Program. c) Represent San Rafael’s interests in Plan Bay Area 2040 process. d) Enhance affordable housing by updating commercial linkage fees and requiring affordable units on rental projects. e) Continue Focus on Chronic Inebriates (FOCI) program to reduce revolving criminal justice door. 	<p><i>ECONOMIC DEVELOPMENT & HOMELESSNESS SUBCOMMITTEES</i></p> <p>Community Development, City Manager’s Office</p> <p>City Manager’s Office, Police</p> <p>Community Development</p> <p>Community Development</p> <p>City Manager’s Office, City Attorney’s Office</p>
	<p>3. Reduce Greenhouse Gas Emissions</p> <ul style="list-style-type: none"> a) Complete construction of solar on the Boro Community Center, C Street Parking Garage and Public Works building. b) Finalize Marin Sanitary rate analysis and make recommendation. c) Participate in county-wide sea level rise vulnerability assessment, with a special focus on underserved communities. d) Implement a water conservation pilot program. 	<p>Public Works, City Manager’s Office</p> <p>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 SUBCOMMITTEES & LEAD 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) Commence phase 2 of the community needs assessment for new and expanded library facilities. b) Complete community-driven strategic planning for the Library. c) Showcase and promote San Rafael through events and happenings. d) Activate City Plaza through place-making, such as interactive programming. 	<p><i>LIBRARY AND ECONOMIC DEVELOPMENT SUBCOMMITTEES</i></p> <p>Library</p> <p>Library</p> <p>Economic Development</p> <p>Economic Development</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) Negotiate an agreement with San Rafael City Schools for shared use of facilities. b) Strengthen outreach and partnerships with San Rafael schools. c) Commence multi-year effort to update the San Rafael General Plan 2040. d) Recognize volunteers for the 20th anniversary of Volunteer Program. 	<p>All Departments</p> <p>Community Services</p> <p>Library</p> <p>Community Development</p> <p>City Manager’s Office</p>
	<p>3. Improve resident engagement and governmental transparency</p> <ul style="list-style-type: none"> a) Create new City website. b) Implement constituent relationship management (CRM) software. c) Launch public open data portal for City budget. d) Commence “Invigorating our Neighborhoods” (ION) program e) Increase engagement efforts with Spanish-speaking residents and businesses including a Spanish language Citizen Police Academy. f) Create a customer satisfaction feedback system for recreation programs and facilities. g) Launch instant messaging library support. 	<p>All Departments</p> <p>City Manager’s Office</p> <p>City Manager’s Office, Information Technology</p> <p>Finance</p> <p>City Manager’s Office</p> <p>City Manager’s Office, Police</p> <p>Community Services</p> <p>Library</p>

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 <ul style="list-style-type: none"> a) Finalize designs, award construction bids and begin construction of Public Safety Center, Fire Stations 52 & 57. b) Relocate fire crews, staff and equipment; prepare temporary communications and computer systems. c) Offer to sell/relocate 1313 Fifth Ave. 	<i>FACILITIES SUBCOMMITTEE</i> Public Works, City Manager’s Office, Fire and Police Economic Development, Parking Services, Fire, Information Technology Economic Development, Finance, Public Works
	2. Provide a safe and secure environment for people, businesses and property in the community <ul style="list-style-type: none"> a) Roll out citywide RV/oversized vehicle parking prohibition. b) Formulate City’s policy position on commercial medical marijuana activities. c) Monitor and track short-term rental activity for possible regulation 	Parking Services City Attorney’s Office, Economic Development Community Development
	3. Further develop community and organizational emergency readiness <ul style="list-style-type: none"> a) Complete a Local Hazard Mitigation Plan. b) Provide CPR Training to all 7th Grade Classes. c) Continue training with SMART on critical incident response protocols. 	Fire Fire Police, Fire, Public Works
	4. Pursue cost saving and efficiency measures for emergency services <ul style="list-style-type: none"> a) Coordinate with Larkspur, Corte Madera, and Marinwood on Battalion Chief, training and other shared service opportunities. 	Fire

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 <ul style="list-style-type: none"> a) Complete Measure A park projects: Bret Harte Restrooms, Albert Park playground planning, and Victor Jones Playground. b) Eliminate unlawful camping activity through removal of unlawful campsites and debris. 	Community Services, Public Works Police, Fire, Public Works
	2. Sustain effective level of core infrastructure <ul style="list-style-type: none"> a) Implement Capital Improvement Program (CIP) City buildings, the right-of-way, storm drains and the traffic system. b) Develop a sidewalk maintenance program. c) Pursue funding to dredge the San Rafael Canal. d) Improve Point San Pedro Road including changing the speed limit and traffic calming. e) Begin implementation of short and long term options for Spinnaker Point Salt Marsh issues. 	Public Works Public Works Public Works Public Works Public Works
	3. Improve mobility through reducing traffic congestion and expanding bicycle, pedestrian, and transit <ul style="list-style-type: none"> a) Update Bicycle and Pedestrian Master Plan. b) Complete real estate purchases and begin construction of Grand Ave Bike/Ped Bridge and intersection improvements. c) Install new wayfinding signage in Downtown. d) Support development of North-South Greenway. 	Public Works Public Works, Economic Development Parking Services, Public Works Public Works
	4. Prepare for arrival of Sonoma Marin Area Rail Transit (SMART) <ul style="list-style-type: none"> a) Complete interim and permanent alternatives for San Rafael Transit Center. b) Secure CPUC approval for the Andersen Drive at-grade crossing design including flip of Francisco Boulevard West. c) Complete Downtown signal improvements and queue cutter projects. d) Finalize Quiet Zone for initial operating segment. 	SMART SUBCOMMITTEE Public Works Public Works, City Attorney Public Works Public Works, City Attorney

GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	<i>COUNCIL SUBCOMMITTEES & LEAD DEPARTMENTS</i>
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) Implement paramedic tax and stormwater fee ordinance and billing changes. b) Create options for new long term revenue growth. 	<i>FINANCE SUBCOMMITTEE</i> <i>PENSION/OPEB SUBCOMMITTEE</i> Finance, City Attorney’s Office City Manager’s Office
	2. Continue organizational excellence and succession planning <ul style="list-style-type: none"> a) Evaluate the talent management program and develop a strategic plan. b) Provide leadership and supervisory training. c) Conduct an internal engagement survey to improve employee experience. 	All Departments Human Resources Human Resources Human Resources
	3. Employ technology to improve efficiency and service level ability <ul style="list-style-type: none"> a) Modernize service delivery and process through key technology projects leveraging the use of digital. b) Implement cloud-based email services and complete a network security risk analysis. c) Launch a technology training program for all employees. d) Standardize printing and scanning vendors and expand document management system. e) Launch gigabit Ethernet at both libraries. 	All Departments Information Technology Information Technology Information Technology Information Technology Library