

FY 2017-19 Strategic Plan

Purpose of a Strategic Plan

The development of strategic plan is intended to help guide the City in several ways:

- Define what a sustainable organization will look like for the City of Martinez;
- Inform the community about City services, fundamental needs and financial capacity, and gain input from the community about the City's future;
- Provide a framework for making budgetary decisions;
- Assist in prioritizing programs and projects; and
- Assist in focusing the use of limited financial and staffing resources.

The end result is a strategic plan with a vision, mission, goals, and an implementation action plan with a focus on achieving and maintaining sustainability of services.

The key components of the City's strategic plan are as follows:

A **Vision** that sets the focus for the future. It is a statement of where the organization is going.

A **Mission** statement articulating the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

Goals that set the framework that guides the direction and focus of the organization, budget decisions and allocation of other resources, such as staff time. Since the City has finite resources, the goals included in the strategic plan must be achievable.

An implementation action plan is the blueprint for carrying out the strategic plan. It contains the **action items** that must be completed to assure that the goals and objectives are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are suited to periodic check-in about progress, changes or challenges.

Summary of Strategic Plan Process

A key part of effectively preparing a budget that will set the City on a sustainable path is the strategic planning process. At the City Council's December 21, 2016 meeting, staff presented an outline for conducting such a process. The Council concurred with staff's recommendation and directed staff to schedule two strategic planning study sessions.

The first study session was held on January 25, 2017 and focused on a review of the basic elements of a Strategic Plan, as well as an overview of external and internal impacts on the organization. With that context in mind, the Council then worked on developing Vision, Mission and Goal statements. At the second study session, held on February 6th, the Council finalized the work initiated at the prior study session, as well as identified priorities, or “action items,” for the FY 2017-19 budget period.

This work has been compiled to serve as the City’s FY 2017-19 Strategic Plan and is included as part of this FY 2017-19 Budget. A more comprehensive, five-year strategic planning effort is recommended for the FY 2019-21 budget.

Vision Statement

“Martinez is an inclusive, family oriented, safe community, with small town waterfront character, diverse neighborhoods, complemented by plentiful parks and open spaces. Martinez has a historic downtown, with a legacy of culture and the arts, fostering a vibrant and sustainable economy, striving for well maintained infrastructure, and a responsive high performing government.”

Mission Statement

“The City of Martinez will provide efficient and sustainable, responsive, high performing public services, and well maintained public facilities, that enhance the safety and livability of the community, and support fiscal stability and a healthy local economy through business development.”

Goals

- Sustainable Fiscal Health
- Infrastructure Improvements
- Safe Community
- Economic Health
- High Performing Government
- Enhance Quality of Life

Action Items

The action items are listed on the pages that follow, and are organized by tier and color coded by Goal area.

Tier 1 consists of mandatory items, or those items that the City is required to complete. For example, federal, state, and other agency mandates for the City fall under this tier. Tier 1 also includes those items that were identified as top Council priorities for the FY 2017-19 budget period.

Tier 2 is comprised of items identified by Council and staff as priorities, but that do not rise to the level of being considered mandated and/or a “top Council priority.”

Tier 3 are items identified as priorities for the prior budget cycle, but remain incomplete. For the most part, there are insufficient resources to undertake these items in this coming budget period, but are included as part of the overall list for planning purposes for future budget cycles.

Additionally, action item criteria are noted, which were utilized to help prioritize action items for inclusion on the list. Finally, for each action item, the department or division responsible is noted, project description, what additional resources are needed and which selection criteria apply. Finally, each item notes whether it is funded in the FY 2017-19 budget. If funded, then the “additional resources” are incorporated in this budget. If it is not funded, the “additional resources” information speaks to what would be necessary in terms of additional funding or resources in order to accomplish the action item.

Please see the following pages for the FY 2017-19 Action Items by Tier.

FY 2017-19 Action Items by Tier - June 13, 2017

Goals:

Sustainable Fiscal Health
Infrastructure Improvements
Safe Community
Economic Health
High Performing Government
Enhance Quality of Life

Tiers:

Tier 1: Council top action items and/or mandatory items
Tier 2: Other priority council & staff action items not currently funded
Tier 3: Incomplete FY 2015-17 priorities that are not included in preceding tiers or funded

ACTION ITEM SELECTION CRITERIA (Project must meet one or more of these criteria to be placed on project list)

- 1 The work is mandated by the State (or other agency); the City could be fined or face similar consequences if the work is not done**
- 2 The City is significantly committed financially to the project**
- 3 The work would protect public health or safety**
- 4 The work would assist the City in achieving fiscal sustainability**
- 5 The work would generate revenue, grants or other funding**
- 6 The work would promote job creation or investment in the community**
- 7 The work would prevent higher costs from deferred maintenance**

Tier 1 - Council Top Action Items and/or Mandated Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria	Mandated
Bolded items are the Council Top Action Items						
CMO	Y	Project stabilization (PLA)	Model collective bargaining agreement with local labor unions	Legal expenses of \$5-10k and staff time in CMO/Admin	6	
Finance	Y	Measure D Administration	Finance related responsibilities for administration of Measure D revenues and staffing support for oversight committee	Related costs of approximately \$10k/year (estimated HdL contract costs)	1,2,3,4,6,7	X
HR/Finance	Y	Conduct labor negotiations	Conduct labor negotiations with bargaining units for MOUs expiring June 30, 2018	Additional consulting support/expertise estimated at \$75-80k for employee negotiations, PERS communications, ACA compliance, and implementing any related needed payroll modifications	1,4	X
HR/Finance	Y	Address various PERS and benefits administration issues	Address various administration updates related to benefits and PERS		1,4	X
HR/Finance	Y	Ensure compliance with Affordable Care Act (ACA)	Ensure compliance with any upcoming changes to the ACA		1,4	X
Finance	Y	Refine reserve policy	Per direction at 2/15/17 council meeting, work with Budget/Finance Subcommittee to refine allocation and use of funding within the Reserve Policy	Staff time	4	
Community & Economic Dev (CED)	N	Marina Master Plan	Plan required by AB 1424 and must be completed by 12/31/19. Requires 2 years to prepare (i.e., start by December 2017)	TBD - staff will return to Council in Summer of 2017 with funding recommendations	1,2,4,5	X
Public Works	Y	National Pollutant Discharge Elimination System (NPDES)	Ensure compliance with 70% trash reduction mandate and related Water Board mandates	Funded - some additional staff time	1	X
Public Works	N	New development review	New development review for Laurel Knoll, Pine Meadows, Jardine, Alhambra Highlands, Amare Apartments	Additional staff time - to be revisited with mid-budget update	4,5,6	X
Public Works	Y	CIP management	See CIP document for list of projects	Funded	2,3,4,6,7	X
Public Works	Y	Implement Measure D Pavement Program	Measure D Pavement projects will significantly increase paving and pavement project size. Annual, in-lieu of bi-annual, projects including public workshops, outreach and oversight committee.	\$292.5K Design/PM + \$195K Inspection/CM + \$150K Maintenance for a total of approximately \$638k - funded by Measure D	3,4,5,6,7	X

Tier 1 - Council Top Action Items and/or Mandated Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria	Mandated
Public Works	N	Clean Water Program	The Program ensures compliance with the Regional Municipal Permit (RMP-2) increasing mandates including trash PCB reduction components along with new "Green" infrastructure requirements	FY 2017-18 - no additional resources needed; FY 2018-19 - need additional staff or consulting services - to be revisited with mid-year budget update	1,3	X
Public Works	N	Regional transportation planning	Participate in TRANSPAC and Contra Costa Transportation Authority for compliance with Measure J to ensure continual program revenues	Requires additional engineering staff - to be revisited with mid-budget update	1,3,4,5,6,7	X
Public Works	Y	Marina breakwater assessment	Analyze repair/replacement alternatives and costs for Marina breakwater	Update of assessment is underway for \$28,000 as part of 2016-17 budget; costs for repair TBD	2,4,6,7	
Public Works	Y	2017 Storm Damage Projects	Additional, unplanned projects such as silt removal, culvert replacement and creek bank stabilization as the result of the January '17 flooding	City cost TBD (approximately 6.75% of total cost - depends on amount of funding received)	3,6,7	X
Police	Y	Homelessness initiative	Current Homeless Outreach efforts are funded for about 18 months based on AB109 funding and a grant - staff will need to further assess funding needs to sustain and expand the efforts	\$55k/year with 1.5 years of funding currently covered with grants (AB109 and Tesoro), which equates to 2 full time outreach workers shared with Pleasant Hill	1,2,3,4	X
Police	N	Add a Crime Analyst to Police Department	Consistent with organization scan, this additional staff person would bolster department in terms of analytical resources	Approximately \$120k/year for a Management Analyst - to be reevaluated by the department	3,4	
Police	Y	Designate a School Resource Officer	Assess staffing for creating and sustaining a School Resource Officer	No additional cost if fully staffed (department currently has 3 funded vacancies)	3,4,5,6	
Police/PW	Y	Homeless encampment abatement	In coordination with Public Works, increase efforts to clean up homeless encampments	\$5-10k/year for operations	1,3	X
Police	N	Capacity for mandated DOJ reporting and legal changes	Mandated DOJ reporting for use of force, racial stops, complaints, and detention certificates	This function would typically be performed by a Crime Analyst, which is not funded, so priorities within the department will need to be shifted so that this mandated function can be absorbed by existing staff	1,3	X
Police	Y	Research/Implement Proposition 64	Staff will need to research and implement policy regarding Prop 64 which will consume staff time and staff may need to secure a consultant for staff and community education on the subject	Legal/consulting costs of approximately \$10-15k; staff time	1,3	X
Police/IT	Y	Upgrades for PD servers	Includes replacing PD Share and RIMS servers and Microsoft Server Operating System Software	Hardware \$5k + Software \$600 + RIMS Server \$14k + Operating System Upgrade \$6k + Migration \$3k for a total of \$28,600	1,3,4	X

Tier 1 - Council Top Action Items and/or Mandated Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria	Mandated
CED/PW	Y	Re-use Historic Train Depot	Determine public/private reuse options	Consultant costs - feasibility study underway	6	
CMO/Admin	Y	Create a Community & Economic Development Department	Create a new department that incorporates planning, zoning, economic development, code enforcement and eventually building permit and inspection functions as recommended in organization scan	Funded on 2/15/17 for FY 2016-17 - Estimated \$350k/year ongoing	2,3,4,5,6	
CMO	Y	Develop and implement a citywide Economic Development program	Key components will include a market study, building and site inventory, and development of marketing materials	Funded on 2/15/17 (One time cost of \$100k each fiscal year)	2,3,4,5,6	
CED	Y	Downtown housing	Implement recommendations of Downtown Specific Plan	To be managed by CED Director	6	
CED/PW	Y	Downtown parking & reuse of County parcels	Implement recommendations of Downtown Specific Plan	To be managed by CED Director	6	
CED	Y	County Administration Building Project	Coordinate with County on the Administration Building project	Approximately \$25k in consulting assistance and TBD on streetscape / landscaping improvements	3,4,6	
CMO	Y	Ferry service	Initiate and implement ferry service at the Marina	N/A - utilizing existing staff in CMO/Admin	2,3,4,5,6	
CED	Y	General Plan update	Conclude revision of General Plan to comply with State law	TBD - Dependent on whether EIR will need to recirculated	1,2	X
CMO/HR	Y	Administrative policy review	Several policies need to be updated due to changing Federal and State regulations.	Majority of funding already dedicated via ERMA grant - some expense for legal review of approximately \$5k/year	1,2	X
IT	Y	Upgrade internet to fiber	Necessary to be able to utilize Cloud/Offsite Disaster Recovery, web streaming of meeting and for Office 365	\$18,600/annually (start up cost of \$2k in FY 2016-17)	2,4,7	X
IT	Y	IT Strategic Plan	Develop an IT Strategic Plan - determine consulting and staffing assistance needed to develop a work plan	Initially -staff time and subsequently consultant and staff time - amount TBD (currently \$50k in budget)	2,4,7	
IT	Y	Implement Office 365	Implementing Office 365 would allow for increased effectiveness and efficiency, and would allow for remote access to files from the Cloud	Approximately \$34k annually for licensing and support	2,4,7	
IT	Y	AV equipment upgrades	Upgrade council chambers AV: cameras, recording system, projector, sound system, etc.	Approximately \$75k (in addition to the approximately \$200k set aside for upgrades) - consider utilizing PEG fees	2,4,7	

Tier 1 - Council Top Action Items and/or Mandated Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria	Mandated
CED	Y	Complete Alhambra Hills negotiations	On July 13, 2016 the City Council approved entering into a negotiating agreement with Richfield Real Estate Corporation for the possible purchase as open space, the 297.5 acres of real property located in the City of Martinez, generally bounded by Alhambra Avenue to the north, Alhambra Valley Road and Reliez Road to the west, and Skyline Drive to the south	Consultant, appraisal and legal expenses - approximately \$25k	4	
CMO	Y	Martinez Unified School District (MUSD) Recycling program support	Transition implementation of effective recycling programs within MUSD campuses to the school district	Approximately \$10K in additional grant or General Fund dollars for FY 17-18	6	
CMO/PW	N	Enhance community image	Design a program focused on enhancing community image	Council study session is needed to determine scope of program; may require consultant assistance	6	
CMO/PW	Y	Dog Park	Finalize location of permanent dog park site and develop grant application for funding \$450,000 project (a temporary dog park will be located at the John Muir Amphitheater)	Temporary park cost - Funded / Permanent park cost - TBD	6	
HR/Recreation	Y	Prepare for upcoming retirements	Several recreation staff members are retiring in next few years	Staff time to evaluate options recommended in organization scan - approximately \$15k/year to allow overlap of staffing during transition	1,2,3,4	X
Senior Center/IT	Y	Senior Center Technology Enhancements	Wi fi for the senior center	Approximately \$150/month and set up cost of approximately \$1,500	6	
Senior Center	Y	Review respite program	Review of regulations applicable to respite program	Increase Senior Center Coordinator position from part-time to full-time - approximately \$16k/year additional cost	6	
Senior Center/HR	Y	Review volunteer program	Review and enhancement of volunteer program		6	

Tier 2 - Council and/or Staff Recommended Action Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria
CMO	N	Enhance community involvement	Design a program to expand community involvement efforts, such as Coffee with Cops, Crime Prevention related events, etc., to include other departments and information on a wider variety of topics	Initially, staff time	6
Public Works	N	Code enforcement enhancement	Development of a Receivership Program to allow for cost recovery of staff's time	City Attorney expenses of approximately \$5k, consideration of other cost recovery mechanisms as part of budgeted, ongoing NBS study	3,4,5
Finance	N	Complete and implement Impact/Mitigation Fee Study	Release RFQ, select consultant, adopt new impact fees	Requires some one-time consulting support/expertise (approximately \$95k) and a Management Analyst for Administration divisions for these and other special projects (approximately \$120k/year)	2,4,5
Finance	N	Review of Municipal Code business license regulations	Work with HdL to conduct needed review of regulations		2,4
Finance	N	Evaluate and implement Munis Modules	Implement Munis modules - timekeeping, position control and fixed assets		2,4
Recreation	N	Review recreation related fees and establishing new special revenue funds	Review recreation fees in light of Measure H upgrades and increased costs related to the pool, and consider establishing new special revenue funds to support maintenance and replacement of existing park facility assets		2,4,5
Public Works	N	Implement GIS system	Recently completed Water System layer, currently adding street and stormwater layer along with sign condition inventory	Engineering/Planning Technician - approximately \$75k/year	2,4
CMO/PW/CED	N	Misc. community special projects	Examples include: Dog Park, pickleball, community murals	Requires additional 0.5 professional/technical FTE	4
Public Works	N	City Hall facility improvements	Replace roof, single pane windows and HVAC system	Approximately \$100k for windows; \$250k for roof; and \$500k - \$750k for HVAC	2,3,4,7
Police/IT	N	Technology and tools for PD	Citywide Camera Expansion, UAV, Tactical Vehicle	Approximately \$130k	3,4
Police	N	Acquiring/Implementing body cameras	Includes devices, storage, training, policy, replication for DA	Approximately \$75-100k/year	3,4
Police	N	Merchant Liaison/Crime Coordinator position	Add one non-sworn staff member serve as a liaison to all businesses for a Merchant Watch Program and Crime Prevention efforts	Non sworn FTE - approximately \$93k/year	3,4,5
CED	N	Over-the-Counter Permitting	Increased support for the function of providing counter permitting	Permit Technician - approximately \$72k/year	4,6
CMO	N	Comprehensive 5-year Strategic Plan	Initiate a comprehensive community visioning and strategic planning process as recommended in the organization scan	Initially -staff time and subsequently consultant and staff time - amount TBD	3,4,5,6,7

Tier 2 - Council and/or Staff Recommended Action Items

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria
IT/PW	N	Computerize Maintenance Management Program (CMMP)	Initiate a request for proposals process to procure a CMMP as recommended in the organization scan	Approximately \$40k set up and \$30K ongoing - revisit with mid-year budget update	2,4,7
Public Works	N	Long-term maintenance plan	Develop a long-term maintenance plan that addresses existing infrastructure and asset needs as recommended in the organization scan	Initially -staff time and subsequently consultant and staff time - amount TBD	2,3,4,7
CED	N	Implement General Plan programs	Implementation of programs follows General Plan Update	TBD	2,3,4,5,6
CED	N	Update Zoning Code	Comprehensive update of zoning code follows General Plan Update	Approximately \$500k	1,2

Tier 3 - Incomplete FY 2015-17 Council Goals and Priorities

Department or Division	Funded?	Project Name	Project Description	Additional Resources Needed	Selection Criteria
Finance	N	Budget in Brief document	Develop a concise and effective format to communicate the City's budget status to the public	Staff time (Note: an online budget transparency module through Munis is currently being evaluated by staff)	4
CED	N	Research Enhanced Infrastructure Financing District (EIFD)	Research and evaluate options for an EIFD	\$30k for consultant to conduct study	4,5
Public Works	N	Analysis of parks and community assets	Complete a facilities analysis of parks and community assets to ensure quality amenities	Approximately \$10-15k (one-time)	2,3,4,5,7
CED	N	Half-day tourism efforts in open space, parks and waterfront	Coordinate partnership efforts with Chamber and Main Street and continue to utilize City website as a resource	Staff time	4,5,6
CED	N	Fiscal analysis for future land annexations	Update and evaluate annexation fiscal analysis	Consultant assistance approximately \$10k (one-time)	4
CMO	N	National Citizen Survey	Utilize survey to track and measure City services and progress over time every two years	Staff time and approximately \$20k per survey - timing to be revisited depending on Strategic Planning process for 2019-21	4
CMO	N	Implement use of metrics for City services	Research, evaluate and implement proven performance measurement systems and techniques	Consultant assistant to establish a system and identify metrics - TBD	4
CMO	N	City Wi-Fi upgrades	Explore options for improving free Wi-Fi	Approximately \$50k	6
Recreation	N	Programs that encourage and attract recreation	Enhance and implement programs that encourage and attract outdoor recreation, sports activities and an active lifestyle	Primarily staff time to develop and market programs	6
CED	N	Ensure future housing projects incorporate recreation	Coordinate with developers to ensure appropriate amenities are included	Staff time	6