Strategic Planning 2011
Update on Council Goals

RECOMMENDATIONS:

Council:

1. Provide feedback or additional direction if necessary; and,
2. Receive and file this report on the progress being made relative to the City Council’s three goals.

DISCUSSION:

As part of the City’s annual strategic planning process, the City Council adopted goals on April 12, 2011. The goals adopted at the meeting were:

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

This report provides an update on the progress being made to date. The action plans that are attached to this report, highlight goals and values for each of the initiatives. The values were developed by the Council as the guiding principles for implementation. Progress on the goals is noted on each sheet.

FISCAL IMPACT:

None. 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:

3. Stabilize the City’s Finances Action Plan 2011-13
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 (In Progress)

☐ 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. (In Progress. In discussions with hoteliers)

☐ Develop the Atascadero Wine Association and create additional ties between the community and wineries. (Completed. The Association is formed and marketing is underway. Members will be opening a tasting room downtown this month and are being included in events)

☐ Remain active in the San Luis Obispo Visitor and Conference Bureau and cooperate with regional advertising/promotions. (Ongoing)

☐ Redesign www.VisitAtascadero.com to focus on the components outlined in the strategy (Completed)
☐ Participate in Savor the Central Coast (September 2011)

☐ Create distinct hotel packages and cross marketing with regional events.
   (Completed. This will be an ongoing process for all major local and regional events.)

☐ Develop a social media presence to develop tourism. (Fall 2011)

☐ Create and maintain a tourism master calendar that includes regional events.
   (Fall 2011)

Existing Projects

☐ Walmart / Annex Project
   o Complete Final Environmental Impact Report and staff reports (In Progress)
   o Public hearings Summer 2011 (Postponed to Fall 2011)
   o Caltrans interchange improvement coordination (Spring 2012)
   o Expedited building permit review process (Summer 2012)

☐ Eagle Ranch
   o Begin preliminary environmental review process (In Progress)
   o LAFCo municipal service review / memorandum of agreement update (Completed)
   o Public workshops and meetings (Fall 2011)
   o Council selection of preferred project alternative (Winter 2012)
   o Begin Environmental Impact Report process / Notice of Preparation (Winter 2012)

☐ Stimulus Programs
   o Downtown façade and signage program (Ongoing)
   o Commercial permit fee relief (Ongoing)
   o OED outreach and assistance programs (Ongoing)
   o Dormant Permit program extension decision (Fall 2011)

☐ Permit Processing Enhancements
   o Business Permitting Roadmap (Completed. The roadmap is online and is being used as a helpful tool.)
   o Design Review Committee (Implemented)
   o Signage / Business District appearance outreach program (In progress)
Commercial Hot Spots

☐ Hoff Property
  o Continue to meet with the owners to discuss design and development alternatives. (In Progress. *The owner is currently searching for tenants on the property for a build to suit project.*)
  o Market the site to potential businesses looking to locate in the community. (In Progress)
  o Provide site design assistance (Ongoing. *Assistance is provided as requested and staff is in contact with the project architect.*)

☐ Kmart Center
  o Develop alternatives to access for the corner of the property, and potential design plans. (Completed. *Options will be presented to the Planning Commission and Council in Fall 2011.*)
  o Meet with Center owners and businesses to discuss long-term success of the shopping center. (Fall 2011)

☐ Home Depot Center
  o Continue to aggressively market site for hotel and retail use. (In Progress. *The economy is proving very challenging for this site but staff continues to aggressively pursue options.*)

☐ Colony Square
  o Market site to potential businesses. (In Progress)
  o Continue to investigate and implement additional parking options. (In Progress. *Angled parking along El Camino to be installed by Fall 2011. The new configuration will result in over 60 spaces.*)
  o Complete the pedestrian bridge connecting Colony Square to the Sunken Gardens. (In Progress. *Bridge to be completed October 2012.*)
  o Work with developers to move forward on additional project phases. (In Progress)

☐ Traffic Way Industrial Area
  o Develop initial planning/design for high-tech business park. (Summer 2012)
  o Work with existing businesses to facilitate expansion and modernization. (Summer 2012)

☐ Morro Road
  o Complete work at the new entrance to the Zoo. (Completed)
  o Complete the Lake Park frontage improvements. (Fall 2011)
  o Seek tourist oriented businesses for development along Highway 41. (Spring 2012)
  o Implement wayfinding signage along Highway 41. (Spring 2012)
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
- Maintain appropriate Emergency Operations Center
  - EOC Improvements near completion. We are addressing some connectivity issues which are anticipated to be resolved by the end of July. All improvements were made possible by leveraging grant funds. (In Progress)

- Update Hazard Mitigation Plan (In Progress)
  - Completion expected Fall 2011

- Maintain Emergency Operations Plan
  - Updated plan and approved by Council Summer 2011 (Completed)

- Complete the DTR Trailer (In Progress)
  - Progressing as funds allow
  - Aggressive fundraising continues with this multi-year project

Technology
- Maintain Current Technology
  - Staff researched and identified a cost effective measure designed to maintain the functionality of APD/AFD’s current radio/computer interface
(cost savings approximately $100,000). (Completed)
  o Staff is preparing the staff report allowing Council to accept State funding to upgrade our 911 system. (In Progress)
  o APD/AFD are currently reviewing the next generation MDC’s (In Progress)
  o Police and Fire are working collaboratively to ensure the City is prepared for the upcoming requirements to narrow band our radio systems. (In Progress)

☐ Investigate Technology Solutions to Aid Core Services
  o Internet controlled surveillance camera has been purchased and is operational as of 6-15-11. The camera will be primarily positioned near the pedestrian tunnel to deter juvenile nuisance crimes and address perceptions regarding the level of safety enjoyed in the immediate area. The camera also captures portions of Sunken Gardens. The cost of one to two additional cameras will be included in the project costs for the pedestrian bridge that will expand coverage to include the majority of Sunken Gardens as well as the Colony Square parking lot. These cameras will be moved in the event of crisis-driven event sending real-time images to Atascadero’s Emergency Operations Center. (Completed)
  
  o APD has purchased five 40mm ballistic, less than lethal, launchers that will be deployed in patrol vehicles following training. This technology is proven to be more effective than what is typically deployed by the vast majority of police departments in California (grant funded). (Completed)
  
  o APD has conferred with our records management vendor and is planning to upgrade our system to allow data sharing with neighboring agencies as well as increasing functionality (grant funded). (In Progress)

Training

☐ Maintain Appropriate Training Levels
  o APD Personnel leveraged State funding (CAPOST) to the fullest extent through the last quarter. (Ongoing)

☐ Investigate Grant Opportunities for Training
  o Staff applied of an OTS grand to train staff on accident and fire response to electric vehicle emergencies. Notice of award fall 2011 (In Progress)

☐ Leverage Resources with Other Agencies
  o APD continues to assist other agencies with special events with the expectation that they will return in kind. (Ongoing)

  o APD has agreed to participate in a county-wide approach to gang enforcement by contributing personnel to periodic gang enforcement operations within the County. (Ongoing)
Auto & Mutual Aid agreements have been updated. (Completed)

A new operations agreement and contract with the USFS has been executed. (Completed)

**Eagle Ranch - Monitor Eagle Ranch Planning Process for Public Safety Impacts**

- The Public Works Director has included both Police and Fire Chiefs in key decision germane to public safety concerns as the proposed project plans evolve. (Ongoing)

**Focus on Core Services**

- Maintain Adequate Patrol Levels
  - Both new police officers successfully completed field training this quarter bolstering the ability to deploy an adequate number of patrol officers throughout peak hours. (Completed)
  
  - One of two Community Response Officer positions has been temporarily redeployed to Patrol to ensure adequate core service delivery. (Ongoing)
  
  - Several alternative shift positions were instituted this quarter to increase the number of patrol officers working during peak hours. (Completed)
  
  - One new dispatcher completed training and another was hired during this quarter. (Completed)

- Fire Season
  - In preparation for the 2011 fire season, all seasonal firefighters have been hired and trained. The seasonals will start July 2nd. (Completed)
  
  - All regular fire staff have completed mandatory wildland fire safety and refresher training in preparation for the upcoming fire season. (Completed)

- The Fire Department was successful in obtaining a no-match staffing grant, saving the City $200,000 plus over two years. (Completed)

- Biannual meetings between the police and fire departments’ leadership continue and are producing positive results. (Ongoing)
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
- Move at a Quick Pace
- Involve Partners

Budget
- Maintain Council Budget Policies (Ongoing)
  - Adopted fiscally responsible two-year budget in compliance with Council’s fiscal strategy.

- Insure Appropriate Fees and Subsidy Policies (Ongoing)
  - Staff continues to review fees and subsidies to determine appropriate levels.

- Identify Positive Opportunities (Ongoing)
  - Staff is continuously looking for opportunities to positively affect the City’s financial condition.
  - Economic development efforts have been key to opening up these opportunities and have been beneficial.

- Balance the Budget with Increased Revenues, Reduced Expenditures and Reserves (Ongoing)
  - The strategic use of reserves in the budget was enhanced by the reduction in expenditures and the increase in revenues, where possible.
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)
  o Volunteer programs continue to be an important part of many departments.

☐ Implement expanded volunteer program
  o Staff is continuing to look for no-cost options to ease heavy workloads. The City has participated in a variety of programs in conjunction with other agencies. These programs provide the City free labor hours, while providing the volunteer with valuable experience.

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)
  o A mid-cycle budget update will be provided to Council in one year.

☐ Provide a mid-year budget update to the City Council. (January 2012 and January 2013)
  o Mid-year budget updates will be provided in a timely manner.

☐ Provide routine financial reports to the City Council on a quarterly basis (February, May, August, and November). (Ongoing)
  o Quarterly reporting continues to be an important part of keeping the Council informed of the financial condition of the City. The last report included data through the quarter ended March 31, 2011. These reports provide an executive summary of the activity over the course of the quarter and give the Council information on how close the actual revenues and expenses are to budgeted projections.

☐ Provide bi-weekly expenditure reports to department heads to track expenses. (Ongoing)
Expenditure reports are provided to all departments for review and tracking. Items of concern are addressed immediately.

- Conduct monthly budget meetings with department heads to review expenses of the previous month. (Ongoing)
  - Department heads continue to meet with the Administrative Services Director on a monthly basis to review activity. In this way, any areas of concern or unexpected expenses can be discussed and a solution can be formulated.

- Provide monthly disbursement reports to the City Council. (Ongoing)
  - Monthly disbursement reports have been going to Council. The most recent report, May 2011, was provided in tonight’s agenda package

- Provide detailed investment reports to the City Council on a quarterly basis. (Ongoing)
  - Quarterly investment reports have been going to Council. The most recent report, quarter ended March 31, 2011, was provided for the May 10, 2011 Council Meeting.

- Provide timely updates to the City Council if there are material changes to revenues, expenses or the City’s financial outlook. (Ongoing)
  - Staff will continue to update Council with any changes to projected revenues or expenses. The fiscal year 2010-2011 audited financial statements and report will be provided to Council in December 2011.

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

- Monitor State Budget implementation. (Ongoing)
  - Staff continues to monitor activities at the State level that affect the City’s fiscal position and operations. The City, along with the California Redevelopment Association and redevelopment agencies across the State, still contend State budget solution for Redevelopment is unacceptable and illegal. Staff will continue to update Council as new information is available.

- Continue engaging in legislative lobbying concerning the State budget (Ongoing)
  - The City stays involved with the League of California Cities and the California Redevelopment Association to have the local voice represented at the Capitol.
☐ Reach out to community organizations for awareness of issues; make them effective coalition partners (Ongoing)

☐ Educate the public; engage them when appropriate (Ongoing)