



CITY OF MARTINEZ

**CITY COUNCIL AGENDA
December 4, 2013**

TO: Mayor and City Council
FROM: Alan Shear, Acting City Manager
SUBJECT: Strategic Plan Update on Council Priorities
DATE: November 25, 2013

RECOMMENDATION:

Review implementation plan for Council priorities and provide additional direction to staff.

BACKGROUND:

At a City Council retreat held on February 9, 2013, the Council identified five core areas of focus: (1) Public Safety, (2) Fiscal Health, (3) Public Infrastructure /Marina, (4) Economic, Housing and Community Development, and, (5) Quality of Life and Community Wellness. Within each of these core areas, specific tasks were also identified as priorities for implementation. The Strategic Plan document represents the consolidation of this information. The Strategic Plan is intended to be a “living document” that will be updated and brought back to Council periodically for review, feedback, and further guidance. As new initiatives, tasks, and/or priorities are identified by Council, they will be added to the Strategic Plan.

The last presentation of the Strategic Plan was at the Council meeting on October 16, 2013. Since that time, progress has been made on many of the items. Updates are highlighted in yellow in the attached Strategic Plan. Additionally, a few new items have been added based on previous input from Council, most notably under the Fiscal Health section, tasks 1.4 – 1.6.

- FH 1.4: Develop a financial sustainability plan for the maintenance of the newly renovated parks
- FH 1.4.1: Consider setting aside dedicated funds for future infrastructure needs of the parks
- FH 1.5: Ensure funding available for staff professional development
- FH 1.6: Develop a plan to assess and address staffing needs in all departments

A list of activities that have been completed since the Council retreat is included on last page of the Plan. Staff is available to answer any questions.

FISCAL IMPACT:

Many of the policies and initiatives in the Strategic Plan will have a fiscal impact on the City; however the fiscal impact of tasks will be assessed individually as those items are brought to Council for approval.

ACTION:

Discuss the Strategic Plan of Council priorities and direct staff accordingly.

Attachments:

Strategic Plan for Council Priorities – updated as of 11/25/13

APPROVED BY:


Acting City Manager

Strategic Plan for Council Priorities

Updated as of 11/25/13

		Priority	Target Date	Lead Staff	Status & Resources Needed
Public Safety (PS)					
PS Goal 1: Ensure a safe community for residents and visitors					
PS 1.1	Assess for appropriate staffing levels for future services delivered by the Police Dept.	medium	ongoing	CP	
PS 1.2	Continued development and emphasis on the Neighborhood Policing Area model	high	ongoing	CP	
PS 1.3	Collaborate with the County and other partners to mitigate impact of realignment (AB 109)	medium	4/15/14	CP/ACM	
PS Goal 2: Implement a cost structure to recover City resources utilized in enforcing laws and regulations					
PS 2.1	Develop a cost recovery model for code enforcement	high	11/15/13	CP	
PS 2.1.1	Implement a cost recovery model for code enforcement	high	1/15/14	CP	
Fiscal Health (FH)					
FH Goal 1: Ensure fiscal stability of the City					
FH 1.1	Maintain adequate reserve levels	high	ongoing	ACM	Tied to 1.1.1 and 1.1.2
FH 1.1.1	Evaluate the need to establish a set reserve level (possibly a minimum reserve level)	medium	12/4/13	ACM	Staff will proceed upon Council direction
FH 1.1.2	Evaluate the development of a policy to allocate surplus funds (or a portion of the surplus) at the end of the year to specific purposes (such as infrastructure or pension contributions)	medium	12/18/13	ACM	Staff will proceed upon Council direction
FH 1.3	Develop a long-term financial plan to maximize resources and create efficiencies	high	ongoing	ACM	Ongoing effort as appropriate
FH 1.4	Develop a financial sustainability plan for the maintenance of the newly renovated parks		ongoing	ACM	Will discuss with Budget Subcommittee
FH 1.4.1	Consider setting aside dedicated funds for future infrastructure needs of the parks		7/1/14	ACM	Will discuss with Budget Subcommittee
FH 1.5	Ensure funding available for staff professional development	high	7/1/14	ACM	Plan to incorporate into 2nd budget adjustments
FH 1.6	Develop a plan to assess and address staffing needs in all departments.	high	12/18/13	ACM	Finalizing report

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Strategic Plan for Council Priorities

Updated as of 11/25/13

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FH Goal 2: Identify opportunities to increase revenue					
FH 2.1	Examine increases in sales tax and property tax as new housing and commercial developments are completed as opportunities for funding priorities	medium	ongoing	ACM	As revenue comes in, will review and prioritize
FH 2.2	Develop a plan, in collaboration with the Chamber of Commerce and Main Street Martinez, to recruit new businesses as a means to increase sales tax revenue	high	4/15/14	DD	Meeting monthly with Chamber and Main Street to develop a "new business packet" for marketing and outreach
FH 2.2.1	Evaluate the potential to become an incubator for small entrepreneurial businesses such as internet sales companies	medium	4/15/14	DD	Will be addressed as part of developing the "new business packet"
FH 2.3	Pursue opportunities to expand sources of funding (State, federal resources)	high	ongoing	All staff	
FH 2.4	Maintain relationships with small and large tax generators	high	ongoing	DD	
Economic, Housing, and Community Development (EHCD)					
EHCD Goal 1: Maximize use of community assets					
EHCD 1.1	Evaluate the potential of the Campbell Theater as a tool to promote economic development and vitality in the Downtown	high	5/30/14	DD/ SMA	
EHCD 1.1.1	Evaluate economic benefits of Campbell Theater after 6 months of operation under identified Manager and provide recommendations to Council	medium	5/30/14	DD/ SMA	Onstage (Manager) is cleaning up the building and preparing for an Open House in December
EHCD 1.2	Evaluate the potential of the Amphitheater as a tool to promote economic development and vitality in the Downtown	medium	5/30/14	DD	
EHCD 1.2.1	Host a spring concert at the Amphitheater as a test run for a potential summer series. Evaluate the economic benefits of the concert and make recommendations regarding a summer concert series	high	5/30/14	DD	Concert Ad Hoc Subcommittee has been meeting. Concert will be a festival with a Singer/Songwriter theme. Promoter working on securing acts (about 5 total).

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EHCD	1.3	Analyze the potential to increase the hours and the number of months open at the Rankin Aquatic Center	high	3/31/14	ACM	Currently analyzing data from last season. Working with RACP (Mermaids) on ways to increase marketing and promotion of the pool season.
EHCD Goal 2: Promote Martinez as a "Destination Location" for visitors						
EHCD	2.1	Create tools to market and promote the City, community assets, and local events	high	4/15/14	DD	Using "new business packet" and reusable bag give-away (for plastic bag ban) as opportunities to market/promote the City
EHCD	2.2	Evaluate opportunities to partner with Amtrak to develop day trip packages to Martinez in partnership with local businesses	medium	5/30/14	DD	
EHCD Goal 3: Create a positive business environment to attract and maintain businesses						
EHCD	3.1	Identify options to develop a loan program to assist property owners with seismic retrofits	high	1/31/14	DD	Plan to meet with Subcommittee in January to discuss options.
EHCD	3.2	Investigate and understand why businesses leave to learn more about what can be done to improve the business environment	medium	ongoing	DD	Analyzing when appropriate
EHCD	3.3	Develop relationships with internet providers to facilitate improving the internet speeds Downtown	low		SMA	Researching issue with various internet providers.
EHCD Goal 4: Annex unincorporated areas to further assist neighboring households						
EHCD	4.1	Develop a 12-month plan to annex neighboring unincorporated communities	low	9/30/14	ACM	Annexation Ad Hoc Subcommittee met. Will seek further direction from City Council at 12/4 meeting.

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Public Infrastructure/ Marina (PIM)					
PIM Goal 1: Maintain and repair aging infrastructure including streets and roads throughout the City					
PIM 1.1	Evaluate and update as appropriate the process for determining road selection for maintenance	high	3/31/14	CE	
PIM 1.1.1	Review and update the City's Pavement Management Program (PMP)	high	1/15/14	CE	Retain engineering consultant to update PMP
PIM 1.1.2	Review the results of the PMP and refine strategies, priorities, and develop an Annual Street List	high	2/25/14	CE	Incorporate special City considerations and priorities into PMP
PIM 1.1.3	Educate the community on the PMP and its implementation	high	ongoing	CE	Link to paving strategies and priorities, including Annual Street List, on Engineering - Capital Improvement Program website page
PIM 1.2	Develop a plan for continuous financing of paving projects	high	ongoing	CE	Ensure maximum available Gas Tax and Measure J funds dedicated to street paving. Apply for State and Federal paving grants.
PIM 1.2.1	Evaluate opportunities for public-private partnerships for funding for paving (possibly through service agreements)	medium	ongoing	CE/ SMA	Republic Service Franchise Agreement. \$500,000 for paving
PIM 1.2.2	Evaluate potential for City-wide parcel tax dedicated to paving more neighborhood streets and older aging infrastructure	low/medium	TBD	CE/ ACM	
PIM 1.2.3	Ensure utility companies restore streets as part of trenching permits	high	ongoing	DPW/ CE	Update as needed Standard (Countywide) "Trench Backfill Detail and Utility Trench Master Permit Conditions"

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PIM Goal 2: Improve the infrastructure in the City to support tourism and business development					
PIM 2.1	Rehabilitate the historic train depot and determine appropriate re-use of the facility	high	ongoing	DD	Subcommittee established and meeting regularly. The train depot is scheduled to be painted before the end of the year.
PIM 2.2	Install more way finding signs throughout the Downtown corridor to direct people to community assets	medium	3/28/14	DPW	Utilize way finding principles and techniques introduced at the "Downtown Matters" workshops
PIM 2.3	Develop a short, medium, and long-term strategy for parking in the Downtown	medium	ongoing	ACM/ DD/ CE	(1) Develop a revenue stream through parking rates dedicated to medium and long term parking solution (2) Develop strategy to match revenues
PIM 2.3.2	Evaluate the feasibility of a parking structure in Downtown	high	4/15/14	ACM/ DD/ CE	Financial analysis in progress
PIM Goal 3: Develop a strategy to resolve the financial constraints of the Marina					
PIM 3.1	Work collaboratively with State agencies and other stakeholders to resolve outstanding debt on the Marina	high	9/30/14	ACM/ DD/ CCSM	Meeting regularly with State agencies to work collaboratively on solution
PIM 3.1.1	Assess the long-term viability of the Marina	high	ongoing	ACM/ DD/ CCSM	Working on several proposal options to present to the State
PIM 3.2	Develop Waterfront Conceptual Plan	high	on hold	ACM/ DD/ CCSM	On hold pending discussions with the State

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PIM Goal 4: Develop a strategy to maximize use of the Waterfront Park area					
PIM 4.1	Build a pedestrian bridge from the Intermodal station (train station building) to the waterfront area	medium	8/30/15	CE	Currently in design and permitting phase; Expected to break ground summer 2015; schedule subject to procurement of permits and approvals from UPRR and PG&E
PIM 4.2	Build a vehicular and pedestrian/bicycle bridge from the Intermodal Facility, Phase 3 parking lot (currently under construction) to Berrellesa Street and realign Ferry Street entrance road	high	8/30/15	CE	Currently negotiating easement approvals with EBRPD
PIM 4.3	Identify and evaluate opportunities for public-private partnerships to develop businesses in the waterfront area	medium	2/28/14	CCSM/ DD	Opportunities being evaluated as part of the proposal options to present to the State
Quality of Life (QOL)					
QOL Goal 1: Promote policies and programs that position Martinez as a leader in the environmental movement					
QOL 1.1	Utilize Climate Action Plan as a guiding document for identifying and pursuing green concept opportunities	medium	ongoing	SMA	Interdepartmental collaboration, partnerships with external organizations such as Allied Waste, PG&E, East Bay Energy Watch, CaliforniaFirst (commercial PACE program); effective utilization of available grant resources (CalRecycle, etc.)

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QOL 1.2 Develop an ordinance that bans plastic bags under certain circumstances	high	11/6/13	CE/ SMA	Introduce ordinance at Council meeting on 11/6/13 in conjunction with various cities in Contra Costa County. Meeting with Chamber and Main Street to work on community education and outreach campaign
QOL 1.3 Ensure the preservation of open space and promote corresponding policies	high	ongoing	ACM	Part of the General Plan Update
QOL 1.4 Convert City owned street lights to LED	high	3/31/14	CE	Construction Contract awarded
QOL Goal 2: Enhance and increase recreational opportunities available in the City				
QOL 2.1 Investigate the feasibility of creating a designated dog park	medium		PRMCC/ DPW	PRMCC has established a subcommittee to look into this and make recommendations to City Council
QOL 2.2 Investigate the feasibility of building a BMX (bicycle) park	low/ medium		PRMCC/ DPW	
QOL 2.3 Partner with the sports facilities in the Waterfront Park area to increase opportunities for youth recreation	medium	ongoing	DD	Develop partnerships when appropriate and feasible
QOL 2.4 If there are remaining Measure H funds after parks are completed, evaluate the potential of using funding for a youth community center	low	TBD	ACM	Dependant on remaining Measure H funding

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QOL Goal 3: Coordinate and partner with public and private organizations to provide programs and information of value to residents				

QOL 3.1	Establish and maintain relationships with community partners with an emphasis on education	high	ongoing	SMA	Program development underway; potential requirement for City funding and allocation of staff resources to support special initiatives such as <i>Rising Sun Energy Center</i> Youth Internships; Expanded Use of PEG channels; Campbell Theater Utilization as educational/cultural center
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QOL 3.2	Continue providing utility assistance to low income households	high	3/31/13	ACM	The Lifeline Policy will be updated by 3/31/13 to provide clarification on eligible applicants and required documentation
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COMPLETED		Date Complete	Lead Staff
PS	Shifted code enforcement to Police Department	7/1/13	CP/ DPW
PIM	Repaved Reliez Valley Road	6/30/13	CE
PIM	Completed a feasibility study for the Waterfront Alternative Access and		CE
PIM	Completed design and began construction of 3 more major Measure H park		CE
EHCD	Enter into a sublease agreement with a "Manager" for the Campbell	10/17/13	SMA/DD

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