March 2013

Mill Valley City Council
Priority Projects Status Report

The City Council has an adopted a Mission Statement, Core Values and Key Issues. In February 2012, the Council identified 19 Priority Projects adopted in the 2012-2014 budget. This document lists the Priority Projects and tracks progress on each project.

Mission Statement:

The mission of the City of Mill Valley is to provide a full range of municipal services to residents and businesses in accordance with the General Plan and City Council policy and direction. City staff shall deliver those services in an efficient, effective and courteous manner with a commitment to operational excellence.

The mission of the Mill Valley City Council is to serve faithfully the residents and businesses of Mill Valley and nurture the City's overall quality of life. The Council does this by setting policy for the City and direction for Mill Valley's City Manager and its Boards and Commissions, at all times guided by values core to Mill Valley's heritage.

Core Values:

- The health and safety of residents.
- Preservation of a vibrant community that respects Mill Valley's unique character and heritage.
- Prudent fiscal policies and practices.
- Preservation of the community's high quality of life
- A healthy natural environment with emphasis on conservation, open space, climate protection and sustainability.
- A balanced, inclusive, and open approach to policy-making and city leadership.
- Citizen participation that promotes open communication, mutual respect, and the development of community leaders.
- Economic vitality with an emphasis on small and local serving businesses.
- Operational excellence.

The Key Issues before the Mill Valley City Council are:

1. Emergency preparedness with a focus on fire, flood and earthquake.
2. Environmental conservation and sustainability, with a focus on climate protection.
3. Land use and housing - residential and commercial development with emphasis on affordable housing for workforce, elderly, and low-income residents.
4. Traffic mitigation, multimodal transportation and parking.
5. Infrastructure maintenance and enhancement.
6. Attraction and retention of local serving businesses.
7. Budget management and mitigating fiscal impacts of the state and local economy.
8. Effective two way communication between City staff/Council and the community.
9. Excellence in customer service.
10. Cultivation of community leadership and citizen participation on government commissions, boards and committees.

City of Mill Valley 2012-2014 Priority Projects:

1. Adopt new Sewer Rate structure;
2. General Plan Update;
3. Miller Avenue. Develop and adopt: 1) Financing Plan, 2) Implementation Plan, 3) Interim Improvement Plan;
4. Watershed Management and Flood Control;
5. Pursue Environmental Sustainability initiatives: Single use plastic bag ban, Zero Waste policies, EVC Stations;
6. Zoning Ordinance Update;
7. Adopt revised operating terms for MVRS (garbage) franchise;
8. Evaluate and implement options to improve the financial health of golf course operations;
9. Pension reform and OPEB cost containment policy decisions and implementing steps;
10. Chamber of Commerce Professional Services Agreement;
11. Develop and Adopt a long-term Financial Plan;
12. Customer Service evaluation;
13. Participate in LAFCO consolidation efforts related to SASM;
14. Evaluate and implement organizational improvements;
15. Evaluate Art Commission needs and implement solutions;
16. Evaluate success of current communication plan and adjust as appropriate;
17. Evaluate, develop and adopt administrative and managerial procedures and policies;
18. Evaluate and implement shared service opportunities;
19. Develop facilities joint use agreements with MVSD.

		Key Issues									
	2012-2014 Priority Projects	**Emergency Preparedness**	**Environmental Conservation and Sustainability**	**Land Use and Housing Issues**	**Traffic, Multimodal Transportation and Parking**	**Infrastructure Maintenance and Enhancement**	**Support Mill Valley Businesses Community**	**Manage City Budget**	**Effective Two-Way Communication**	**Excellence in City Government and Customer Service**	**Cultivation of Leaders and Citizen Participation**
1	Adopt new Sewer Rate structure		x			x	x	x		x	x
2	General Plan Update	x	x	x	x	x	x	x	x	x	x
3	Miller Avenue. Develop and adopt: 1) Financing Plan, 2) Implementation Plan, 3) Interim Improvement Plan		x		x	x	x				x
4	Watershed Management and Flood Control	x	x			x					x
5	Pursue Environmental Sustainability initiatives: Single use plastic bag ban, Zero Waste policies, EVC Stations		x	x	x	x		x		x	x
6	Zoning Ordinance Update		x	x	x		x			x	x
7	Adopt revised operating terms for MVRS (garbage) franchise		x			x	x	x		x	
8	Evaluate and implement options to improve the financial health of golf course operations					x	x	x	x	x	x
9	Pension reform and OPEB cost containment policy decisions and implementing steps							x		x	
10	Chamber Service Agreement						x	x		x	
11	Develop and Adopt a long-term Financial Plan							x		x	
12	Customer Service evaluation								x	x	
13	Participate in LAFCO consolidation efforts									x	
14	Further evaluate and implement organizational improvements							x		x	
15	Evaluate Art Commission needs and implement solutions									x	x
16	Evaluate success of current communication plan and adjust as appropriate								x	x	
17	Evaluate, develop and adopt administrative and managerial procedures and policies									x	
18	Pursue and implement shared service opportunities							x		x	
19	Develop facilities joint use agreements with MVSD					x		x		x	

2012 – 2014 Priority Projects Status Update:

Please note: A check mark "✓" reflects tasks accomplished and a red arrow "⇨" reflects coming actions tied to each of the priority projects.

1. ✓ **Adopt new Sewer Rate structure**
   - ✓ April 2, 2012 ï Council approved Ordinance Establishing the New Sewer Rate.
   - ✓ July 19, 2012 ï Second Reading and Adoption of Ordinance Establishing the New Sewer Rate.

2. **General Plan Update**
   - ✓ April 18, 2012 ï GPAC Kick-Off Meeting.
   - ✓ April 2012 ï Speaker Series.
   - ✓ June 2012 ï Working Group Meetings Begin.
   - ✓ October 6, 2012 ï Housing Walking Tour.
   - ✓ October 2012 ï Final Working Group Meetings.
   - ✓ November 2012 ï GPAC Review of Natural Environment, Community Vitality and Arts and Culture Goals, Policies and Programs.
   - ✓ December 2012 ï GPAC Reviewed Mobility Goals, Policies and Programs and Draft Housing Element.
   - ✓ January 2013 ï GPAC Final Review of all Goals, Policies and Programs.
   - ⇨ Late March/Early April 2013 ï GPAC Final Review of Draft General Plan.
   - ⇨ April/May 2013 ï Planning Commission Public Hearing(s) on Draft General Plan, including Housing Element.
   - ⇨ June/July 2013 ï City Council Public Hearings and Adoption of MV 2040 General Plan.

3. **Miller Avenue. Develop and adopt: 1) Financing Plan, 2) Implementation Plan, 3) Interim Improvement Plan**
   - ✓ Spring 2012 ï Refine financing plan with staff of Transportation Authority of Marin.
   - ✓ November 2012 ï Develop request for qualifications for design services, financing plan and implementation phasing plan.
   - ✓ December 2012 ï Issue RFQ for design, financing and phasing plan services.
   - ✓ March 2013 ï City Council authorization of contract for design services, financing plan and phasing plan services. Present interim improvement plan.
   - ⇨ August 2013 ï Present financing, and phasing plan to City Council.
   - ⇨ Fall 2013 ï Final design of sewer and storm drain improvements
   - ⇨ May 2014 Construct Sewer and Storm Drain improvements.
   - ⇨ Jan 2014 ï Final Design Passage and Marsh Rooms Streetscape
   - ⇨ June 2015 Construct Passage and Marsh Rooms Streetscape
   - ⇨ Winter 2014 ï Final design of Gateway, Main Street, and Parkway Rooms Streetscape
   - ⇨ Summer 2016 ï Construct Gateway and Mainstreet improvements
   - ⇨ June 2017 ï Construct Parkway improvements.

4. **Watershed Management and Flood Control**
   - ⇨ April 2013 ï Update of Southern Marin Watershed Program (SoMaWP) and Stetson Engineerôs report to be introduced to City Council.
   - ⇨ May 2013 ï Community meeting to introduce SoMaWP and Stetson Report.
   - ⇨ September 2013 ï City Council direction regarding SoMaWP and Stetson Report recommendations.

5. **Pursue Environmental Sustainability initiatives:**

   Single use plastic bag ban
   - ✓ December 2012 and ongoing ï Court decision on Countyôs Ordinance pending.
   - ✓ February 28, 2013 ï Marin County Hazardous and Solid Waste JPA Board of Directors approved the development of a Model Single Use Bag Ordinance and Associated CEQA Analysis.

- ✓ March 2013 ï The Marin Managerôs Association agreed to advance the Plastic Bag Regulation in a coordinated and comprehensive manner through the participation of a model and uniform ordinance and supporting EIR to be managed by the Marin County Hazardous and Solid Waste JPA.
- ✓ March 18, 2013 ï Update to City Council on recommended next steps and timing.
- ⇨ May 2013 ï Presentation of Draft Ordinance and project timeline to City Council.
- ⇨ November 2013 ï CEQA process concludes.
- ⇨ December ï January 2013 ï City Council considers ordinance for adoption.

Zero Waste policies

- ✓ March 5, 2012 ï The City adopted a Zero Waste resolution and new Demolition and Construction Debris Ordinance consistent with the Countywide model ordinance.

Electric Vehicle Charging Station

- ✓ April 2012 ï Grant acceptance and budget adjustment to pilot an EVCS in the Hauke Park lot.
- ✓ February 2013 ï Finalize partner agreements and design.
- ⇨ March/April 2013 ï Bid project and install.
- ⇨ April/May 2013 ï Dedicate charging station.

Electric Vehicle Procurement for City Fleet

- ✓ June 2012 ï Budget action at staffôs recommendation to phase out large, inefficient former police vehicles as general City-purpose and employee carpool vehicles.
- ⇨ April 2013 ï Mill Valley will lease four all-electric vehicles at a reduced cost through a partnership with several private sector companies.

Renewable Energy Projects

- ✓ January 22, 2013 ï The City approved a resolution authorizing a MOU with the Sustainable Energy and Economic Development (SEED) Fund to identify and pursue potential solar energy projects on City facilities.
- ⇨ April 2013 ï Timeline and list of SEED projects will be established.
- ⇨ May 2013 ï SASM Board and City staff will discuss the co-gen Feasibility Study.

6. Zoning Ordinance Update

- ✓ July 23, 2012 ï Planning Commission recommended approval of amendment to the Zoning Ordinance regarding Second Dwelling Units and Floor Area Ration (FAR) regulations.
- ✓ Throughout 2012 ï Planning Commission discussed amendments to Commercial Zoning Districts and regulations; deliberations continuing.
- ✓ March 2013 ï City Council considered of Second Dwelling Unit and FAR Zoning Ordinance amendments.
- ⇨ April 2013 ï City Council consideration of Second Dwelling Unit and FAR Zoning Ordinance amendments.
- ⇨ August/December 2013 ï Zoning Ordinance amendments to Commercial and Residential Districts and other related changes to implement 2009-2014 Housing Element.

7. Adopt revised operating terms for MVRS (garbage) franchise

- ✓ April, 2012 ï Formal Rate Review by the R3 Consulting Group.
- ✓ July 2, 2012 ï City Council Approved Resolution Authorizing an Increase of 2.81%.
- ✓ July, 2012 ï Refuse franchise agreement subcommittee, comprised of Councilmembers Moulton-Peters and Marshall, the City Manager and the Finance Director formed.
- ✓ Winter 2012 ï Staff reviewed the MVRS franchise agreement as well as recently approved revised agreements with other cities served by MVRS to develop recommendations for amendment to our franchise agreement.
- ⇨ Spring 2013 ï Committee will develop recommended amendments to agreement and discuss with MVRS.
- ⇨ May 2013 ï Revised agreement will be presented to City Council for action.

8. Evaluate and implement options to improve the financial health of golf course operations

- ✓ October 2012 ï Parks and Recreation Commission approves formation of an ad-hoc Golf Course Advisory Committee and appoints two members.
- ✓ October, 2012 ï Advertise for applications for the three õpublicò representatives on the Golf Course Advisory Committee.
- ✓ November, 2012 ï Interviews and selection of public members to the advisory committee.
- ✓ December 2012 ï Parks and Recreation Commission recognizes formation of the advisory committee and group has kick-off meeting.
- ✓ Early 2013 ï Golf Course Advisory Committee met eight times since its kick-off meeting on January 9:
  - January 14 ï Tour of Golf Course, maintenance and operations.
  - January 22 ï Golf Course finances.
  - January 29 ï Point of Sale, play percentages, revenue trends, short and long term goals.
  - February 5 ï Pro Shop and Golf Clubhouse tour.
  - February 12 ï Neighborhood outreach.
  - February 19 ï Online booking, internet marketing, social media and golf merchandising.
  - February 26 ï Northwood Golf Club, *Hungry Owl Project,* fencing options.
  - March 19 ï Tayman Park Golf Group, municipal golf course management, draft online survey of neighboring homeowners, marketing plan.
- ⇨ April ï May 2013 ï Recommendations from Golf Course Advisory Committee presented to Parks and Recreation Commission.
- ⇨ May ï June 2013 ï Recommendations from the Parks and Recreation Commission presented to City Council.

9. Pension reform and OPEB cost containment policy decisions and implementing steps

- ✓ June 18, 2012 ï Council established a committee comprised of the Vice-Mayor Berman, Councilmember Mouton-Peters, the City Manager, and the Finance and Human Resources Director to review the Cityõs current pension and Other Post Retirement Benefits (OPEB).
- ✓ September 2012 ï January 2013 ï Committee meetings.
- ✓ Early 2013 ï Committee provided a briefing to the City Council for discussion and direction.
- ✓ March 2013 ï Commission and prepared actuarial report regarding OPEB.
- ⇨ April 2013 ï Committee recommendations presented to City Council for adoption of policy resolution and implementing strategy and timeline.

10. ✓ Chamber of Commerce Professional Services Agreement

- ✓ September 18, 2012 ï City Council Approved Authorization of Professional Services Agreement (PSA) with the Mill Valley Chamber of Commerce.
- ✓ March 2013 ï Six-month update to City Council.
- ⇨ April 2013 ï Staff executes lease agreement.
- ⇨ May 2013 ï Commence PSA renewal negotiations.
- ⇨ June 2013 ï City Council consideration of agreement extension.

11. Develop and Adopt a long-term Financial Plan

- ⇨ May 2013 ï City Council will receive a long term forecast with the third quarter 2012/13 forecast.

12. Customer Service evaluation

- ✓ December 2012 ï City Manager and Planning and Building Director meet with representatives from Chamber of Commerce to discuss scope of Chamber-sponsored customer survey of 2012 commercial building permit applicants.
- ⇨ April 2013 ï Confirm Council direction in conjunction with annual Strategic Planning Retreat.

13. ✓ Participate in LAFCO consolidation efforts related to SASM

- ✓ On-going ï Staff continues to track LAFCO activities and provide updates to SASM Board.

14. Further evaluate and implement organizational improvements

- ✓ June 2012 ï Adopted budget reflects reorganization of DPW and Recreation Departments.
- ✓ August 2012 ï Retirement of Waste Water Treatment General Manager and consolidation of Waste Water Treatment (SASM) Department with DPW.

- ✓ September 2012 ï Development of new job description: Wastewater Treatment Manager and recruitment effort.
- ✓ December 2012 ï Interviews and selection of Wastewater Treatment Manager.
- ✓ Summer-fall 2012 ï Evaluate and implement internal reorganization of Library staffing structure to create four distinct divisions. Developed new job descriptions.
- ⇨ January ï March 2013 ï Evaluate staffing needs in Planning and Building Department.
- ⇨ On-going ï Evaluate opportunities for shared services with Marin municipalities and districts through the Marin Managerôs Association.

15. Evaluate Art Commission needs and implement solutions

- ✓ July 2012 ï Adopted budget transfers budgetary responsibility of Commission to Recreation Department.
- ✓ October 2012 ï Recreation Director assumes principal staff role to Commission with administrative assistance from Recreation staff.
- ⇨ April-May 2013 ï Recreation Director to provide recommendations for Commission needs and direction and develop a schedule for preparation of a Strategic Plan.
- ⇨ Summer 2013 ï Strategic Plan presented to City Council.

16. Evaluate success of current communication plan and adjust as appropriate

- ✓ December 2012 ï Staff committee established to compile the elements of our existing communication efforts and evaluate effectiveness and develop recommendations regarding a comprehensive communication plan.
- ⇨ May 2013 ï Recommendations from staff committee presented to City Council for direction.
- ⇨ June 2013 ï City Council adopts Communication Plan.

17. Evaluate, develop and adopt administrative and managerial procedures and policies

- ✓ September 2012 ï Revised IT policy developed and implemented.
- ✓ On-going ï Numerous assignments underway to update and/or develop necessary administrative and managerial procedures and policies.
- ⇨ April 2013 ï Revised comprehensive Special Event procedures to be adopted and implemented.

18. ✓ Pursue and implement shared service opportunities

- ✓ July 2012 and on-going ï Working through the Marin Managerôs Association to identify opportunities for shared services.
- ✓ July 2012 and on-going ï Working with the Superintendent of the Mill Valley School District (MVSD) to identify opportunities for shared services.
- ✓ Fire Department has been meeting with neighboring fire agencies to assess options relative to enhancing shared fire prevention services such as plan-checking and inspections.

19. Develop facilities joint use agreements with MVSD

- ✓ November 2012 ï Discussing opportunities with MVSD for use agreements.
- ⇨ April 2013 ï Draft use agreements and begin negotiations with School District.
- ⇨ May 2013 ï Present agreements as appropriate to Parks and Recreation Commission for input and recommendation.
- ⇨ July 2013 ï Presentation to City Council for adoption.