



CITY OF MARTINEZ

**CITY COUNCIL AGENDA
October 15, 2014**

TO: Mayor and City Council
FROM: Alan H. Shear, Assistant City Manager
SUBJECT: Strategic Plan Update on Council Priorities
DATE: October 8, 2014

RECOMMENDATION:

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

BACKGROUND:

The City Council held a retreat 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 update of the Strategic Plan was at the Council meeting on February 14, 2014. Since that time, progress has been made on many of the items. Updates are highlighted in yellow in the attached document.

FISCAL IMPACT:

Preparing the update to the Strategic Plan took staff time. The individual initiatives in the Strategic Plan may have a fiscal impact on the City; however the fiscal impact of any program or project is addressed as those items are brought to Council for approval.

ACTION:

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

Attachments:

Strategic Plan for Council Priorities – updated as of 10/15/14

APPROVED BY:

Interim City Manager

Strategic Plan for Council Priorities

Updated as of 10/15/14

	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	Current staffing levels allow for the department to continue to deliver the quality service the citizens of Martinez have come to expect. Ongoing assessment to ensure this model is the best for the organization.
PS 1.2	Continued development and emphasis on the Neighborhood Policing Area model	high	ongoing	CP	NPA continues to evolve and grow. Staff continues to include the community which was evident with the turn out for National Night Out.
PS 1.3	Collaborate with the County and other partners to mitigate impact of realignment (AB 109)	medium	ongoing	CP	State funds have allowed for the hiring of a county wide crime analyst to address AB 109 subjects. Ongoing and working on enforcement teams in 2015 to address compliance.
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	4/1/15	CP	Currently working with the City Attorney on developing cost recovery model.
PS 2.1.1	Implement a cost recovery model for code enforcement	high	5/1/15	CP	Will implement upon completion of cost recovery model.

Strategic Plan for Council Priorities

Updated as of 10/15/14

	Priority	Target Date	Lead Staff	Status & Resources Needed	
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	3/31/15	ACM	Will wait for input from new City Manager
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	3/31/15	ACM	Will wait for input from new City Manager
FH 1.3	Develop a long-term financial plan to maximize resources and create efficiencies	high	7/1/15	ACM	Plan to incorporate into next 2-year budget cycle
FH 1.4	Develop a financial sustainability plan for the maintenance of the newly renovated parks	medium	7/1/15	ACM	Plan to incorporate into next 2-year budget cycle
FH 1.5	Ensure funding available for staff professional development	high	7/1/15	ACM	Plan to incorporate into next 2-year budget cycle
FH 1.6	Develop a plan to assess and address staffing needs in all departments.	high	7/1/15	ACM	Plan to incorporate into next 2-year budget cycle
FH 1.7	Consider setting aside funds for future infrastructure needs	medium	11/1/14	ACM	Will discuss with Budget Subcommittee at their next meeting in October 2014

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FH Goal 2: Identify opportunities to increase revenue					
FH 2.1	Examine unexpected increases in sales and property tax as an opportunity to fund Council priorities in the Strategic Plan	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	ongoing	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	ongoing	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	

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Economic, Housing, and Community Development (EHCD)				
EHCD Goal 1: Maximize use of community assets				
EHCD 1.1	high	3/1/15	SMA	
EHCD 1.1.1	medium	3/1/15	SMA	Onstage (Manager) opened in December 2013 and has hosted 12 distinct performances and been open for a total of 102 days/evenings. Council adopted a 6-month extension to Onstage's sublease to run to June 30, 2015. Benefits of the theater's operations to the downtown business community are still under evaluation, but the theater manager promotes dining and shopping in downtown to the audience and reports that approximately 1/6 of evening audience members are having a meal downtown before a show, and 1/10 of matinee audience members are eating downtown.

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EHCD 1.2	Evaluate the potential of the Amphitheater as a tool to promote economic development and vitality in the Downtown	medium	ongoing	SMA	The concert brought approximately 1,200 people to downtown Martinez which was viewed as a very positive development and demonstrated the Amphitheater was a viable concert venue.
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	10/17/14 RFP Release	DD	The concert was held on May 10, 2014, and proved to be a successful and viable venue for hosting major concerts/events. A full report went to Council in June 2014 and Council gave direction to staff to prepare an RFP to select a promoter for a second concert event in 2015. The RFP is being vetted by staff and the Concert Ad Hoc Committee with a planned release on October 17, 2014.

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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	completed	ACM	Completed analysis and presented recommendations including fee adjustments necessary to help offset the additional program expenses to City Council on April 2, 2014. All recommendations were adopted at that meeting. Pool season included enhancements such as early morning lap swim, water aerobics, extended family swim nights, and an extended season through October.
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	ongoing	SMA/DD	City staff has distributed over 2,600 free reusable shopping bags to residents through local school events, National Night Out, Green House Calls, Recreation programs, Food Bank programs, and Senior Center programs. Significant additional bag giveaways are scheduled for the remainder of 2014 and could include other City promotional materials.
EHCD 2.2	Evaluate opportunities to partner with Amtrak to develop day trip packages to Martinez in partnership with local businesses	low	3/31/15	DD	Work with Chamber of Commerce to develop these types of opportunities

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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	ongoing	DD	City contacted Wells Fargo and discussed possible loan options. Wells Fargo has been reaching out to all URM property owners with outstanding retrofit needs to offer favorable loan terms. Four appointments made with interested property owners. Plan to meet with Subcommittee to evaluate next steps.
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	ongoing	SMA	Researching issue with various internet providers. Indications are problem is tied to capacity of
EHCD Goal 4: Annex unincorporated areas to further assist neighboring households					
EHCD 4.1	Develop a 12-month plan to annex neighboring unincorporated communities	medium	3/31/15	ACM	City Council allocated \$28k for professional consultant to conduct fiscal analysis on 12/18/13. Informal Request for Qualifications released 12/24/13. Annexation Subcommittee selected consultant in February 2014. Draft report completed in July 2014 and distributed to Annexation Subcommittee prior to its meeting in August 2014.

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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	high	ongoing	CE	
Evaluate and update as appropriate the process for determining road selection for maintenance				
PIM 1.1.1	high	11/1/14	CE	Received P-TAP grant to update PMP report over the next year. Draft report completed.
Review and update the City's Pavement Management Program (PMP)				
PIM 1.1.2	high	1/15/2015	CE	Reviewed Street List for summer of 2014 with Infrastructure Subcommittee in January 2014. Next summer's street project will utilize results of PMP scheduled for completion at the end of 2014.
Review the results of the PMP and refine strategies, priorities, and develop an Annual Street List				
PIM 1.1.3	high	ongoing	CE	Link to paving strategies and priorities, including Annual Street List, on Engineering - Capital Improvement Program website page
Educate the community on the PMP and its implementation				
PIM 1.2	high	ongoing	CE	Ensure maximum available Gas Tax and Measure J funds dedicated to street paving. Apply for State and Federal paving grants. Additional Measure J funds ("Line 28a" secured in the amount of \$275K + \$95K/yr starting Nov. 2016.
Develop a plan for continuous financing of paving projects				

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PIM 1.2.1 Evaluate opportunities for public-private partnerships for funding for paving (possibly through service agreements)	medium	ongoing	CE/ SMA	Republic Services 2011 Franchise Agreement extension provided \$500,000 community impact payment for paving; additional funding from Republic Services for this purpose may be available late 2015 as part of balancing account from 2013 Base Year Rate Review.
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	

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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"
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 City paid to have train depot has been repainted and this work is now completed.
PIM 2.2 Install more way-finding signs throughout the Downtown corridor to direct people to community assets	medium	3/28/15	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 2.3.1 Evaluate the feasibility of a parking structure in Downtown	high	2/15/15	ACM/ DD/ CE	Financial analysis in progress

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PIM 2.3.2 Replace the old meters downtown with new credit card meters	medium	Phase 1: 10/15/2013 Phase 2: 7/1/14	CE	Phase 1 completed. 162 credit card enabled meters purchased and installed. Staff will propose Council allocate an additional \$100,000 for the purchase of an additional 150 credit card enabled meters along with rate increases in March 2015.

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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	ongoing	DD	SB 1424 recently enacted to establish a land grant to Martinez for the marina parcel. City met with the State in July to continue negotiations on outstanding debt.
PIM 3.1.1	Assess the long-term viability of the Marina	high	ongoing	DD	Working on several proposal options to present to the State
PIM 3.2	Develop Waterfront Conceptual Plan	high	on hold	DD	On hold pending discussions with the State
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	EBRPD Board approved MOU on 10/7 regarding land lease needed for right-of-way for the project.
PIM 4.3	Identify and evaluate opportunities for public-private partnerships to develop businesses in the waterfront area	medium	3/31/15	DD	Opportunities being evaluated as part of the proposal options to present to the State

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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 Republic Services, PG&E, East Bay Energy Watch, CaliforniaFirst (commercial PACE program); effective utilization of available grant resources (CalRecycle, Bay Area Quality Management District, etc.)

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QOL 1.2 Develop an ordinance that bans plastic bags under certain circumstances	high	Ordinance adopted; public outreach ongoing	CE/ SMA	Council adopted June 18, 2014 with a start date of January 1, 2015. Two public workshops held in May 2014 for merchants and residents. Reusable bag giveaways also commenced in May 2014 through events at area schools, followed by giveaways at various community events and through Recreation/Senior Center programs. Outreach to merchants conducted in August/September 2014 including door to door contacts with signage and informational flyers. Additional reusable bags will be distributed to residents and restaurant merchants (to promote examples of reusable restaurant bags) for remainder of 2014.
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	Completed

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

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<p>QOL 3.1 Establish and maintain relationships with community partners with an emphasis on education</p>	high	ongoing	SMA	<p>Council approved joint agreement on 3/5/14 with Rising Sun Energy Center and MUSD for California Youth Energy Services program in Martinez. Over 200 homes served with Green House Calls during summer of 2014 and 8 local youth provided workforce development opportunity. Expanded use of PEG channels to provide programming of benefit or interest to Martinez community such as information on Historic Homes in Martinez and Water Conservation workshop rebroadcasts. Donated hundreds of costume items acquired from Willows bankruptcy to area non-profits including MUSD and Onstage to promote youth interest in the arts.</p>
<p>3.2 Continue providing utility assistance to low income households</p>	high	complete	ACM	<p>The Lifeline Policy was updated on 6/18/14 to provide clarification on eligible applicants and required documentation</p>

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		Priority	Target Date	Lead Staff	Status & Resources Needed
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	
EHCD	Convert City owned street lights to LED		5/14/14	CE	
QOL	Analyze the potential to increase the hours and the number of months open at the Rankin Aquatic Center		4/2/14		
QOL	Develop an ordinance that bans plastic bags under certain circumstances		6/18/14	SMA/CE	
QOL	Continue providing utility assistance to low income households		6/18/14		