

City of Sausalito Strategic Plan



Includes
Mission
Vision
Values
Goals
Strategies

2020
to
2026



Prepared for the City of Sausalito by Management Partners



Table of Contents

Message from the City Manager	2
Strategic Planning Overview	3
Mission	4
Vision.....	5
Values.....	6
Overarching Goals.....	7
Conclusion	14
Attachment A. Sausalito's Strengths, Weaknesses, Opportunities and Threats.....	14



City of Sausalito City Council



Mayor
Susan Cleveland-Knowles



Vice Mayor
Ray Withy



Councilmember
Joe Burns



Councilmember
Joan Cox



Councilmember
Jill Hoffman
(on military leave)



Interim Councilmember
Tom Reilly



Message from the City Manager



To the Sausalito City Council and Community,

The exceptional quality of life, work and play that Sausalito offers its residents, businesses and visitors has resulted from decades of strong leadership and thoughtful land use and infrastructure planning.

This Council has chosen to follow that proud tradition for the future, ensuring that Sausalito retains its strengths as we grow and prosper during the years ahead. In addition, we have chosen to pursue new opportunities to further enhance our community, despite the economic and statewide challenges that loom.

The City Council's commitment to developing and adopting this Strategic Plan provides a critically important roadmap for the City organization. The City staff greatly appreciates the clarity of the Council's direction, and the willingness of the entire City Council to work with staff and the community to maintain all that we love about Sausalito.

Respectfully,

Adam Politzer
City Manager
February 2020



Strategic Planning Overview



The City Council and staff has developed this new Strategic Plan to set forth the direction of the City's work for the next six years.

Input to the plan included interviews with all City Councilmembers and a one-day strategic planning workshop. Specific items considered included the City's strengths and limitations, as well as opportunities for the future and the challenges that may arise.

The result is a plan describing the City's mission and vision and the values that guide the City's work. The plan includes five overarching goals for the next six years and specific strategies to achieve each goal. All of these were developed jointly by the Council and staff.

But any strategic plan is only as strong as its implementation. The City Manager will provide annual reports on progress made on the Strategic Plan, along with other communications on specific projects and initiatives, as appropriate. Additionally, every year the City Council will revisit the Strategic Plan to identify any updates that may be required, as well as specific priorities for the next two years.

The strategic plan is a living document, featuring a comprehensive framework that can be adjusted based on the needs of the community.

It contains the City Council priorities to be met through the teamwork of staff, Council, and advisory boards.



Mission

*A mission is a statement
of the purpose
of the organization.*

*It defines what
the organization stands for
and what it will do.*



Our mission is:

*The City of Sausalito serves
those who live, work and visit
in the City by fostering new
opportunities to protect and
improve the quality of life in
our unique waterfront
community.*

Vision

*The vision statement is aspirational
with a focus on the future.*

*It is a statement of where the
organization is going.*



Our vision is:

*Sausalito will bring together its
residents, businesses and visitors
to create a thriving, safe,
environmentally welcoming, and
friendly community that
cultivates its natural beauty,
history, the arts and waterfront
culture.*

Values

Values provide the basis for how the organization and its members will work to achieve the mission, vision and goals.



The City of Sausalito values...

- Innovation, creativity and informed risk taking

- Transparent and accessible government

- Creating an environment where people excel to their full potential

- Professionalism and accountability

- Respect for equity and inclusion

- Excellence in public service

- Teamwork

Overarching Goals

*The City Council adopted
five goals to support
the City's mission and vision.*



Goal A.

- Utilize comprehensive planning to balance the community's character and diversity with its evolving needs.

Goal B.

- Strengthen our community identity.

Goal C.

- Enhance our fiscal resiliency.

Goal D.

- Continually improve and maintain infrastructure while addressing climate change and ensuring resiliency.

Goal E.

- Maintain a strong organization to deliver effective, efficient and sustainable municipal services.

Goal A. Utilize Comprehensive Planning to Balance the Community's Character and Diversity with its Evolving Needs.



The City of Sausalito has a long history of proactive planning to address emerging City issues and community needs. Four strategies have been identified to preserve the historic and maritime attributes of the City, as well as implementing the recently completed update to the City's General Plan.

Strategies

1. Broaden Richardson Bay management.
2. Develop city-side improvements for the new ferry landing.
3. Protect historic resources.
4. Prioritize other General Plan implementation action items.

Goal B. Strengthen Our Community Identity.



Sausalito has a unique identify and role in the San Francisco Bay Area as a beautiful, hillside and waterfront community with both a diverse population and strong tourism. Six strategies will preserve the City's unique identify.

Strategies

1. Preserve quality education and youth services for Sausalito families.
2. Position Sausalito as an age-friendly City.
3. Support Caledonia as a resident-serving retail and services district.
4. Stimulate Sausalito's identity as an artistic, environmental, and innovation hub.
5. Improve the visitor-serving experience in Downtown.
6. Foster our reputation for maritime services and facilities.



Goal C. Enhance Our Fiscal Resiliency.



Sausalito is fiscally strong, but even greater attention must be paid to the City's resilience given both external pressures and internal opportunities. Seven strategies will contribute to achieving this goal.

Strategies

1. Create a short- and long-term economic development strategy.
2. Identify new opportunities to increase or diversify City operating and capital improvement funding.
3. Prepare for a future recession to minimize service impacts.
4. Develop strategies to address unfunded pension and other post-employment benefit liabilities.
5. Develop departmental budget presentations which identify strategic alignment and changes to services.
6. Ensure adequate cost-recovery level by conducting a user fee study and updating the cost allocation plan.
7. Pursue and implement shared services agreements.

Goal D. Continually Improve and Maintain Infrastructure while Addressing Climate Change and Ensuring Resiliency.



Sausalito's unique topography, age and array of services require ongoing investment in the City's infrastructure, especially in light of climate change related events and impacts. Seven strategies will contribute to achieving this goal.

Strategies

1. Implement the sewer distribution system consolidation.
2. Develop an undergrounding strategy for old and new services.
3. Develop a transportation circulation improvement plan.
4. Prepare an updated Hazards Mitigation Plan focused on both hillside and waterfront risks resulting from climate change.
5. Approve a wireless technology plan for all of Sausalito.
6. Develop an infrastructure improvement financing plan which allows integration of the City's strategic plan, long-term fiscal forecast, capital improvement program, and budget process.
7. Proactively maintain an asset management plan.



Goal E. Maintain a Strong Organization to Deliver Effective, Efficient and Sustainable Municipal Services.



An organization is only as strong as its people, and the City of Sausalito is no different. Six strategies will contribute to ensuring a strong workforce that is able to deliver the highest quality services possible in the most efficient way possible.

Strategies

1. Develop an employee retention, recruitment, and succession plan to ensure high-quality staffing for the community.
2. Improve communications and transparency to increase community involvement.
3. Restructure and streamline service delivery.
4. Adopt new technologies to enhance and streamline City services.
5. Ensure police patrol services maintain equitable coverage.
6. Collaborate with regional partners in a manner that benefits the community.

Strategic Plan Implementation



An Implementation Action Plan is an important accompaniment to this Strategic Plan. The Action Plan will contain tasks, milestones, lead responsibilities, and resource constraints for each strategy. It will be developed by City staff, with assistance from Management Partners, following adoption of the Strategic Plan.

City staff will report on the progress of the Strategic Plan on a regular basis. Providing timely information to the City Council and community is critical to the success of the City.

Through annual reports and the City's budget process, City staff will ensure that the Strategic Plan and its Implementation Action Plan are pursued and achieved through the year 2026.

Conclusion



The City of Sausalito Strategic Plan establishes strategies for the next six years to meet the City's five overarching goals. The Plan articulates the organizational mission and vision of the City and establishes a set of values and goals as a guide for decision making. The associated Implementation Action Plan identifies projects and funding needs necessary to implement this Strategic Plan. Without new resources and funding, addressing all of the City priorities will not be possible.

Accountability for the Strategic Plan will be provided through regular reports by the City Council. Progress on the Plan will be reviewed annually, with updates as strategies are completed and as new issues emerge.

Strategic Planning Project Team

Adam Politzer
City Manager

Yulia Carter
Assistant City Manager/
Administrative Services Director

City Executive Team



Attachment A. Sausalito's Strengths, Weaknesses, Opportunities and Threats

The strategic planning process for the City of Sausalito included information gathering from City Council and key staff members through individual interviews followed by a strategic planning workshop. During this process, Management Partners asked all participating members to share their thoughts on the City's strengths, weaknesses, opportunities, and threats (SWOT).

Provided below are items highlighted by City Council and staff.



