



University of Redlands Marin Campus Scott Hall 101 Seminary Road San Anselmo CA 94960

Special Town Council Agenda

Friday, April 25, 2025

12:30 PM

In-Person special meeting only, there will be no Zoom option available for this Special Meeting.

- 1. Introductions, Welcome and Overview of the Day**
- 2. Brief Review of Departmental Accomplishments**
 - 2a. Accomplishments by Department**
[Accomplishments by Department Report \(DOC\)](#)
[PPT Presentation \(PPT\)](#)
[Library Flyer \(PDF\)](#)
[Parks and Recreation Flyer \(PDF\)](#)
- 3. Discussion Item:**
 - 3a. Review of the Proposed FY 2025 - 2027 Town Work Plan and Provide Direction to Staff**
[DRAFT Work Plan Priorities by Department 2025-27 \(DOC\)](#)
[DRAFT Work Plan Priorities by Category 2025-27 \(DOC\)](#)
- 4. Review and Confirm Updated Work Plan Priorities based on the Outcome of Discussion of Item 3.a**
- 5. Open Time for Public Expression**

The public is welcome to address the Council at this time on matters not on the agenda that are within the jurisdiction of the Council. Please be advised that pursuant to Government Code Section 54954.2, Council is not permitted to discuss or take action on any matter not on the agenda unless it determines that an emergency exists, or that there is a need to take immediate action which arose following posting of the agenda. Comments may be no longer than three minutes and should be respectful to the community.
- 6. Adjourn**

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Town Staff at email savila@townofsananselmo.org. Notification at least 24 hours

prior to the meeting will enable the Town to make reasonable accommodation to help insure accessibility to this meeting.

Any writings or documents provided to a majority of the Town Council regarding any item on this agenda after the distribution of the original packet will be made available for public inspection at the public counter at Town Hall located at 525 San Anselmo Avenue.

Notice is hereby given that Council may discuss and/or take action on any or all of the items listed on this agenda. If any of these matters above are challenged in court, you may be limited to raising only those issues you or someone else raised at any public hearing described on this agenda, or in written correspondence delivered at, or prior to, this Council meeting. Judicial review of an administrative decision of the Town Council must be filed with the Court not later than the 90th day following the date of the Council's decision (Code of Civil Procedure Section 1094.6). Next regular meeting is May 13, 2025.

Administration Department
Town Hall
525 San Anselmo Avenue
San Anselmo, CA 94960
(415) 258-4691

Town Council
Tarrell Kullaway, Mayor
Steve Burdo, Vice Mayor
Eileen Burke, Councilmember
Chantel Walker, Councilmember
Yoav Schlesinger, Councilmember

Staff
David Donery, Town Manager
Linda Kenton, Assistant Town Manager / Town Librarian
Jeff Zuba, Finance and Admin Services Director
Megan Holt Acevedo, Town Attorney
Serge Avila, Town Clerk
Heidi Scoble, Planning Director
Sean Condry, Public Works Director
Mattie O'Grady, Community Services Director
Mike Norton, Chief of Police
Dan Mahoney, Fire Chief

DECLARATION OF POSTING

This Notice is posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the Town of San Anselmo website. Under penalty of perjury, this Agenda was posted to the public at least 24 hours prior to the meeting.

Town of San Anselmo 2023-25 Accomplishments by Department

Administration & Finance

1. Implemented a new phone system.
2. Started the Employee Lunch & Learn training.
3. Conducted Town-wide compensation study
4. Redesigned and refreshed Town website.

Town Clerk's Office

1. Completed agenda management software conversion from iLegislate to PEAK.
2. Implemented Boards, Committees, and Commissions software.
3. Implemented and soft launched eComment.
4. Implemented Column software for electronic Uploading of Legal Notices.

Library

1. Rebranded and Expanded the Library of Things to include a telescope, a thermal camera, board games, and other items.
2. Organized and promoted puzzle, clothing and art supply swaps in addition to the launch of the Seed Library, which promoted sustainability, environmental stewardship and community connection.
3. Enhanced services through successful grant applications including ZIP books, state parks passes, hiking backpacks, and Fix-it kits.

Police (CMPA)

1. Implemented Community Service Officer (CSO) program.
2. Partnered with Georgetown University Law Center to pilot Active Bystandership for Law Enforcement (ABLE) program.
3. Created organizational wellness program for the mental and physical health of employees.
4. Modernized policing tactics through the implementation of Automated License Plate Readers (ALPRs) and fleet-wide in-car camera system.

Planning (Community Development)

1. Housing Element Updated and Certified
2. General Plan Update- completed year 1 of a 2-year process.
3. Proactive implementation of State housing and land use legislation
4. Commenced staff development and cross training

Public Works

1. Completed Firehouse 20 design and at to bid in record breaking time.
2. Memorial Park Renovation including the parking lot, the field, the playground, and the Master Plan.
3. Achieved a Pavement Condition Index of seventy-five, slurry sealing, and coordination of large projects with utilities.
4. Building:
 - a. Adopted CA Green Building Standards (Ordinance 1181).
 - b. Secured grant and partnered with Symbian to establish an automated solar permitting platform.

Recreation

1. Completed facility improvements, including new flooring, interior and exterior painting, and the installation of a new playground, in partnership with Public Works.
2. Continued growth of events division such as *Live on the Avenue*, parade and volunteer workdays, *Teen Battle of the Bands*, and the *Volunteer Spring Social*.
3. Expanded childcare division to meet increasing demand, while the sports division reinvested in equipment and fostering partnerships.

Ross Valley Fire

1. Restructured Department's Command Staff following the end of the executive management contract with County of Marin. New structure includes a dedicated Fire Chief and a full-time Administrative Battalion Chief.
2. Worked with Town of San Anselmo to plan for Station 20 remodel project. Station remodel is underway and on schedule.
3. Planned 3-person engine company for all Ross Valley Fire Department engines starting July 2025.



SAN ANSELMO TOWN COUNCIL & STAFF RETREAT

April 25, 2025

AGENDA

- Welcome & Introductions
- Schedule for the Day:
 - Purpose & Desired Outcomes
 - Review Department Accomplishments
 - Review FY2025-27 Work Plan Draft: Categories & Department Priorities
 - Discuss Town Council “Bike Rack”
 - Finalize Refined Work Plan Priorities for FY2025-27



PURPOSE & OUTCOMES

The purpose of today's discussion is for staff to present the two-year Work Plan priorities, to receive feedback and input from the Town Council, and to refine the Work Plan priorities for consideration for inclusion in the upcoming Budget and Work Plan document



DEPARTMENT ACCOMPLISHMENTS

The Town develops Work Plan priorities every two years in the spring following a Town Council election.

Staff provides an update, or “progress report” on the Work Plan every six months, and at the end of each two-year cycle reports out on accomplishments that each department has made over this period



ADMINISTRATION & FINANCE



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2. Started employee lunch & learn training
3. Conducted Town-wide compensation study
4. Redesigned and refreshed Town website

TOWN CLERK'S OFFICE



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3. Implemented and soft launched eComment
4. Implemented Column software for electronic Uploading of Legal Notices

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PLANNING (COMMUNITY DEVELOPMENT)



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4. Commenced staff development and cross training

PUBLIC WORKS



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RECREATION



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ROSS VALLEY FIRE DISTRICT



1. Restructured Department's Command Staff following the end of the executive management contract with County of Marin. New structure includes a dedicated Fire Chief and a full-time Administrative Battalion Chief.
2. Worked with Town of San Anselmo to plan for Station 20 remodel project. Station remodel is underway and on schedule.
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WHAT IS A WORK PLAN?

A Work Plan outlines the goals, priorities, initiatives, and operational activities that a jurisdiction's government intends to undertake within a specific timeframe—usually annually or over a multi-year period. It serves as a roadmap to guide departments, allocate resources, and measure progress in service to the community.



REVIEW FY2025-27
WORK PLAN DRAFT:
CATEGORIES & DEPARTMENT
PRIORITIES

Presented at Town Council Meeting on
Tuesday, April 22, 2025



WORK PLAN CATEGORIES

- ✓ Livability and Quality of Life – Create opportunities for lifelong learning and diverse entertainment through innovative Recreation & Library programs for residents of all ages and abilities
- ✓ Quality Facilities – Maintaining and improving Town facilities for use by residents and Town staff
- ✓ Connecting with Community – Provide equitable community engagement that includes outreach approaches with intentional effort to engage a representation of the Town's diverse audiences
- ✓ Sustainable, Natural and Built Environment – Thoughtful planning and operations ensure the long-term viability of the Town's infrastructure, facilities and environment.
- ✓ Excelling in Town Services – Provide excellent and sustainable delivery of services by making data-driven investments & decisions. Support continuous improvement and cross-departmental collaboration to improve service delivery to residents and provide for their public safety.
- ✓ Planning for the Future – Utilize comprehensive planning efforts to balance the community's character with its evolving needs.
- ✓ Investing in People – Provide professional management and training that encourages a culture of innovation, collaboration and transparency to deliver quality service through an exceptional workforce.

ADMINISTRATION & FINANCE

Priorities

- ★ Implement Town-wide Compensation Study Results
- ★ Invest in Human Resource Management Software (NeoGov)
- ★ Update Finance/Payroll/HR Systems
- ★ Enhance Technology Infrastructure & Cybersecurity
- ★ Evaluate and Implement Use of Robotic Process Automation

Work Plan Categories

- ✓ Investing in People
- ✓ Investing in People
- ✓ Excelling in Town Services
- ✓ Investing in People, Excelling in Town Services
- ✓ Excelling in Town Services

COMMUNITY DEVELOPMENT – PLANNING DEPARTMENT

Priorities

- ★ Comprehensive General Plan Update (including Circulation Update)
- ★ Continue to Advance Economic Development & Housing Element Implementation
- ★ Continue to Enhance Service Levels & Professional Development

Work Plan Categories

- ✓ Planning for the Future
- ✓ Sustainable, Natural and Built Environment
- ✓ Excelling in Town Services, Investing in People

COMMUNITY DEVELOPMENT – BUILDING DEPARTMENT

Priorities

- ★ Develop & Implement Residential Seismic and Fire Home Hardening Programs
- ★ Enhance Customer Service and Online Accessibility
- ★ Simplify and Expedite Economic Development Support
- ★ Improve Building Permit Processing

Work Plan Categories

- ✓ Sustainable, Natural and Built Environment
- ✓ Excelling in Town Services
- ✓ Excelling in Town Services
- ✓ Excelling in Town Services

LIBRARY

Priorities

- ★ Leverage Emerging Technologies to Create Learning Opportunities for Residents and Streamline Workflows for Staff
- ★ Foster Community Connection & Sustainability
- ★ Improve the Organization of Physical Public Space & Implement Plans to Improve Services

Work Plan Categories

- ✓ Planning for the Future, Excelling in Town Services
- ✓ Livability and Quality of Life
- ✓ Quality Facilities

LIBRARY + PUBLIC WORKS (INTERDEPARTMENTAL)

Priorities

- ★ Remodel Library Space
- ★ Install Modern HVAC System and Repair Roof

Work Plan Categories

- ✓ Quality Facilities
- ✓ Quality Facilities

POLICE (CMPA)

Priorities

- ★ Address Staffing Issues: Retention & Recruiting
- ★ Continue to Transition Fleet to All Electric Models
- ★ Improve Emergency Ingress & Egress Into Neighborhoods on Problematic Streets in Town
- ★ Increase Training for Frontline Supervisors and Field Training Officers

Work Plan Categories

- ✓ Investing in People
- ✓ Sustainable, Natural and Built Environment
- ✓ Excelling in Town Services
- ✓ Investing in People

PUBLIC WORKS

Priorities

- ★ Improve all Modes of Transportation in Town, with an Emphasis on Biking and Walking.
- ★ Greening of Town Infrastructure and Improving Infrastructure to be More Resilient Both for Energy Efficiency and Emergency Preparedness.
- ★ Improve Parks, Community Buildings & Open Space Access Throughout Town

Work Plan Categories

- ✓ Sustainable, Natural and Built Environment
- ✓ Planning for the Future
- ✓ Sustainable, Natural and Built Environment

RECREATION

Priorities

- ★ Develop & Strengthen Community Partnerships to Enhance and Grow Sports Programs
- ★ Develop & Implement a Comprehensive Marketing Strategy
- ★ Evaluate & Enhance Age & Disability Programs, Including Facilities
- ★ Sustainably Fund and Produce Live on the Avenue

Work Plan Categories

- ✓ Investing in People
- ✓ Connecting with Community
- ✓ Livability and Quality of Life
- ✓ Livability and Quality of Life

RECREATION + PUBLIC WORKS (INTERDEPARTMENTAL)

Priorities

- ★ Commitment to Maintaining & Enhancing Recreation Facilities

Work Plan Categories

- ✓ Quality Facilities

ROSS VALLEY FIRE DEPARTMENT

Priorities

- ★ Fire Station 20 Remodel
- ★ Closure of Fire Station 18
- ★ Fill Current Firefighter/Paramedic Positions
- ★ Expand Current Finance Contract to Include Human Resources Functions
- ★ Fill the Vacant Emergency Services Coordinator Position

Work Plan Categories

- ✓ Excelling in Town Services, Quality Facilities
- ✓ Excelling in Town Services
- ✓ Excelling in Town Services
- ✓ Excelling in Town Services
- ✓ Excelling in Town Services

TOWN COUNCIL “BIKE RACK”



- Enterprise AI on website (Excelling in Town Services - Admin/Finance) (Burdo)
- Program to address commercial vacancies on the Avenue (Planning for the Future - Community Development-Planning) (Walker)
- Multi-agency disaster planning (Excelling in Town Services – CMPA) (Burdo)
- EOC Staff Training (Excelling in Town Services – CMPA) (Burdo)
- Solar Infrastructure including streetlights) Sustainable, Natural and Built Environment – Public Works) (Burdo)
- Implement Memorial Park Master Plan (Livability and Quality of Life – Recreation) (Burke)
- Teen voice/engagement in decision-making (Livability and Quality of Life/Connecting with the Community – Recreation. Library) (Walker)

FINALIZING THE FY 2025-27 WORK PLAN



1. Review suggested edits and additions to Work Plan Priorities
2. Finalize proposed changes
3. Town Council votes on each proposal
4. A) Bring revised and finalized Draft Work Plan Priorities to an upcoming Council meeting for approval, or
B) Bring draft Work Plan Priorities to the next Council meeting for further discussion

The San Anselmo Public Library's

Library of Things

All items come with everything you need to try a new activity or craft.
3 week checkout.



Solar Charger



GoPro



iFixit Repair Kit



Pickleball Set



Hiking Kit



Thermal Camera



Rock Tumbler



DVD Player



Ukulele



Frame Drums



Knitting Kit



Embroidery Kit



Roku



Boom Box



Board Games

*On display in
reading room*



Telescope



Acoustic Guitar



San Anselmo's



TEEN ENGAGEMENT

JOB



Employment

We hire teens for our childcare programs, library, camps, sports leagues, and special events!



Job Training & Volunteering

We have specialized programs like the Junior CIT Program, CIT (Counselor in Training) Program, Robson Volunteer Program, & Events that are designed to give teens pre-employment training and opportunities



Events Involving Teens

We have many events that involve teens such as Breakfast with Santa, Teen Battle of the Bands, Live on The Avenue, Sustainability Fair, the Clothing Swap, the Youth Art Show, and more!



Youth Commissioner Program

We have nine eligible commissions or committees that involve youth commissioners. This is a great opportunity to understand local government while having a voice in the community.



Teen Library Council

This is a group of 7th-12th graders that help improve the library experience for all teenagers by planning activities, starting a book club, partnering with community organizations, and more!



Teen Open Gym

Juan offers a place for teens to come jump around on Tuesday and Thursday evenings.



Babysitting Safety & CPR Classes

We offer courses for those 11-15 years old who would like to learn more about babysitting and receive CPR & First Aid Certifications.

FUN HIGHLIGHTS & METRICS

The Town currently employs about 50 teens!



Camp KidMarin employs about 25-30 teens during the summer and at the 2024 Summer Leadership Workshop with the California Parks & Recreation Society, San Anselmo took home the **Most Spirited Staff Award!**



Did you know the Archie Williams Leadership program **volunteers** at our Breakfast with Santa event every year?



Over 120 Teen CPR and Babysitting Certifications have been issued over the last two years!

3 New Teen events have been added to the line-up in the last year (thanks to our youth commissioner program).



TEEN ART SHOWCASE
MAY 10, 2025
4:00 - 7:00 PM
IMAGINATION PARK,
SAN ANSELMO

DRAFT—2025-27 Priorities Work Plan by Department

Finance/Admin Services Workplan

1) **Category:** Investing in People

Priority: Implement Town-wide compensation study results

Description: Conducted a Town-wide compensation study. The goal of reviewing employee compensation is to benchmark the town's salaries to provide competitive compensation to comparable local municipalities and assist in the recruitment and retention of talented employees. Become Employer of Choice.

Employee Impact: High

Fiscal Impact: High

2) **Category:** Investing in People

Priority: Invest in human resource management software (NeoGov)

Description: A software tailored specifically for public sector organizations that will offer several key benefits such as streamlined recruitment and onboarding, improved compliance, enhanced employee management, and analytics and reporting. Removes manual tasks like data entry, paper filings, and communication follow-ups. It will allow HR to modernize operations and improve employee and candidate experience.

Employee Impact: High

Fiscal Impact: High

3) **Category:** Excelling in Town Services

Priority: Update Finance/Payroll/HR Systems

Description: Review the options for a change in Town's software to a cloud-based system more suited for a smaller local municipality. This will also allow for critical work to continue such as processing payroll or paying vendors in the event of an emergency.

Employee Impact: High

Fiscal Impact: Medium

4) **Category:** Investing in People, Excelling in Town Services

Priority: Enhance Technology Infrastructure and Cybersecurity

Description: Modernize and maintain the Town's IT infrastructure to ensure reliable, efficient, and secure systems that support all departments and community needs. Implement advanced cybersecurity measures to protect sensitive data and safeguard against emerging threats. Prioritize sustainable and energy-efficient technologies while exploring innovative solutions to improve accessibility, user experience, and operational efficiency across digital platforms. Collaborate with departments to identify and deploy tools that enhance service delivery and communication with the community.

Employee Impact: Medium

Fiscal Impact: Medium

5) **Category:** Excelling in Town Services

Priority: Evaluate and Implement use of Robotic Process Automation

Description: Robotic Process Automation (RPA), which our team had the opportunity to see in action at the California Society of Municipal Finance Officers (CSMFO) conference in San Jose earlier this year. Based on what we saw, we believe RPA could significantly benefit our operations, particularly by automating recurring journal entries, running financial reports, and streamlining other repetitive tasks for both the Town and Ross Valley Fire Department.

Employee Impact: High

Fiscal Impact: Medium

Community Development—Department Work Plan Priorities

1) **Category:** Planning for the Future

Priority: Comprehensive General Plan Update, including the Circulation Update

Description: Begin the comprehensive General Plan Update of the 1988 current General Plan. Will update all elements of the General Plan (exception of the Housing Element and

Safety Element) and include new optional element, such as Environmental Justice and Economic Development.

Employee Impact: High

Fiscal Impact: High

- 2) **Category:** Sustainable, Natural and Built Environment

Priority: Continue to advance Economic Development and Housing Element Implementation

Description: The Planning Department will enhance economic development and housing initiatives by refining policies, including potential zoning code amendments, to adapt to evolving business and housing needs while implementing structured actions to achieve the Town's goals.

Employee Impact: Medium

Fiscal Impact: Medium

- 3) **Category:** Excelling in Town Services and Investing in People

Priority: Continue to enhance Service Levels and Professional Development

Description: The Planning Department will improve customer service by refining its website for better navigation, streamlining processing timelines, ensuring prompt responses, and proactively guiding projects through discretionary processes. Efforts will include ongoing staff training, professional development opportunities, and cross-training where feasible within existing constraints.

Employee Impact: Medium

Fiscal Impact: Medium

Community Development—Building

- 1) **Category:** Sustainable, Natural and Built Environment

Priority: Develop and implement residential Seismic Program and fire home hardening.

Description: Provide homeowners with information on earthquake strengthening for existing one- and two-family dwellings, develop a soft-story program for existing structures, and an automatic gas shutoff valve program. The Building Department is interested in the possible allocation of fire abatement funding to help homeowners in the WUI to add WUI compliant vents and siding to reduce the potential of fires or the spread of fire within San Anselmo and Marin County.

Employee Impact: Medium

Fiscal Impact: Low

2) **Category:** Excelling in Town Services

Priority: Customer Service and Online Accessibility

Description: Enhance the Building Department's responsiveness and public interface by improving customer service practices and updating web content. Tasks include developing online customer feedback tools, updating permit guides and FAQs, implementing digital appointment and callback request features, and training staff on service protocols. A key component of this initiative is establishing and adhering to a 24 to 48-hour response timeframe for all public inquiries. These efforts aim to make the permit process more transparent, timely, and user-friendly.

Employee Impact: High

Fiscal Impact: Low

3) **Category:** Excelling in Town Services

Priority: Economic Development Support

Description: Simplify and expedite the tenant improvement (TI) permit process to attract and support local businesses. This initiative includes publishing a TI Permit Guide, creating a fast-track option for small-scale improvements, coordinating interdepartmental reviews, including the Marin County Environmental Health Department, and continuing to offer no charge pre-submittal meetings. The objective is to lower entry barriers for businesses and contribute to downtown revitalization and economic growth.

Employee Impact: Medium

Fiscal Impact: Low

4) **Category:** Excelling in Town Services

Priority: Building Permit Process Improvements

Description: Streamline the building permit review process to improve efficiency and reduce turnaround times. Key actions include conducting a workflow analysis, implementing internal checklists and review templates, updating all third-party plan check review contracts to include reduced plan check timeframes, and increasing the number of in-house plan check reviews for projects that do not require structural review. The department will also explore digital plan check tools and coordinate interdepartmental training. The goal is to provide a more predictable and efficient permitting experience for applicants while maintaining compliance and quality control.

Employee Impact: Medium

Fiscal Impact: Medium

Library – Department Work Plan Priorities

1) **Category:** Planning for the Future, Excelling in Town Services

Priority: Leverage emerging technologies to create learning opportunities for residents and streamline workflows for staff.

Description: Explore emerging technologies, including artificial intelligence, by participating in trainings, conferences, and hands-on learning. Apply new knowledge to improve workflows and create educational opportunities for the local community. Stay adaptable and responsive to evolving technologies and the community's changing needs.

Employee Impact: High

Fiscal Impact: Medium

2) **Category:** Livability and Quality of Life

Priority: Foster Community Connection and Sustainability

Description: Focus on age-friendly and sustainability programs and collections that unite the community while supporting the needs of diverse groups within San Anselmo.

Employee Impact: Low

Fiscal Impact: Low

3) **Category:** Quality Facilities

Priority: Improve the organization of physical public space and implement plan to improve services.

Description: Enlist architectural services to help redesign the public library space to modernize and maximize use of space. Identify funding and contractors to implement the plan, most likely in phases.

Employee Impact: Medium

Fiscal Impact: High

Interdepartmental—Library and Public Works

1) **Category:** Quality Facilities

Priority: Remodel Library public space.

Description: Update and modernize the public area to best serve San Anselmo Library patrons, specifically expanding the children's area to meet the needs of local families and creating a single point of service desk to streamline and improve patron experience.

Employee Impact: High

Fiscal Impact: High

2) **Category:** Quality Facilities

Priority: Install modern HVAC system and replace roof.

Description: Construct new roof to repair numerous leaks that have impacted physical materials. Replace aged and inefficient HVAC system to provide high quality climate control for patrons, staff and materials.

Employee Impact: High

Fiscal Impact: High

Police – Department Work Plan Priorities

1) **Category:** Investing in People

Priority: Address Staffing Issues: Retention and Recruiting

Description: The Central Marin Police is still facing significant staffing issues at an impact to patrol staffing and its specialty positions. It is struggling to get officers trained and on the streets by themselves before the next officer retires or resigns. The two-year plan is to not only fill all the vacancies, but to get officers through the academy and the field training program at a pace quicker than we are losing officers.

Employee Impact: High

Fiscal Impact: Medium

2) **Category:** Climate Action, Resilience, and Sustainability

Priority: Continue to transition fleet to all electric models

Description: Continue to convert the fleet of vehicles away from sole combustion engines to fully electric models. This will include patrol vehicles, CSO/Cadet vehicles, and unmarked vehicles. Add electric vehicle charging heads to all department parking spots at the Main Station in Larkspur.

Employee Impact: Low

Fiscal Impact: High

3) **Category:** Excelling in Town Services

Priority: Improve emergency ingress and egress into neighborhoods on problematic streets in Town.

Description: Work with the Ross Valley Fire Department to identify problematic neighborhoods and streets in Town for first responder responses and evacuations. Work with the San Anselmo Public Works Department to modify existing parking ordinances to make the neighborhoods and streets as efficient as possible during emergency first responder responses and evacuations.

Employee Impact: High

Fiscal Impact: Low

4) **Category:** Investing in People

Priority: Increase Training for Frontline Supervisors and Field Training Officers

Description: CMPA is currently a very untenured agency due to high staff turnover over the last few years. Currently only 18 of 42 officers have eight years or more experience as a police officer. And 13 of 42 officers have less than three years' experience. CMPA will increase training and workshops for frontline supervisors to ensure the less tenured officers continue on our tradition of providing high quality and safe police services.

Employee Impact: High

Fiscal Impact: Medium

Public Works – Department Work Plan Priorities

1) **Category:** Sustainable, Natural and Built Environment

Priority: Improve all modes of transportation throughout Town with an emphasis on bicycling and walking.

Description: Through various paving projects, sidewalk improvements, safe routes to school, bike and pedestrian paths throughout Town and Open Space continue enhancing access to bikes and pedestrians.

Employee Impact: Medium

Fiscal Impact: Low

2) **Category:** Planning for the Future

Priority: Greening of Town Infrastructure and improving infrastructure to be more resilient both for energy reduction and emergency preparedness

Description: Looking at ways to reduce energy use and water usage while improving infrastructure to adapt to climate change.

Employee Impact: Medium

Fiscal Impact: Medium

3) **Category:** Sustainable, Built and Natural Environment

Priority: Improving public parks, open space access, and community buildings throughout Town.

Description: Rebuilding playgrounds, public parking lots, renovation of park facilities, new trails in open space, building upgrades.

Employee Impact: High

Fiscal Impact: High

Recreation – Department Work Plan Priorities

1. **Category:** Investing in People

Priority: Develop and strengthen community partnerships to enhance and grow sports programs

Description: To expand the reach, impact, and sustainability of our sports programs, the department will work diligently to strengthen existing relationships with volunteers, organizations, and community leaders while also cultivating new partnerships that will ensure long-term growth and success.

Employee Impact: High

Fiscal Impact: Low

2. **Category:** Connecting with the Community

Priority: Develop and implement a comprehensive marketing strategy

Description: Modernize and streamline communications with constituents to maintain engagement and build a strong sense of community. The development and execution of a comprehensive marketing strategy will ensure that the Recreation Department effectively promotes its programs, events, and activities to a broad and diverse audience.

Employee Impact: High

Fiscal Impact: Medium

3. **Category:** Livability and Quality of Life

Priority: Evaluate and enhance Age & Disability Friendly Programs and Spaces

Description: The Recreation Department will prioritize the evaluation and enhancement of its programs and spaces to ensure they are accessible, inclusive, and welcoming for individuals of all ages and abilities. This initiative will focus on both the expansion of age-specific and disability-friendly programs, as well as the creation of physical environments that accommodate these programs.

Employee Impact: Medium

Fiscal Impact: Medium

4. Category: Livability and Quality of Life

Priority: Sustainably fund and produce Live on The Avenue

Description: The Recreation Department is committed to ensuring the continued success and growth of the *Live on The Avenue* event series. The event series brings people together, celebrating music, arts, culture, and local talent in a lively, inclusive environment. However, to sustain its future, it is essential to explore diverse and sustainable funding sources and to strategically plan for its long-term viability.

Employee Impact: High

Fiscal Impact: High

Interdepartmental Projects - Recreation & Public Works

1. Category: Quality Facilities

Priority: Commitment to maintaining and enhancing Recreation Facilities

Description: The Recreation Department is dedicated to preserving and improving the quality of its facilities to ensure they remain safe, accessible, and enjoyable for the community. In collaboration with the Public Works Department, the Recreation Department will focus on a series of key facility upgrades and restorations.

Employee Impact: Medium

Fiscal Impact: High

Ross Valley Fire – Department Work Plan Priorities

Ross Valley Fire

1) **Category:** Excelling in Town Services

Priority: Fire Station 20 remodel Project

Description: Complete relocating Fire Station 20 personnel to temporary living quarters to prepare for the remodel project. Continue to work collaboratively with the Town of San Anselmo to ensure project is completed while remaining fiscally responsible.

Employee Impact: High

Fiscal Impact: High

2) **Category:** Excelling in Town Services

Priority: Closure of Fire Station 18

Description: Complete the closure and transfer of personnel due to the closure of Fire Station 18. Ensure minimal operational impacts are felt by proactive planning and communication.

Employee Impact: High

Fiscal Impact: Low

3) **Category:** Excelling in Town Services

Priority: Fill current firefighter. Administrative Assistant and Fire Inspector positions

Description: **Continue** to take an aggressive recruitment approach to enhance recruitment strategy to fill 3 firefighter, 1 administrative assistant and 1 fire inspector vacancy.

Employee Impact: High

Fiscal Impact: High

4) **Category:** Excelling in Town Services

Priority: Expand the current Finance contract to include Human Resources functions

Description: Work with San Anselmo Town Staff and the RVFD Fire Board on a new agreement with the Town of San Anselmo that expands the current Finance agreement while also including a new responsibility of Human Resources functions.

Employee Impact: Medium

Fiscal Impact: Medium

DRAFT— FY2025-27 Work Plan

Priorities by Category

Livability and Quality of Life

Create opportunities for lifelong learning and diverse entertainment through innovative Recreation and Library activities for residents of all ages and abilities.

1. Foster Community Connection and Sustainability (LIB)
2. Evaluate and enhance Age & Disability Friendly Programs and Spaces (REC)
3. Sustainably fund and produce Live on The Avenue (REC)

Quality Facilities

Maintaining and improving Town facilities for use by residents and Town staff.

1. Improve the organization of physical public library space and implement plan to improve services (LIB)
2. Install modern HVAC system and replace roof (LIB/PW)
3. Improving public parks, open space access, and community buildings throughout Town (PW)
4. Commitment to maintaining and enhancing Recreation Facilities (REC/PW)

Connecting with the Community

Provide equitable community engagement that includes an outreach approach with intentional effort to engage a representation of the Town's diverse audiences.

1. Develop and implement a comprehensive marketing strategy (REC)
2. Foster Community Connection and Sustainability (LIB)

Sustainable, Natural and Built Environment

Thoughtful planning and operations ensure the long-term viability of the Town's infrastructure, facilities, and environment.

1. Continue to advance Economic Development and Housing Element Implementation (PLAN)
2. Develop and implement residential Seismic Program and fire home hardening. (BUILD)
3. Continue to transition fleet to all electric models (CMPA)

4. Improve all modes of transportation throughout Town with an emphasis on bicycling and walking (PW)
5. Improving public parks, open space access, and community buildings throughout Town (PW)

Excelling in Town Services

Provide excellent and sustainable delivery of services by making data-driven investments & decisions. Support continuous improvement and cross-departmental collaboration to improve service delivery to residents and provide for their public safety.

1. Update Finance/Payroll/HR Systems (ADM/FIN)
2. Enhance Technology Infrastructure and Cybersecurity (ADM/FIN)
3. Evaluate and Implement use of Robotic Process Automation (ADM/FIN)
4. Continue to enhance Service Levels and Professional Development (PLAN)
5. Customer Service and Online Accessibility (BUILD)
6. Economic Development Support (BUILD)
7. Building Permit Process Improvements (BUILD)
8. Improve emergency ingress and egress into neighborhoods on problematic streets in Town (CMPA)
9. Fire Station 20 remodel Project (RVFD)
10. Closure of Fire Station 18 (RVFD)
11. Fill current Firefighter/Paramedic positions (RVFD)
12. Fill the vacant Emergency Services Coordinator position (RVFD/TOWN)

Planning for the Future

Utilize comprehensive planning efforts to balance the community's character with its evolving needs.

1. Comprehensive General Plan Update, including the Circulation Update (PLAN)
2. Leverage emerging technologies to create learning opportunities for residents and streamline workflows for staff (LIB)
3. Greening of Town Infrastructure and improving infrastructure to be more resilient both for energy reduction and emergency preparedness (PW)

Investing in People

Provide professional management and training that encourages a culture of innovation, collaboration, and transparency to deliver quality service through an exceptional workforce.

1. Implement Town-wide compensation study results (ADM/FIN)
2. Invest in human resource management software (ADM/FIN)
3. Enhance Technology Infrastructure and Cybersecurity (ADM/FIN)
4. Continue to enhance Service Levels and Professional Development (PLAN)
5. Address Staffing Issues: Retention and Recruiting (CMPA)
6. Increase Training for Frontline Supervisors and Field Training Officers (CMPA)
7. Develop and strengthen community partnerships to enhance and grow sports programs (REC)

Departments:

1. Administration & Finance (ADM/FIN)
2. Community Services (PLAN) or (BUILD)
3. Library (LIB)
4. Police (CMPA)
5. Public Works (PW)
6. Recreation (REC)
7. Ross Valley Fire (RVFD)