Atascadero City Council
Staff Report – City Manager’s Office

Strategic Planning 2011
Council Goals and Action Plan

RECOMMENDATIONS:

Council:

1. Adopt the goals selected at the Strategic Planning Workshop of January 28-29, 2011; and,
2. Approve the related action plans implementing Council Goals.

DISCUSSION:

The City Council met at a special meeting on January 28-29, 2011 to develop goals and related action plans for the City. The annual Strategic Planning meeting was a success and involved active participation from residents and community stakeholders. The meeting concluded a four-part strategic planning process during which the Council reviewed the Mission Statement, Finance Issues, Labor Issues and Community/Economic Development Issues. The goals reconfirmed at the meeting were:

1. Pursue Economic Development
2. Enhance Public Safety
3. Stabilize the City’s Finances

These goals will continue to form the foundation for the City’s work plan. Staff has since refined the action plans to further outline the work that will be done as it relates to each goal. Attached are Action Plans for each goal.

FISCAL IMPACT:

The two-year budget is based on the goals developed through the strategic planning process. While there is no direct impact as a result of the approval of this work plan,
future budgets will be based on these goals, and specific projects may require the expenditure of funds or additional resources.

ATTACHMENTS:

1. Pursue Economic Development Action Plan
2. Enhance Public Safety Action Plan
3. Stabilize the City’s Finances Action Plan
Pursue Economic Development
Action Plan
2011-13

Goals
- Retain and Expand Local Businesses
- Encourage Residents to Shop Locally
- Attract More People to the Community
- Attract New Businesses
- Create Local Jobs

Values
- Spend Time on Good Investments
- Focus on Hot Spots
- Leverage Resources
- Move at a Quick Pace
- Involve Partners

Tourism
Continue to Develop Atascadero’s Tourism Market
- Implement the Atascadero Tourism Strategy
- Consider creation of an Atascadero Hotelier’s Association financed by a Business Improvement District. Proceeds would be used to market hotels and provide support to them during major events.
- Develop the Atascadero Wine Association and create additional ties between the community and wineries.
- Remain active in the San Luis Obispo Visitor and Conference Bureau and cooperate with regional advertising/promotions.
- Redesign www.VisitAtascadero.com to focus on the components outlined in the strategy.
- Participate in Savor the Central Coast
- Create distinct hotel packages and cross marketing with regional events.
- Develop a social media presence to develop tourism.
- Create and maintain a tourism master calendar that includes regional events.
Existing Projects

- Walmart / Annex Project
  - Complete Final Environmental Impact Report and staff reports
  - Public hearings Summer 2011
  - Caltrans interchange improvement coordination
  - Expedited building permit review process
- Eagle Ranch
  - Begin preliminary environmental review process
  - LAFCo municipal service review / memorandum of agreement update
  - Public workshops and meetings
  - Council selection of preferred project alternative
  - Begin Environmental Impact Report process / Notice of Preparation

- Stimulus Programs
  - Downtown façade and signage program
  - Commercial permit fee relief
  - OED outreach and assistance programs
  - Dormant Permit program extension decision

- Permit Processing Enhancements
  - Business Permitting Roadmap
  - Design Review Committee
  - Signage / Business District appearance outreach program

Commercial Hot Spots

- Hoff Property
  - Continue to meet with the owners to discuss design and development alternatives.
  - Market the site to potential businesses looking to locate in the community.
  - Provide site design assistance.
- Kmart Center
  - Develop alternatives to access for the corner of the property, and potential design plans.
  - Meet with center owners and businesses to discuss long term success of the shopping center.
- Home Depot Center
  - Continue to aggressively market site for hotel and retail use.
- Colony Square
  - Market site to potential businesses.
  - Continue to investigate and implement additional parking options.
  - Complete the pedestrian bridge connecting Colony Square to the Sunken Gardens.
  - Work with developers to move forward on additional project phases.
Traffic Way Industrial Area
  o Develop initial planning/design for high-tech business park.
  o Work with existing businesses to facilitate expansion and modernization.

Morro Road
  o Complete work at the new entrance to the zoo.
  o Complete the Lake Park frontage improvements.
  o Seek tourist oriented businesses for development along Highway 41.
  o Implement wayfinding signage along Highway 41.
Enhance Public Safety
Action Plan
2011-13

Goals
- Enhance Public Safety Services
- Maintain Emergency Preparedness

Values
- Spend Time on Good Investments
- Focus on Hot Spots
- Leverage Resources
- Move at a Quick Pace
- Involve Partners

Emergency Planning
- Modernize and maintain an Emergency Operations Center
  - Facilitate and Participate in Regional Crisis Exercise & EOC Activation (Annually)
- Update Hazard Mitigation Plan (Every 5 Years)
- Maintain Emergency Operations Plan
- Completion of Disaster Response Trailer as donations are available
- Facilitate Meetings & Training between Fire & Police (Ongoing)

Technology
- Maintain Current Technology
  - Prepare PD, Fire, PW, Parks & Transit radio systems for FCC mandated “Narrow Banding” and evaluate systems (July 2011 to June 2012)
- Leverage Technology Solutions to Improve Core Service Delivery
  - Research Cost Effective Solutions to Mobile Data Computer Concerns (Fall 2011)
  - Participate in Regional Initiative to Integrate Police Records Management Systems to Improve Service Delivery (1st Qtr. 2012)
  - Enable Internet Access from Mobile Data Computers (1st Qtr. 2012)
  - Replace PD in-car video equipment (July 2011)
  - Upgrade/Improve Atascadero’s 911 system (1st Qtr. 2012)
- Solicit Partners to Share Costs at City Controlled Radio Sites (Winter 2012)
**Training**

- Maintain Appropriate Training Levels
  - Meet state & Federal Training Standards (Ongoing)
  - Identify Training Opportunities that Increase Safety for Public Safety Employees and Reduce Liability for the City. (Ongoing)
- Investigate Grant and Outside Funding Opportunities for Training Fire and Police Personnel
  - Fire & PD Response to Electric Vehicle Fire/TC Training OTS (Nov 2011)
  - Fire Control III Class Montecito Apts. College Grant for Training Spring or Winter 2011
  - Continue Training Partnership with Cuesta College Paramedic & EMT Program (Ongoing)
  - Leverage California Peace Officers Association Funding whenever available (Ongoing)
- Leverage Resources with Other Agencies
  - “Every 15 Minutes” Public Education Training, Office of Traffic Safety

**Eagle Ranch**

- Monitor Eagle Ranch Planning Process for Public Safety Impacts (Ongoing through 2012)
  - Radio Propagation Study and City Impacts
  - Response plans
  - Urban Interface Fire Hazard Impacts & Risk
  - Dam Safety, Inundation Zones & Respective Evacuation Plan(s)
  - PD & Fire Deployment Challenges

**Focus on Core Services**

- Maintain Current Strategic Plans & Update as Necessary (Ongoing)
- Revise and Automate PD General Orders (Completion- Dec 2011)
- Maintain Adequate Patrol Levels (Ongoing)
  - Evaluate Alternative Deployment Models with Existing Staffing Levels to Ensure Acceptable Emergency Response Times and Core Service Delivery (Ongoing)
  - Monitor Workload Impact of Commercial Development
- Measure Response Standards (Ongoing)
  - Response Times to Emergency Calls for Service
  - Queuing of Fire & Police Emergencies
  - 911 Call processing
  - Use RMS data, CAD & GIS to evaluate “Hot Spots” for Response Times
Stabilize the City’s Finances
Action Plan
2011-13

Goals
- Maintain a Conservative Budget
- Develop Revenue
- Keep Council and Staff Informed About Financial Condition
- Maintain a Strong Finance Team
- Oppose State Takeaways
- Manage Reserves

Values
- Spend Time on Good Investments
- Focus on Hot Spots
- Leverage Resources
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Budget
☐ Maintain Council Budget Policies (Ongoing)
☐ Insure Appropriate Fees and Subsidy Policies (Ongoing)
☐ Identify Positive Opportunities (Ongoing)
☐ Balance the Budget with Increased Revenues, Reduced Expenditures and Reserves (Ongoing)

Continue Economic Development
☐ This goal is addressed under the previous action plan, “Pursue Economic Development.”

Implement a More Expansive Volunteer Program
☐ Continue current successful volunteer programs in the Police Department, Zoo and other departments (Ongoing)
☐ Implement expanded volunteer program
Continue Monitoring and Reporting of Financial Information on a Regular Basis

- Current reporting levels are appropriate.
- Provide a mid-cycle budget update to the City Council. (June 2012)
- Provide a mid-year budget update to the City Council. (January 2012 and January 2013)
- Provide routine financial reports to the City Council on a quarterly basis (February, May, August, and November). (Ongoing)
- Provide bi-weekly expenditure reports to department heads to track expenses. (Ongoing)
- Conduct monthly budget meetings with department heads to review expenses of the previous month. (Ongoing)
- Provide monthly disbursement reports to the City Council. (Ongoing)
- Provide detailed investment reports to the City Council on a quarterly basis. (Ongoing)
- Provide timely updates to the City Council if there are material changes to revenues, expenses or the City’s financial outlook. (Ongoing)

Continue Fighting State Takeaways with the League of California Cities and the California Redevelopment Association

- Monitor State Budget implementation. (Ongoing)
- Continue engaging in legislative lobbying concerning the State budget (Ongoing)
- Reach out to community organizations for awareness of issues; make them effective coalition partners (Ongoing)
- Educate the public; engage them when appropriate (Ongoing)