



**NOTICE OF AND AGENDA FOR
SPECIAL MEETING OF THE CITY COUNCIL
TOWN OF COLMA**

**Colma Community Center
1520 Hillside Boulevard
Colma, CA 94014**

**Monday, April 28, 2014
9:00 a.m. – 3:00 p.m.**

NOTICE IS HEREBY GIVEN that the City Council of the Town of Colma will hold a Special Meeting at the above time and place for transacting the following business:

1. **AB 1234 Training:** Public Policies and Ethics
2. **Study Session:** 2014-16 Strategic Plan

These items are for discussion only; no action will be taken at this meeting.

Posted: April, 24 2014


Sean Rabé, City Clerk

This page left intentionally blank.

1. **AB 1234 Training:** Public Policies and Ethics

There is no staff report for this item.

This page left intentionally blank.



STAFF REPORT

TO: Mayor and Members of the City Council

FROM: Sean Rabé, City Manager; Roger Peters, City Attorney

MEETING: April 28, 2014

SUBJECT: 2014-16 Strategic Plan

INTRODUCTION

This Workshop will focus on development of the 2014-16 Strategic Plan, which will include goals and programs in five priority areas: Significant Mandates, Town Operations, Economic Development, Financial Planning, and Quality of Life.

The study session will begin with staff presenting its recommendations of programs to be undertaken over the next two years. Following that presentation, the Council will discuss the draft Plan that is attached to this report. The council members' views on which priority areas, goals and programs should be placed in a proposed Strategic Plan will be brought back to the Council for a public hearing and adoption at a future, regular meeting of the City Council.

DISCUSSION

Statement of Values

The Statement of Values that the Council adopted for the 2010 Strategic Plan comprised expressions of how the core behavioral values (Fairness, Responsibility, Honesty and Integrity, and Vision) would be applied in the context of making policy decisions, such as adopting a budget, as opposed to being applied to an individual council member's conduct. This was the Statement that the Council adopted:

Values

Treat all persons, claims and transaction in a fair and equitable manner.
Make responsible decisions by taking the Town's long-range financial stability into consideration.
Base decisions on, and relate to each other with honesty and integrity.
Be innovative in improving the quality of life in our business and residential communities.

The first workshop task will be to consider modifying this Statement. With the adoption of a Climate Action Plan, the Council has committed the Town to adopting sustainable practices. In light of that development, staff suggests that the Responsibility statement be broadened to read:

Make responsible decisions by taking the long-range consequences into consideration.

In 2012, the Council added "respect" to its list of core values. Staff suggests modifying the third expression in the Value Statement to read:

Base decisions on, and relate to each other with honesty, integrity and respect.

Priority Areas

Staff recommends focusing on the same Priority Areas, with one minor exception. Staff recommends changing the term "Neighborhoods" to "Quality of Life" because the latter is a broader, more inclusive term. Staff believes that council members and the public will consider not only the same programs as they would consider under "Neighborhoods," but also additional and even different programs.

Goals

In 2012, the Town adopted an Economic Development Plan. Based on this development, staff recommends that the goal in the priority area of economic development should be to implement three programs that were recommended in the Economic Development Plan.

Four years ago, the country was still in a recession, and controlling Town expenses was of necessity the focus of the Town's financial plan. Going forward, staff recommends that the goal in the area of financial planning should be to ensure the Town's *long-term* financial health and stability.

Finally, staff suggests a minor change to the Quality of Life goal, changing it from "Make our neighborhoods safe, clean and attractive" to "Make our Town safe, clean and attractive."

Programs

The final task will be to select three programs to be implemented in the next two years for each priority area. These will not be the only programs undertaken by the Town; the Town may and likely will undertake other programs. The purpose of identifying the top priority programs is just

that – to keep everyone focused on the most important programs that the Council wishes to accomplish during the planning period. Thus, where there are questions whether to allocate staff time or Town resources between programs, the choice will be to favor the programs that are in the Strategic Plan and which meet the Council's goals.

Attached to this report is a worksheet that briefly explains programs recommended by staff for consideration for the 2014-16 Strategic Plan.

CONCLUSION

Because this meeting is a study session only, no action will be taken on the Strategic Plan. Rather, staff asks the Council to discuss the draft Plan and express their views on what goals and programs should be placed in a proposed Strategic Plan that will be brought back to the Council for a public hearing and adoption.

Attachment: Strategic Plan Worksheet

This page left intentionally blank.

2014-16 STRATEGIC PLAN WORKSHEET ¹

Value Statement

Treat all persons, claims and transactions in a fair and equitable manner.

Make responsible decisions by taking the ~~Town's~~ long-range ~~financial stability~~ consequences into consideration.

Relate to each other with honesty and base decisions on integrity and respect.

Be innovative in improving the quality of life in our business and residential communities.

Plan

Area:	Significant Mandates	Town Operations	Economic Development	Neighborhoods Quality of Life	Financial Planning
Goals:	Ensure compliance with the law	Ensure friendly, efficient and timely delivery of services	Responsibly increase revenues to improve levels of service. <u>Implement three programs from the Economic Development Plan</u>	Make our neighborhoods Town safe, clean and attractive	Control Town expenses to be below revenues <u>Ensure long-term financial health</u>

¹ Deletions from the 2010 Plan are shown in red and additions, in blue. Text which has been carried-over or somewhat modified from the 2010 Plan is shown in black.

List of Proposed Programs

Significant Mandates

- Update General Plan
- Implement ADA Transition Plan
- Implement Climate Action Plan

Town Operations/Infrastructure

- Renovate Town Hall
- Obtain proposals for waste hauler franchise
- Re-negotiate sewer service agreement(s)
- Increase the use of technology to enhance customer services
- Implement the Town's Urban Forest Management program
- Develop and adopt an irrigation system plan

Economic Development

- Adopt Image and Branding Campaign
- Install streetscape improvements along auto row
- Commit resources to planning for expansion or relocation of businesses
- Commit resources to bringing in a travelers' hotel
- Commit resources to creating a Town Center

Financial Planning

- Review and adjust reserve policies
- Address threats to long term fiscal health
- Fund OPEB obligations
- Fund Capital Improvement Programs

Quality of Life

- Offer more community-based programs
- Continue police department outreach programs

Proposed Programs - Details

Significant Mandates

Update General Plan

Estimated FY 2014-16 Cost: \$190,000 (includes EIR)

Lead: City Planner

Description: The following actions are planned for the upcoming fiscal year:

- Housing Element Update and Adoption
- Interim Circulation Element Update and Adoption (Complete Streets)
- Urban Design Study Session and Land Use Element discussions
- Community Survey
- Noise Element existing conditions review
- Historic Resources Element draft review
- Safety Element draft review

Implement ADA Transition Plan

Estimated FY 2014-16 Cost: \$44,000

Lead: ADA Coordinator

Description:

- In 2014-15, repair/replace non-compliant curb ramps in the Sterling Park neighborhood and repair/replace non-compliant door thresholds at Sterling Park Recreation Center
- 2015-16 was the year the Town was scheduled to replace the upstairs bathrooms at Town Hall and widen the doorway to the office areas. Instead, this work will be completed with the Town Hall renovation
- ADA Customer Service training

Implement Town's Climate Action Plan

Estimated FY 2014-16 Cost: \$55,000, plus staff time

Lead: Town Sustainability Group

Description: The Town's Climate Action Plan (CAP) contains programs and policies that will facilitate Colma's achieving the AB32 targets and improve the quality of life for those who live, work and visit Colma. Staff will:

- Periodically promote to residents free or low cost programs that increase energy efficiency, conserve water or promote alternative transportation
- Periodically promote to businesses free or low cost programs that increase energy efficiency, conserve water, divert solid wastes, or support alternative transportation for employees

Town Operations

Renovate Town Hall

Estimated FY 2014-16 Cost: \$152,602 for Phase I; \$4,500,000 for Phase II

Lead: City Manager and Public Works Director

Description:

Phase I: Architect will complete Feasibility Report and Needs Assessment by Fall 2014; City Council consider feasibility, decide next steps and may approve conceptual plans

Phase II: If Council approves feasibility report and conceptual plans, Phase II consists of preparing plans and specifications and constructing the project, which is estimated to take approximately 18 months

Obtain proposals for Waste Hauler Franchise

Estimated FY 2014-16 Cost: Staff time if Town "piggy-backs" on an existing franchise agreement; \$75,000 if Town retains experts to negotiate a stand-alone agreement

Lead: City Attorney

Description: The waste hauling franchise agreements with Allied, SSF Scavenger Company and Recology will terminate March 31, 2016. The Town needs about one year to replace these agreements. Meanwhile, Daly City has requested proposals for a franchise to replace Allied. The date of the new franchise will be negotiated by Daly City and the waste hauler, which could occur within the next three to six months. The Town needs to plan for the contingency that Allied's franchise with Daly City will not be renewed, and that Allied may withdraw from serving the local area.

- Monitor the Daly City RFP process. If Allied does not receive the new contract, it's possible that Allied will pull out of this area, and Town will need to find a replacement provider.
- In early 2015, begin the process of preparing an RFP for services beginning April 1, 2016

Re-negotiate sewer service agreement

Estimated FY 2014-16 Cost: staff time

Lead: City Attorney/Director of Public Works

Description: Daly City typically increases its sewer rates in July of each year, which doesn't give Colma sufficient time to comply with Prop 218 and, at the same time, provide for its sewer rates to be collected on the property tax rolls. The goal is to amend the Daly City agreement to require Daly City to give Town notice of rate increase by April 1 of each year.

Increase the Use of Technology to Enhance Customer Services (re-named and carried over from 2010 Plan)

Proposed FY 2014-16 Cost: staff time; actual costs to be determined from staff study

Lead: Technology Committee

Description: The goal is to take advantage of opportunities to improve services through the use of technology. Representative action items include the following:

- Improve the Town website to allow (1) forms to be completed and submitted on-line (2) better analytics (3) Greater searching ability
- Monitor the impacts of accepting credit cards in the Recreation Services Department and implement credit card payment option on-line, in Public Works and potentially the Police Department
- Examine ways to enhance communication and engagement with the community and business with a greater presence through social media such as Twitter and Facebook
- Install software to allow residents to register online for recreation programs.

Implement the Town's Urban Forest Management program

Proposed FY 2014-14 Cost: Staff time and the cost of an expert consultant, which may be reimbursed by ABAG grant

Lead: Risk Manager

Description: The Urban Forest Management program is an ABAG PLAN Best Management Practice aimed at reducing the risks of injury and damages from falling trees.

- Identify and inventory all trees within Town limits and then to regularly inspect and maintain the Town's trees

- Retain a consultant to inventory and assess the overall health of all Town-owned trees

Adopt and develop an Irrigation System Plan

Estimated FY 2014-16 Cost: \$25,000 for study. Final cost to be determined from study.

Lead: Department of Public Works

Description: Study and upgrade irrigation systems in all Town landscaped areas

Economic Development

Adopt Image and Branding Campaign

Cost: \$ 75,000 plus staff time

Lead: City Manager and City Planner

Description: Retain consultant to create an image and branding campaign to promote doing business in Colma. Communities such as Pleasanton and Orangevale have seen economic benefits from this investment.

Install streetscape improvements along auto row

Estimated FY 2014-16 Cost: \$50,000 for feasibility study; final cost to be determined from study (guess-timated at about \$2,000,000)

Lead: Public Works Director and City Planner

Description: Conduct feasibility study in 2015-16. (Ultimately, the plan might include installing streetscape improvements, e.g., benches, landscaping, street lights)

Commit resources to planning for expansion or relocation of businesses

Estimated FY 2014-16 Cost: Staff time

Lead: City Manager and City Planner

Description:

- Partner with key businesses to identify potential sites for expansion or relocation
- Adopt General Plan and update local regulations

Commit resources to bringing in a business travelers' hotel

Estimated FY 2014-16 Cost: To be determined

Lead: City Manager, City Planner and City Attorney

Description: Identify potential sites and willing landowners for business travelers hotel; conduct feasibility study; adopt transit occupancy tax and submit to voters

A transient occupancy tax must be approved by the voters at a general municipal election. The Town holds its general municipal elections in November of every even-numbered year. If there is a possibility that an application for a hotel will be filed before November 2016, then the Council should put a measure adopting a TOT ordinance on the November 2014 ballot.

Commit resources to creating a Town Center

Estimated FY 2014-16 Cost: Included in General Plan costs

Lead: City Manager and City Planner

Description: Select location for Town Center; Adopt General Plan amendment and modify Town regulations to accommodate Town Center

Quality of Life

Offer more community-based programs

Estimated FY 2014-16 Cost: To be determined

Lead: Recreation Services Director

Description: Examples include summer concert series, holiday craft fair, and bicycle rodeo. Another example would be “Sunday Streets” where the Town closes a street to automobile traffic and opens it up to pedestrian/bicycle traffic and has different vendors, music, and entertainers on hand selling goods, services, etc.

Continue police department outreach to residents and youths

Estimated FY 2014-16 Cost: Staff time

Lead: Chief of Police

Description: Start a bicycle patrols in residential and business neighborhoods; attend youth events; and continue the foot patrols and residential checks in the Sterling Park, Verano and Hoffman Villa neighborhoods

Financial Health

Review and adjust reserve policies

Estimated FY 2014-16 Cost: Staff time

Lead: City Manager

Description: Review, evaluate and adjust reserve policies

Address threats to Town's long-term fiscal health

Estimated FY 2014-16 Cost: staff time

Lead: City Manager

Description: Evaluate options and adopt a plan for funding OPEB obligations; assess and plan for long-term staffing costs; evaluate the pros and cons of creating enterprise funds

Fund OPEB obligations

Estimated FY 2014-16 Cost: To be determined by Council

Lead: City Manager

Description: Adopt a plan to fund Other post-employment obligations, such as retiree health benefits, by putting a defined amount of money into a trust fund at certain, stated intervals, e.g., once a quarter. The benefits of funding a trust are twofold: first, the amount of money funded into the trust would be protected from having to fund other financial obligations of the Town; and second, it would save the Town money.

Fund Capital Improvement Programs

Estimated FY 2014-16 Cost: staff time

Lead: City Manager and Public Works Director

Description: Evaluate options and adopt a plan for funding capital improvement projects