



**CORTE MADERA TOWN COUNCIL
STAFF REPORT**

REPORT DATE: June 10, 2020
MEETING DATE: June 16, 2020

TO: Honorable Mayor and Members of the Town Council

FROM: Todd Cusimano, Town Manager *TC*
Adam Wolff, Planning and Building Director *AW*
R.J. Suokko, Public Works Director *RJS*

SUBJECT: Summary of Town Council Strategic Planning Session



RECOMMENDED ACTION:

Review summary of the April 20, 2020 Town Council strategic planning session and discuss, provide feedback, and direction as appropriate.

BACKGROUND:

Each calendar year, the Town Council holds a strategic planning session to discuss the projected workload for the next 12 months and beyond. The strategic planning session is intended to provide a broad overview of the Town's anticipated work program. The Council provides very general direction to staff, focusing on when issues should be presented during the year and what complications the staff might analyze for those issues. It is the Council's practice to have staff present a summary of the workshop discussion.

DISCUSSION:

The Council set overall priorities into three categories, with category one being the most important. Those priorities are as follows:

Category I

1. COVID-19 Recovery: *(i.e. repairing Town finances, supporting local businesses and the most vulnerable residents)*
2. Fiscal Sustainability: *(i.e. unfunded liabilities, protecting reoccurring revenues, controlling costs, shared services/consolidation Town-wide)*

3. Climate Hazards: *(i.e. Adaptation Plan, green building ordinance, sea level rise/flooding, wildfire/egress, reducing the Town's carbon footprint, disaster preparedness)*
4. Communication: *(i.e. strategy, protocol, website, biannual mailer)*
5. Disaster Planning – *(i.e. Readiness of staff and infrastructure preparedness)*

Category II

1. Traffic & Infrastructure: *(i.e. circulation improvements, roadwork, flood control, SD2, Town Hall renovation)*
2. Land Use: *(i.e. Housing Element, design standards, hotel ordinance)*
3. Town Operations/Customer Service: *(i.e. cybersecurity, digitizing services, phasing in lower- maintenance landscaping)*

Category III

1. Quality of life issues: *(i.e. short-term rentals)*
2. Sustainable Beautification: *(i.e. restoring ecosystem, planting natives)*
3. Everything else

With the above-listed categories in mind, the Town Manager, Planning/Building Director and Public Works Director led the Town Council through a list of the issues and topics that the Town is currently addressing, as well as those the Town is likely to begin to address over the next twelve months. The Town Council set the following direction:

COVID-19 Recovery (Category I)

1. Develop a budget plan with a minimal deficit/protecting reserve funds, while maintaining all Town services after taking into account expected revenue reductions for fiscal year 2020-2021;
2. Be proactive in documentation and the submission of reimbursement requests to FEMA and/or CalOES for cost recovery efforts in our response to COVID-19 related activities;
3. Continue to evaluate and develop programs to support our local businesses and the most vulnerable residents;
4. Through the Parks and Recreation Department - Create a consistent outreach campaign to participants of traditional senior programs and services (Ex: AFIC, lunch program, and BINGO).

Fiscal Sustainability (Category 1)

1. Protect reserves and develop strategies for economic development and growth;
2. Finalize 10-year fiscal projections with the Finance and Audit Ad Hoc Committee and present to Town Council;
3. Develop and enhance the budget book with search and interactive capabilities.

Communication (Category 1)

1. Develop a robust communications plan for the Town:
 - a) Complete internal and external reviews on Town communications
 - b) Complete a Town-wide survey

- c) Develop best practices and protocols
 - d) Update, simplify, and refresh website
 - e) Provide biannual mailers and utilize technology
 - f) Community Meetings – Plan for inclusion of virtual participation for all council, board and commission meetings as we return to our new, normal meeting structure.
2. Virtual Recreation Center and Resource Point (page on the Town Website) - Create a social media campaign with consistent presence on Facebook, Instagram, and Nextdoor. Use website and social media to communicate Marin County updates, closures and re-openings, class and camp offerings (virtual and in-person);
 3. Town Community Chats – Continue to engage and update the community on a routine basis via interactive Zoom meetings.

Climate Hazards (Category I)

1. Climate Action Plan - Update to 2016 Plan; new information included and policies that will serve as a guiding document;
2. Climate Adaptation Plan - Expecting several land use strategies to emerge requiring zoning and other policy changes;
3. EV Charging Streamline Ordinance - Simplify process for EV Charging applications consistent with State law requirements;
4. Green Building Code Enhancements - Implementation of “reach” code for new residential and commercial projects;
5. Trees - Update to list of undesirable species to align with Fire Department’s list of fire prone species. Allows for removal of large trees without need for permit, including those in Public Right-of-Way;
6. Coordinate the Town’s early warning systems (i.e. radio station/Police vehicle Hi/Lo vehicle broadcast system and potential siren).
7. Continue fire safety and preparedness efforts:
 - Support of Neighborhood Response Group (NRG) and Community Emergency Response Team (CERT) groups;
 - Coordinate fire prevention, inspections, code enforcement/abatement, and vegetation management efforts through Central Marin Fire Authority and Measure C funding;
 - Continue vegetation clearance efforts to support residents through the Chipper Program under the guidance of the Town Resilience Coordinator;
 - Complete vegetation clearance and improvements to hillside paths and evacuation routes;
 - Add signage and markings to all potential evacuation routes.

Infrastructure (Category I) and Traffic and Circulation Improvements (Category II)

Further develop and/or deliver the following Capital Improvement projects:

1. Flood Control and Storm Drainage:
 - a) Climate Adaptation Plan that establishes the Town’s priorities and goals for safeguarding the community from sea level and other climate change

- vulnerabilities and identifies and vets conceptual design alternatives and solutions;
- b) Storm Drain Master Plan Update that expands the typical scope to also include sea level rise and other climate change projections; and reviews all flood control infrastructure, such as but not limited to; the storm drain network, detention basins and pump stations;
 - c) Miscellaneous critical repairs to the flood control pump stations and storm drain network that are unable to be deferred until after the Storm Drain Master Plan Update is completed.
2. Multimodal Transportation Improvements:
 - a) Tamal Vista Complete Streets between Fifer Avenue and Madera Avenue to improve safety and accessibility for pedestrians, bicyclists, and vehicles;
 - b) Preventative Maintenance Project to implement treatments such as “slurry seals” (and required accessible curb ramps) to approximately twenty percent of the Town maintained roadway network;
 - c) Redwood Highway Multi-Use Path and Re-Landscaping Project between San Clemente Drive and Wornum Drive.
 3. Parks & Recreation:
 - a) Skunk Hollow Mini-Park Improvements to install a new play structure and expanded features including swing sets and a sand play area;
 - b) Town Park Bathroom Repairs and Upgrades to enhance the amenities and improve the aesthetics using sustainable fixtures.
 4. Environmental:
 - a) Zero Waste Marin Projects will implement programs and projects to increase diversion of waste, and its overall reduction;
 - b) Beverage Container Recycling to purchase recycling container enclosures for Town parks;
 - c) LED Lighting Conversion will implement the first of several bid projects to replace our existing street lights with LED lights;
 - d) EV Charging at Town Hall will continue to evaluate and implement opportunities for additional EV charging stations at our facility.
 5. Town Owned Buildings:
 - a) Community Center Office Remodel to improve the function of the facilities and to better serve the community and park users;
 - b) Community Center & Restroom upgrades to potentially expand the facilities to include two classrooms and a permanent restroom.
 6. Sanitary District No. 2:
 - a) 2020 Sewer Rehabilitation Project to improve sanitary sewer infrastructure in Marina Village, Pacific Queen, Flying Cloud, Meadow Ridge, Ridge Ct. and Madera Presidio;
 - b) Trailer Court, Village and Sausalito Pump Stations Improvements to install flow meters, new generators, and a motor control center;
 - c) 2021 Sewer Rehabilitation Project to improve sanitary sewer infrastructure in the Granada neighborhood;
 - d) Meadowsweet Sewer Main Capacity Improvements to increase the capacity of this portion of our system, which is prone to system failures;

- e) Sewer System Management Plan Update to satisfy state requirements to ensure best practices are in place to effectively manage the SD2 collection system;
- f) Sewer Master Plan Update to update recommendations on priorities and goals to optimize function of the sanitary sewer system;
- g) Oversee the various District Grant Programs (should they be renewed or established); Private Sewer Lateral Assistance Lower Lateral CIP, Low Income Private Sewer Lateral and possibly a Loan Assistance program.

Land Use – Zoning Ordinance Amendments (Category II)

1. Hotel Bonus FAR Ordinance – Pending Town Council final approval at June 16, 2020 meeting;
2. Accessory Dwelling Units (ADUs) - Christmas Tree Hill provision, recently approved by Town Council;
3. SB2 Grant funded projects (Housing) - Objective Design and Development Standards (ODDS): Production of toolkit to ensure that multi-family housing required to be approved under state law meets standards for community design;
4. Accessory Dwelling Units (ADUs) - ADU workbook, website and calculator aimed at promoting ADU development in Town;
5. Inclusionary Housing Amendments - Revise Town’s inclusionary requirements to ensure current regulations aren’t an impediment to housing development and update in-lieu fees;
6. Water Efficiency Landscape Ordinance - Requires projects to meet MMWD standards for water efficiency per State Law;
7. Short Term Rental Ordinance - Economic Development and Quality of Life project;
8. Housing Element Opportunity Site Analysis - Following on heels of ODDS, major effort to identify where significant new housing should be located in Town;
9. Accela Implementation - Overhaul of permit tracking software for Building, Planning, Public Works and Fire Department. Aimed at improving customer access to information and ease of permit submissions;
10. Design Review Changes Modifications - Needed clarifications and less restrictive for commercial properties (Nov. 2019);
11. General Zoning Clean Up:
 - a) Commercial Use categories
 - b) Yards
 - c) Parking
 - d) Variance findings
 - e) Definitions
12. Precise Plan Amendments at the Village and Town Center - Approve master sign and/or tenant design criteria to limit approval processes for tenant improvements;
13. Town Hall Approvals – Complete design review process with the Planning Commission.

Maintenance and Beautification of Town (Category III)

1. Sustainable Beautification - Staff to coordinate with the Beautification Committee to develop strategies to restore ecosystem and planting natives).

Training and Policies (Category II)

1. Safety Programs – Update the safety programs and measures for Town staff and develop protocols to protect staff and the community when Town facilities reopen;
2. Training – Continue robust training program with an emphasis on:
 - a) Customer Service
 - b) Leadership
 - c) Succession Planning
 - d) Staff Development
 - e) Core Values and Town Mission

Town Operations (Category II)

3. Conflict of Interest Code – Review and update code (completed every two years);
4. Retention Policy – Update and implement new retention protocols;
5. Digitize Town Archives – Implement and begin process of digitizing Town archives;
6. Community Meetings – Plan for inclusion of virtual participation for all council, board and commission meetings as we return to our new, normal meeting structure;
7. Cybersecurity – Provide a report and analysis to the Town Council on the current state of the Town’s cybersecurity infrastructure and receive direction accordingly.

Disaster Planning – Readiness – Infrastructure (Category I)

Continue preparedness efforts at the Community Center for all emergencies

1. Evaluate current supplies and system to monitor (condition and expiration);
2. Expand on system used during Oct. 2019 PSPS events to incorporate physical distancing;
3. Engage Community response groups to develop a community notification plan that includes situational action plans.

Quality of Life Issues and Ordinance Updates (Category III)

1. Conduct community engagement survey(s) to identify park and recreation needs;
2. Continue community outreach to members of Town’s most vulnerable population;
 - a) Weekly check in calls by Parks & Recreation staff
 - b) Continue to connect individual requests to information sources and resources
3. Restructure organizational chart for the Parks and Recreation Department;
 - a) Benchmark position titles and descriptions with like agencies
 - b) Develop plan to meet the recreation needs of Larkspur, Greenbrae, and Kentfield residents
 - c) Develop a proposal to offer child care services
4. Add classroom space for recreation programming;
 - a) Acquire modular classroom space behind the Community Center and expand use of the adjacent dance studio
 - b) Install restroom behind the Community Center to serve new classroom space and park users
 - c) Expand recreational programming specific to seniors/active adults
5. Begin Master Planning project for Town Park.

FISCAL IMPACT:

None.

ENVIRONMENTAL IMPACT:

This activity is not defined as a project under CEQA (Section 15378 CEQA Guidelines).