



# ***Atascadero City Council***

---

## ***Staff Report – Administrative Services***

### **Draft Strategic Plan and Draft Action Plan Study Session**

#### **RECOMMENDATION:**

Council review and provide staff direction on the Strategic Plan Draft and the Draft Action Plan.

#### **REPORT IN BRIEF:**

The passage of Measure D-20 and the resulting much needed funding are truly a benefit; it is also a tremendous responsibility of both the community and the Council to spend these funds, along with all City funds wisely. Staff and the public have provided specific input to the Council. Based on the input received, at their February 19-20 goal setting session, Council developed four strategic priorities each with key focus areas for consideration. Based on the significant public input received and the discussions that took place as part of the February 19-20 goal setting session, staff has developed a draft action plan intended to be used as a guiding document for not only the two-year budget, but also for the work to be performed by staff over the next two years.

Tonight's session is intended to review the action plan and some of the costs expected to achieve that action plan in order to refine the plan and to provide general direction for the budget. At this meeting, we are not intending to arrive at final budget figures but instead staff hopes to receive information from the Council on the general priorities and relative importance of various potential action items. Based on input received, staff will come back with a final Action Plan and budget for adoption.

#### **DISCUSSION:**

As part of considering a sales tax measure on the November 2020 ballot, the Council clearly expressed the desire to have a very robust public outreach process on the expenditure of the sales tax proceeds, should the measure be passed by the voters. Council understood the importance of transparency and the need to insure that the public would have multiple opportunities to provide input on the City's priorities and the expenditure of both the tax measure funds and other City funds. In September 2020, the Council approved a strong public outreach plan that included bringing back a robust discussion item on the Action Plan prior to adoption of the budget and final action plan.

### **Background on Public Engagement and input received on Priorities**

Public engagement is a continuous ongoing dialog between City Council, City staff and the community. The City's budget process is purposely structured to receive public input on where funds are spent. Members of the public can speak at City Council meetings, reach out to Council Members outside of the meeting setting, and talk with City staff.

#### **Survey**

In preparation for the 2021-2023 budget cycle, the Council expanded public outreach even further. The City Council commissioned a Revenue Measure Feasibility Study performed by True North Research, Inc. The survey was administered to a random sample of 787 voters in the City of Atascadero who were likely to participate in the November 2020 election. The survey followed a mixed-method design that employed multiple recruiting methods (telephone and email) and multiple data collection methods (telephone and online). Administered between January 18 and January 23, 2020, the average interview lasted 16 minutes.

The survey was one more method of gathering feedback from the community, and results were not unexpected. When presented with a list of 10 City services that could be funded by the sales tax measure, the surveyed voters were most interested in using the money to 1) provide fire protection and paramedic services; 2) provide quick responses to 911 emergencies; and 3) repair and maintain public facilities and infrastructure.

#### **Kickoff**

The formal kickoff session for the public outreach meetings was held at the January 12, 2021 Council meeting. Staff is charged with providing services to the community on a day to day basis and has a deep understanding of the existing resource constraints that are barriers to providing services at levels that the community would like to see. In preparation for the January 12 meeting, staff identified the following key categories of existing resource deficiencies:

- Equipment Replacement and Additions
- Vehicles / Apparatus Replacement
- Fire Stations Rehabilitation
- Staffing Levels
- Employee Retention
- Concerns Related to Transients and Homelessness Issues
- Deferred Maintenance
- Unfunded Infrastructure
- Economic Development
- Underfunded Operations
- Operational Efficiencies

At the January 12 meeting, Council viewed a video that would be played at each of the following D-20 study sessions and heard public input on the video and priorities for the expenditure of D-20 funds.

### Study Sessions

Following the January 12 meeting, the City held 9 separate study sessions as follows:

- Study Session 1: Thursday, January 14<sup>th</sup>, 10am
- Study Session 2: Thursday, January 14<sup>th</sup>, 2pm
- Study Session 3: Wednesday, January 20<sup>th</sup>, 4pm
- Study Session 4: Saturday, January 23<sup>rd</sup>, 10am
- Study Session 5: Thursday, January 28<sup>th</sup>, 6pm
- Study Session 6: Friday, January 29<sup>th</sup>, 12pm
- Study Session 7: Monday, February 1<sup>st</sup>, 1:30pm
- Study Session 8: Thursday, February 4<sup>th</sup>, 4pm
- Study Session 9: Saturday, February 6<sup>th</sup>, 9am

At each of the study sessions the participants viewed the video prepared by staff on the priorities that had been identified at the January 12<sup>th</sup> meeting. The participants were given a brief opportunity to ask questions about the video and then were broken into smaller breakout groups. Each breakout group was led by a minimum of two senior staff members and the participants were asked to brainstorm and answer a series of questions.

Over all, there were over 130 people that attended at least some portion of a session and about 100 separate individuals who were able to engage for an entire session. Those sessions generated 150 pages of input and were provided to Council and the public in preparation for the Council Strategic Planning Session. Below are the Questions asked of the study session participants:

- What is going well in the City?
- What things big and small would make Atascadero better?
- The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer?
- If the City spent the D-20 funds perfectly, what would success look like as part of the development of Measure D-20?
- How should the City measure that success?
- What else we should know that we did not ask.

### February 19-20, 2021 Goal Setting Workshop (Strategic Planning Session)

On the evening of Friday February 19 and the morning of Saturday February 20, Council, staff and interested members of the public got together to determine the priorities for not only the expenditure of Measure D-20 funds, but also the priorities for the expenditure of all funds.

The session was facilitated by Nicole Lance and Eric Bailey of Extraordinary Balance. Prior to the meeting, the facilitators had interviewed Council Members and executive staff, along with reviewing the input provided at the nine study sessions, in order to understand general priorities and areas of concern. The interviews took into account the public input that each interviewee had received from:

- Public comments
- Discussions with community members
- Emails
- Financial strategies, budgets and audits
- Discussions with staff and general operational knowledge
- Results of the January 2020 statistical survey
- Feedback provided to Council members throughout the election cycle
- January 2021 kickoff session
- Emails received from the public regarding the expenditure of D-20
- **Nine study sessions**

The session began on Friday with some communication exercises and a review of the progress made on the 2019-2021 priorities. Summaries of the input received were pre-populated on a document and the facilitators walked the meeting participants through an exercise to categorize the items of interest into four separate strategic priorities and focus areas. Breakout groups then defined each of the four categories:

#### **ECONOMIC AND COMMUNITY VIBRANCY MEANS:**

Creating the environment and services to nurture quality and diverse economic, recreational, and community connections that create prosperity and enrich our genuine, authentic community.

##### Key Focus Areas

- Recreation & Events
- Downtown
- Safe & Hospitable Business/Work Environment
- Business Infrastructure, Technology & Support

#### **FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY MEANS:**

Continuing to be responsible and accountable stewards of our resources now and into the future by efficiently and effectively investing in modern and reliable infrastructure and equipment, and maintaining financial stability regardless of economic conditions.

Staff has the tools, technology and resources they need to do their jobs.

##### Key Focus Areas

- Asset Management/Replacement/Modernization
- Financial Strategies
- Transparency & Accountability

**ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY SERVICES MEANS:**

That we have the tools, resources, and professional staffing necessary to create and maintain an environment where our community (residents, businesses, visitors, and staff) feels safe, served, and mutually respected.

Key Focus Areas

- Staffing
- Unhoused Population
- Community Engagement

**QUALITY OF LIFE**

We are embracing our warm friendly atmosphere and building on our sense of community by providing attractions, open spaces, outdoor interactions, and a variety of things to do for all. Atascadero: Where everybody knows your name and is willing to lend a hand.

Key Focus Areas

- Things to do
- Welcoming and inclusive
- Supporting families

At the meeting, Council prioritized the Key focus areas for all strategic priorities as follows:

Focus Area	D20	High Priority	Medium Priority
Recreation & Events			<b>X</b>
Downtown		<b>X</b>	
Safe & Hospitable Work/Business Environment			<b>X</b>
Business Infrastructure, Technology & Support	<b>X</b>		<b>X</b>
Asset Management/Replacement/Modernization	<b>X</b>	<b>X</b>	
Financial Strategies	<b>X</b>		<b>X</b>
Transparency & Accountability	<b>X</b>	<b>X</b>	
Staffing -	<b>X</b>	<b>X</b>	
Unhoused Population	<b>X</b>	<b>X</b>	
Community Engagement			<b>X</b>
Things To Do			<b>X</b>
Welcoming *			<b>X</b>
Supporting Families		<b>X</b>	

Department Head Strategic Planning

Based upon the input received, City staff began the work of preparing operating budgets, refining revenue projections, identifying deficiencies, researching solutions for areas of prioritization, developing cost projections, and generally gathering information.

Extraordinary Balance then worked with the department head team to develop an action plan. For each key focus area under the four strategic priorities, actions that would advance the key focus areas were brainstormed and categorized into those actions that could be accomplished within the two year budget time frame and those actions that would take longer to accomplish. The draft action plan includes the group notes from the Council Goal Setting session in February, Year 1-2 Action items, and Beyond Year 2 Action Items.

Once the action plan was developed, the arduous task of looking at all supplemental budget requests through the lens of does this budget request move us closer to advancing one of the Key Focus areas in the area of Strategic Priorities or does funding the budget request item divert resources to an area that is not a strategic priority. Once staff refined the budget requests and action plan, there were still well over \$25 million in one-time and on-going funding requests. All of the budget requests are for much needed repairs, staffing, equipment, priorities and programs; however there is not enough available funding to fund all of the items on the list, nor is the list an exhaustive list of those items needed to serve the community.

While staff is still refining final costs and looking at other potential solutions, the draft list of budget requests was then sorted into four separate categories or tiers based on the identified priorities and the relative consequences of not funding the request. The categories for the lists are as follows:

- Measure D-20 Tier 1: Those top budget requests that clearly are a priority for Measure D-20 funds based on the input received throughout the Measure D-20 process and the Focus Area prioritization as developed during the Council Goal Setting Session.
- General Fund Tier 1: Those top budget requests that are either necessary (i.e. cost of the animal control contract with the County), were identified as a high priority but didn't necessarily rise to the first cut of Measure D-20 funds (i.e. improving the City website), those items that improve staff efficiency or staff time (i.e. electronic plan review equipment) and a few of those items that addressed key focus areas that were listed as a medium priority (i.e. lake algae bloom management).
- Tier 2: Those budget requests that are important, perhaps even identified specifically in the Council Goal Setting session, but that based on the amount of available funding may not fit within the upcoming budget cycle's available funding.
- Use of Replacement Reserves / Identified Funds: Budget requests where there was an identified reserve available to replace existing vehicles or technology equipment were placed in this category. The planned General Fund update was also placed in this category as the City will seek grants and use available General Fund reserves.

Each list provides a range of estimated costs for each budget request and indicates the strategic priorities that would be advanced if funded. While numbers continue to be crunched and information gathered, staff believes that each item listed under Tier 1 (both D-20 and General Fund) can be funded at some level in the upcoming budget cycle. Although staff will continue to look for opportunities for those items listed under Tier 2, it is likely that most if not all items on this will not be funded in this budget cycle.

Review of the Action Plan

Tonight's session is intended to review and refine the Draft Action Plan. The information provided on the budget requests is intended to provide context for the Draft Action Plan and to generally assist in understanding the resources necessary to advance the plan. While the draft action plan in large part will drive the budget and the expenditure of Measure D-20 funds, this review is not intended to be a detailed budget setting session. Instead, the review is intended to insure that the actions are consistent with the Council's vision and to seek Council input on the relative prioritization of those actions and budget requests necessary to implement the Draft Action Plan.

Next steps

Based on the input received from tonight's Council meeting, staff will go back and refine the Action Plan and will begin building the budget. Over the next month, the Finance Committee will review the draft budget that incorporates the feedback received from tonight's meeting and will recommend a Draft Budget and Action Plan for adoption by the City Council at the June 8<sup>th</sup> Council meeting.

**FISCAL IMPACT:**

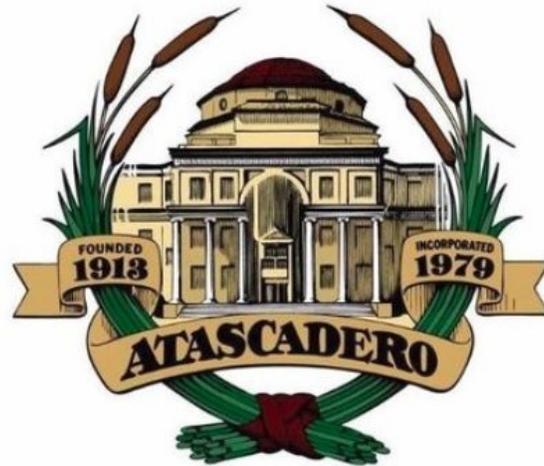
There is no fiscal impact for this item.

**ALTERNATIVES:**

Not Applicable.

**ATTACHMENTS:**

1. Draft Strategic Plan
2. Draft Action Plan
3. Supplemental Budget Request



# CITY OF ATASCADERO

Strategic Plan Draft

Modified: 4/8/2021

# Table of Contents

Table of Contents	1
This Plan	2
The Process	2
The Steps of Creating the Strategic Plan	2
Strategic Priorities	3
ECONOMIC AND COMMUNITY VIBRANCY	4
Definition	4
Key Focus Areas	4
FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY	4
Definition	4
Key Focus Areas	4
ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY	5
Definition	5
Key Focus Areas	5
QUALITY OF LIFE	5
Definition	5
Key Focus Areas	5



## This Plan

This plan was developed by the City of Atascadero in conjunction with Nicole Lance and Eric M. Bailey, Managing Partners of Extraordinary Balance, a consulting firm based in Phoenix, AZ. Research has shown that by developing this plan, City of Atascadero leadership has a much higher sense of ownership over the direction of the work and will exhibit significantly higher energy and passion toward achieving the outcomes. This ownership leads to more efficient use of time, more creative work output, and increased job satisfaction.

Extraordinary Balance is a learning organization. Our methods are rooted in years of research on organizational psychology, team dynamics, and neuroscience that weave together a unique experience unlike any other. With a focus on science and real-world application, our method appeals to people on both sides of the analytical / emotional continuum and delivers unmatched business results.

## The Process

The strategic planning process is as important as the plan itself. The Extraordinary Balance team process is designed to teach participants how to understand themselves so that they can clearly communicate their purpose. It is designed to teach participants how to understand each other so that they can honestly listen to new ideas. It is designed to teach participants how to understand the process, so that they can be fully engaged in creating, sharing, and executing the strategic plan.

## The Steps of Creating the Strategic Plan

1. Learn the Principles of Human Understanding™
2. Identify the Strategic Priorities
3. Define the Strategic Priorities for optimal external and internal communication
4. Create Key Focus Areas for each Strategic Priority
5. Identify high-impact action items grouped into, “years one and two” and “beyond year two” in a separate action planning document



# Strategic Priorities

Through a process of discovery and collaboration between council members and staff along with community input, the City of Atascadero identified four strategic priorities for the upcoming strategic plan:

- **Economic and Community Vibrancy**
- **Fiscal and Infrastructure Efficiency & Sustainability**
- **Ensuring Public Safety and Providing Exceptional City Services**
- **Quality of Life**



## **ECONOMIC AND COMMUNITY VIBRANCY**

### Definition

Creating the environment and services to nurture quality and diverse economic, recreational, and community connections that create prosperity and enrich our genuine, authentic community.

### Key Focus Areas

1. Recreation & Events
2. Downtown Atascadero
3. Safe & Hospitable Business/Work Environment
4. Business Infrastructure, Technology & Support

## **FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY**

### Definition

Continuing to be responsible and accountable stewards of our resources now and into the future by efficiently and effectively investing in modern and reliable infrastructure and equipment and maintaining financial stability regardless of economic conditions.

Staff has the tools, technology and resources they need to do their jobs.

### Key Focus Areas

1. Asset Management/Replacement/Modernization
2. Financial Strategies
3. Transparency & Accountability



## **ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY**

### Definition

That we have the tools, resources, and professional staffing necessary to create and maintain an environment where our community (residents, businesses, visitors, and staff) feels safe, served, and mutually respected.

### Key Focus Areas

1. Staffing
2. Unhoused Population
3. Community Engagement

## **QUALITY OF LIFE**

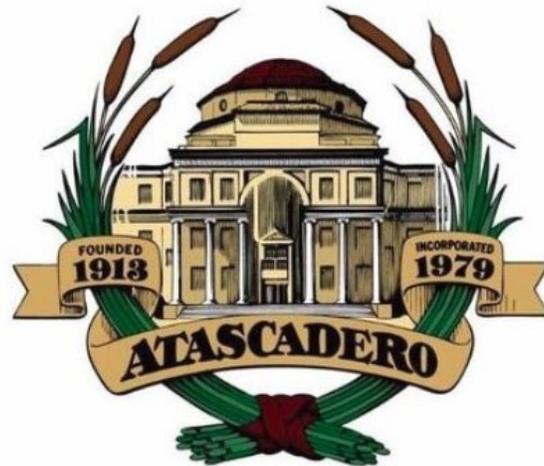
### Definition

We are embracing our warm, friendly atmosphere and building on our sense of community by providing attractions, open spaces, outdoor interactions, and a variety of things to do for all. Atascadero: Where everybody knows your name and is willing to lend a hand.

### Key Focus Areas

1. Things to do
2. Welcoming and Inclusive
3. Supporting families





# CITY OF ATASCADERO

Action Plan Draft

Modified: 4/8/2021

## Table of Contents

Strategic Priorities	2
ECONOMIC AND COMMUNITY VIBRANCY	3
Key Focus Area: Recreation & Events	3
Key Focus Area: Downtown	4
Key Focus Area: Safe & Hospitable Business / Work Environment	5
Key Focus Area: Business Infrastructure, Technology & Support	6
FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY	7
Key Focus Area: Asset Management / Replacement / Modernization	7
Key Focus Area: Financial Strategies	8
Key Focus Area: Transparency & Accountability	9
ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY	10
Key Focus Area: Staffing	10
Key Focus Area: Unhoused Population	11
Key Focus Area: Community Engagement	11
QUALITY OF LIFE	13
Key Focus Area: Things to do	13
Key Focus Area: Welcoming and Inclusive	14
Key Focus Area: Supporting families	15



# Strategic Priorities

Through a process of discovery and collaboration between council members and staff, the City of Atascadero identified four strategic priorities for the upcoming strategic plan:

- **Economic and Community Vibrancy**
- **Fiscal and Infrastructure Efficiency & Sustainability**
- **Ensuring Public Safety and Providing Exceptional City Services**
- **Quality of Life**



## ECONOMIC AND COMMUNITY VIBRANCY

### Definition

Creating the environment and services to nurture quality and diverse economic, recreational, and community connections that create prosperity and enrich our genuine, authentic community.

## Key Focus Area: Recreation & Events

### Notes to consider

- *Communal: Events & Shared Experiences/Connections (Events)*
- *Recreation/Zoo/Hiking/Trails/Parks*

### Year 1-2 Action Items

- Restart events
- Plan and execute events at the new Zoo event center
- Design events around new plaza
- Hold new/recurring events in Centennial plaza to ensure the space is shared by all in the community
- Encourage events on privately owned vacant properties downtown (interim until developed)
- Encourage more events that focus on downtown (Music, Food, Host a stage)

### Beyond Year 2 Action Items

- Expand hiking/trails and park amenities
- Look for opportunities to build more contiguous trails- build off the trails we have, plan for future
- Trails/open space/hiking - facilitate new trail connections associated w/new developments
- Explore opportunities to acquire new open space
- Evaluate zoning code and city policies as part of General Plan Update to encourage private development of recreational, hospitality & resort-type development
- Restart discussion w/owners of Eagle Ranch property (interest in resort-type land use near 101)



## Key Focus Area: Downtown

### Notes to consider

- *Thriving downtown (people want to come to / infrastructure / shovel-ready / outdoors / Completion of downtown improvements / collaboration w/ businesses)*
- *Upzoning/Mixed-Use/Potential incentives*

### Year 1-2 Action Items

- Pursue funding and complete construction documents for Downtown Infrastructure Enhancement Plan
- Assist development of new restaurants
  - Explore ways to reduce start-up costs
- Maximize utilization of the plazas (food trucks, etc)
- Look for funding and opportunities to fix existing street trees & sidewalks in the downtown
- Pursue opportunities along East Mall
  - Develop land use options for the adapted re-use options of the City-owned property near Centennial Plaza
- Explore programs such as infrastructure assistance, parking flexibility, and zoning changes to promote new desired development of underutilized space
- Promote the preservation of the theater in Colony square
- Pursue the Armory site as a potential location for replacement of fire station #1
- Develop and implement a plan to increase utilization of parking in City-owned alleys
- Communicate collaboratively with businesses to encourage a sense of pride, ownership, positive attitude, and harmony that promotes downtown vibrancy

### Beyond Year 2 Action Items

- Complete downtown infrastructure enhancement plan
- Consider upzoning/Mixed-Use/Potential incentives as part of the General Plan Update
- Engage property owners and tenants to encourage compatible development of vacant lots
- Explore incentives and code revisions to expedite the relocation of nonconforming uses and the occupancy of vacant buildings downtown
- Develop the creek into a quality aesthetic feature to be enjoyed by all
- Alleviate downtown bird nuisance



## Key Focus Area: Safe & Hospitable Business / Work Environment

### Notes to consider

- *Connectivity throughout the community (physical spaces)*
- *Support Infrastructure to attract businesses (broadband, restaurants open late, all-night coffee shops, class A office space)*
- *Built Business Infrastructure - safe & hospitable/welcoming environment & spaces*
- *Constructive engagement with those experiencing homelessness*
  - *Tie to mental health support*
- *Supportive engagement by businesses*
- *Commercial nodes & corridors outside downtown*

### Year 1-2 Action Items

- Work to enhance broadband infrastructure
- Evaluate areas for restricted time parking
- Expand the Outreach for Underrepresented Residents (OUR)Team
- Increase pedestrian safety/access downtown through the Downtown Infrastructure Enhancement Plan
- Commence citywide General Plan update

### Beyond Year 2 Action Items

- Continue to facilitate enhancement of broadband system
- Enhance streetscape in strategic locations to support business development
- Complete General Plan Update and begin implementation strategies



## Key Focus Area: Business Infrastructure, Technology & Support

### Notes to consider

- *Additional commercial nodes/Economically diverse city*
- *Internal processes - business-friendly - permitting, etc.*
- *Business retention, expansion & prospecting*
- *Entrepreneurial support/business incubators*
- *Broadband*

### Year 1-2 Action Items

- Creatively support development at Del Rio, Dove Creek & San Anselmo nodes
- Implement an online payment and tracking system for City fees and tax payments
- Discuss potential policies related to wastewater capacity charges and other development fees that may discourage desired business types
- Look for opportunities and grants to fund infrastructure
- Create and incentivize a new customer satisfaction survey for permit/planning processes
- Support expansion of Bridgeworks through SB1090
- Update City Engineering Standards to provide safe and consistent public improvements

### Beyond Year 2 Action Items

- Perform critical third-party review of permitting process towards essentialism



# FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY

## Definition

Continuing to be responsible and accountable stewards of our resources now and into the future by efficiently and effectively investing in modern and reliable infrastructure and equipment and maintaining financial stability regardless of economic conditions.

Staff has the tools, technology and resources they need to do their jobs.

## Key Focus Area: Asset Management / Replacement / Modernization

### Notes to consider

- *Replace failing/vulnerable and vital equipment and facilities and citywide apparatus*
  - *Modernize*
  - *Optimization for replacement*
  - *Energy infrastructure (back-up generators, redundancy)*
- *Resources (tools, equipment, facilities) to assist staff/build capacity*
- *Infrastructure/asset management*
  - *Major equipment inventory & plan to where we can maintain cost-effectively*
  - *Proactive monitoring, assessing & evaluating infrastructure, equipment & vehicles*
  - *Look to quality & cost-effectiveness*

### Year 1-2 Action Items

- Purchase and implement an asset management system
- Prepare a detailed inventory w/condition assessment
- Develop a sustainable replacement plan for City assets
- Begin funding vehicle, technology, equipment, infrastructure and facility reserves
- Replace failing/vulnerable and vital equipment and facilities and citywide apparatus
- Begin Replacement Fire station 1
  - Prepare needs assessment
  - Explore use of Armory site for Fire Station #1 replacement project
  - Complete design phase and engineers estimates
  - Prepare financing plan
- Ensure that the resources (tools, equipment, facilities) are available to assist staff and to build staff capacity.



- Identify and invest in equipment and facilities to increase long-term operational efficiencies
- Use technology where appropriate/right technology applications to save staff time
- Expand energy infrastructure (back-up generators, redundancy)
- Consider sidewalk repair amnesty or other limited assistance program

### **Beyond Year 2 Action Items**

- Complete Replacement of Fire Station 1
- Completely fund equipment, vehicle, technology, infrastructure and facility reserves based on asset management plan

## **Key Focus Area: Financial Strategies**

### **Notes to consider**

- *Maintain/develop responsible reserves generally and for currently unfunded uses*
  - *Continue conservative Council/general fiscal strategy*
  - *Addressing unfunded mandates*
  - *Be prepared for changing economic conditions*
- *Invest modestly to achieve future efficiencies & benefits*
  - *Records management*
  - *Grants*
- *Public and private partnerships*
- *Consider and plan for lifecycle costs and long-term cost savings/cost-effectiveness*

### **Year 1-2 Action Items**

- Develop responsible reserves for unfunded liabilities (non-asset)
  - Explore and consider funding Section 115 Trust for pension
  - Consider additional payments for unfunded pension liability (UAL)
  - Look for ways to fund reserve for future State and Federal mandates
- Adopt budgets and fiscal strategies that:
  - Continue conservative Council/general fiscal strategy
  - Prepare the City for changing economic conditions
  - Consider and plan for lifecycle costs and long-term cost savings/cost-effectiveness
- Develop balanced strategy of operational expenditures vs. capital/one-time expenditures that will accommodate future growth for Measure D-20 funds
- Implement opportunities, strategies and plans to grow the organization as the community grows



- Identify and modestly invest in programs to increase long-term operational efficiencies
- Capitalize on grant opportunities to accomplish action plan goals
- Explore public and private partnerships to achieve action plan goals

### **Beyond Year 2 Action Items**

- Maintain responsible reserves for unfunded liabilities
- Continue fiscal strategies and adjust plans as needed to allow the City to respond to changes in a fiscally sustainable manner
- Establish Citywide primary survey benchmark system to reduce public works and technology staff time and to streamline development

## **Key Focus Area: Transparency & Accountability**

### **Notes to consider**

- *Technology for transparency and accountability*
  - *Reporting for the community*
  - *Website/share more information*
  - *Improved responses to requests/records management*
- *Annual tax measure Reporting*

### **Year 1-2 Action Items**

- Use technology for transparency and accountability
  - Overhaul/modernize/simplify/make more efficient website
  - Develop and implement strategy to maintain website and accessibility
- Implement records management program to facilitate access to public records
- Prepare, publicize and widely distribute an annual report on the use of Measure D-20 funds. While the Measure D-20 annual report will not include detailed accounting of spending, it should include information on the general areas where the funding was targeted, the goals to be achieved with the Measure D-20 funding, and objective metrics for measuring the success in achieving those goals.

### **Beyond Year 2 Action Items**



# ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY

## Definition

That we have the tools, resources, and professional staffing necessary to create and maintain an environment where our community (residents, businesses, visitors, and staff) feels safe, served, and mutually respected.

## Key Focus Area: Staffing

### Notes to consider

- *Hire, Grow and Retain*
  - *Salary*
  - *Training/development*
  - *Hire for heart (consider local)*
  - *Resources and support for staff*
- *Need a sufficient number of staff and capacity to achieve our priorities*
- *Optimization of processes*

### Year 1-2 Action Items

- Hire and retain an adequate number of staff to achieve our priorities
- Complete an essentialism evaluation of each department
- Provide competitive salaries/benefits and appropriate classifications for all employees
- Provide opportunities for employee growth & succession
- Explore other retention and attraction strategies
- Provide training and professional development opportunities
- Hire for heart
- Encourage growth and development of local workforce
  - Expand PD explorer program
- Explore a wider City employee recognition/commendation program
- Work to insure that employees have the tools necessary to do their job

### Beyond Year 2 Action Items

- Create a long-term strategy to keep employee salaries and benefits competitive
  - Continue to maintain and look for opportunities to enhance other hiring, retention employee growth and development programs
- Create a long-term plan for staffing based on projected changes to workload as community grows/demands change



## Key Focus Area: Unhoused Population

### Notes to consider

- *Routine cleanups*
- *Training of available resources for staff and community*
- *Continue strong relationships with regional partners*
- *Increase support of Community Action Team (CAT)*

### Year 1-2 Action Items

- Perform regular clean-ups of problem encampments
- Perform vegetation management activities in the Downtown District
- Train and educate staff and community members on available support resources for our unhoused population
- Train and educate staff and community members on compassionate interactions with our under-represented residents
- Establish needed Outreach for Underrepresented Residents (**OUR**) Team (formerly known as CAT)
- Support partner non-government organizations outreach efforts
- Support regional combined approach related to unhoused population
- Implement strategies to encourage existing unhoused residents to reduce trash and litter in public and sensitive environmental areas
- Implement strategies for ongoing areas of public concern including design of public spaces
- Provide staff resources to maximize effectiveness (use technology)
- Look for opportunities and grants to provide resources to respond to future opportunities to support underrepresented residents

### Beyond Year 2 Action Items

- Expand vegetation management activities

## Key Focus Area: Community Engagement

### Notes to consider

- *Community Policing*
  - *Strong relationships and trust between PD and the community*
- *Public participation*
- *Emergency Preparedness*

### Year 1-2 Action Items

- Establish needed Outreach for Underrepresented Residents (**OUR**) Team (formerly known as CAT)



- Hold more public safety outreach events
- Ensure that all messaging is accessible and consistent across all media platforms
- Look for more opportunities for public engagement
- Continue online and in-person engagement in decision-making discussions
- Improve emergency planning communications with business community through the fire inspection program

**Beyond Year 2 Action Items**

- Continue robust communications regarding community wildfire preparedness and evacuation planning



## QUALITY OF LIFE

### Definition

We are embracing our warm friendly atmosphere and building on our sense of community by providing attractions, open spaces, outdoor interactions, and a variety of things to do for all.  
Atascadero: Where everybody knows your name and is willing to lend a hand.

## Key Focus Area: Things to do

### Notes to consider

- *Outdoor Activities*
  - *Hiking/equestrian/biking trails*
  - *Lake Park/Zoo*
    - *Discuss the future of the Zoo (AZA Accreditation)*
  - *Skate park*
- *Galaxy Theater*
- *Recreation / Youth sports*
- *Don't have to go out of town for "date night" (Come to A-Town for date night)*
- *Events that attract local residents as well as folks from out of town.*
  - *Winter Wonderland*
  - *Colony Day Parade and Tent City*
  - *Tamale Festival*
  - *Wine Festival*
  - *Dancing in the Streets*
  - *Cider Festival*
  - *First Fridays (when its safe)*
  - *Concerts in the park (Community bands)*
- *Attracting private pop-up events / activities*
- *Performing Arts Center*
- *Affordable activities*

### Year 1-2 Action Items

- See Action Items under the "Economic and Community Vibrancy" section
- Discuss long-term capital needs of the zoo and the viability of continuing AZA accreditation
- Begin to address key deferred maintenance issues in parks and public spaces
- Fund lake quality program to mitigate algae blooms

### Beyond Year 2 Action Items

- Address additional deferred maintenance issues in parks and public spaces



## Key Focus Area: Welcoming and Inclusive

### Notes to consider

- *Supportive community*
- *Diversity (in many categories)*
- *Ethnicity (not just skin color- socio-economic, background / thought, etc.)*
- *Community Engagement*
  - *Reach out to new folks*
- *Hiring for Heart*
- *Reach out to Schools and PTAs*
- *Volunteerism*
  - *Atascadero leading in volunteerism*
  - *Make volunteering easier / simpler*
  - *Work with community partners*
- *Awareness of scholarships and sponsorships*
- *Community Beautification*
  - *Environmental improvements*
  - *Clean (trash-free) physical spaces*
  - *Blight removal*

### Year 1-2 Action Items

- Work with and support community partners and volunteers to advance diversity, inclusion, and community beautification
- Use technology to facilitate volunteer opportunities
- See Action Items under “Ensuring Public Safety and Providing Exceptional City Services”

### Beyond Year 2 Action Items



## Key Focus Area: Supporting families

### Notes to consider

- *Spurring the conversation around childcare*
- *Collaborate with partners*
- *Internet / Broadband*
- *Mental health support for adults and children*
- *Affordable housing*
- *Bringing more jobs to Atascadero\**

### Year 1-2 Action Items

- Encourage regional organizations that bring attention to childcare needs in the community
- Continue on-going successful partnerships with organizations such as ECHO, LINK, and AUSD
- Remain involved in regional efforts to improve broadband access to residents and businesses
- Educate staff and community members of availability of mental health resources that are available in the community
- Continue to implement affordable housing policies of the General Plan Housing Element including minimum densities, objective design standards, small lot standards, ADU ordinance, and inclusionary housing ordinance
- See “Economic and Community Vibrancy” section for other action items

### Beyond Year 2 Action Items

- Consider a childcare policy statement in the General Plan Update to support working families

**Supplemental Budget Requests- Measure D20 Tier 1**

Description	Strategic Priorities					Sorting			Ongoing		Capital	
	Economic Vibrancy	Fiscal Strategies	Public Safety & Ex. City	Quality of life	Mandatory	D-20	High	Medium	Low	High	Capital D-20 Funds	Other Funds

**Measure D-20 Tier 1**

**Subtotals 3,292,600 7,504,100 2,063,750 753,800**

1	Police Staffing- 4 officers, 1 dispatcher + 2 vehicles			X			*	*		676,600	843,000	-	160,000
2	OUR Team/ CAT Team			X			*	*		208,400	545,500	-	69,000
3	Battalion Chief and SAFER Firefighter- Staff			X			*	*		159,280	159,280	-	-
4	Citywide Salary Increases, reclassifications, and retention strategies			X			*	*		800,000	2,000,000	-	-
5	Fire Station 1 Rebuild		X				*	*		650,000	1,500,000	-	-
6	Homeless Encampment Cleanup			X			*	*		50,000	100,000	-	-
7	Asset Management System		X				*	*		20,000	40,000	-	420,000
8	Vehicle Reserves		X				*	*		196,500	196,500	158,120	-
9	Building Maint and Replacement Reserves		X				*	*		250,000	1,500,000	-	-
10	Equipment Reserves		X				*	*		225,000	500,000	-	-
11	CAD/RMS System Replacement		X				*	*		-	-	600,000	-
12	Generator for Templeton repeater		X				*	*		-	-	-	100,000
13	Radio Repeater Replacement		X				*	*		-	-	380,000	-
14	Handheld radio replacement		X				*	*		-	-	652,330	-
15	Increase Fire Operating Budget Items			X			*	*		25,000	37,500	-	-
16	Life Pak ECG Modem		X			X				-	-	4,800	4,800
17	NeoGov		X				*	*		12,320	12,320	3,500	-
18	Zonehaven maintenance			X			*	*		9,500	9,500	-	-
19	Emergency Planning			X			*	*		5,000	30,500	-	-
20	Replacement of Ambulance		X				*	*		-	15,000	60,000	-
21	Vegetation Management in Downtown Creek area	X		X			*	*		-	-	55,000	-
22	Trash community cleanup program	X		X			*	*		5,000	15,000	-	-
23	Parks Replacements- dock, benches, sidewalk repairs, etc		X		X					-	-	150,000	-

**Supplemental Budget Requests- General Fund Tier 1**

Description	Strategic Priorities					Sorting			Ongoing		Capital						
	Economic Vibrancy	Fiscal Strategies	Public Safety & Ex. City	Quality of life	Mandatory	D-20	High	Medium	Low	High	Low	High					
<b>General Fund- Tier 1</b>												<b>Subtotals</b>		<b>293,900</b>	<b>627,040</b>	<b>705,690</b>	<b>1,234,450</b>
1	Animal Services Contract			X		X		*			33,000	45,000	-	-			
2	Atascadero Basin-GSP Development					X		*	*		-	-	5,000	5,000			
3	CCCSIF Insurance- Additional Payment for old claims		X			X		*			-	-	25,000	157,380			
4	Impact Fee Study-Additional Costs		X			X		*			-	-	10,000	10,000			
5	Office Furniture			X		X		*			-	-	8,500	8,500			
6	Traffic Signal Repairs		X			X	*	*					10,000	10,000			
7	Repair and upgrade Zoo electrical systems		X			X	*	*			-	-	30,000	30,000			
8	Replace animal food freezer and walk in cooler		X			X	*	*					-	40,000			
9	Increase Zoo operating costs (utilities, animal food, vet, uniforms)			X		X		*			55,000	65,000	-	-			
10	Software Licensing- Microsoft email retention & compliance			X		X	*	*			25,000	28,000	-	-			
11	Teen Center Equipment Replacement				X	X			*				450	2,150			
12	Software Licensing- GIS Increased cost			X		X	*	*			5,000	24,900					
13	Repairs and replacement of Pavilion equipment (folding walls, Chairs and interior window frames)			X		X		*			-	-	1,540	15,220			
14	Pavement Markings			X		X	*	*			30,000	50,000	-	-			
15	Website /Social Media Technician (new)	X	X	X	X		*	*			70,000	112,500	1,200	1,800			
16	Council Chambers AV Replacement		X	X			*	*					220,000	220,000			
17	Software Licensing- Laserfiche extra users		X				*	*			5,080	5,080	27,400	27,400			
18	Remote Conference Capability- Council Chambers			X			*	*			-	-	30,000	90,000			
19	Internet Bandwidth			X		X	*	*			3,000	3,000	-	-			
20	Website update			X			*	*			4,000	4,000	55,000	55,000			
21	Add needed computers, scanners and printers to the system			X					*		1,400		6,600	11,000			
22	Electronic Plan Review Equipment			X					*		1,420	4,260	30,000	-			
23	Central Reception Staffing			X					*		35,000	75,800	-	1,000			
24	Customer Satisfaction Survey	X							*		1,000	2,500	-	-			
25	Credit Card Acceptance Program	X							*		-	150,000	40,000	100,000			
26	TOT Tracking/payment software	X		X			*	*			-	10,000	5,000	5,000			
27	Update City Engineering Standards	X		X					*		-	-	25,000	25,000			
28	Maintenance Building Interior Remodel			X			*	*			-	-	5,000	10,000			
29	Turf Mower Replacement		X				*	*			-	-	75,000	75,000			
30	Parking Lots and Trails Repairs		X						*				25,000	200,000			
31	Essentialism Evaluation			X			*	*			-	-	60,000	80,000			
32	Grant Writing Contract Services	X	X	X	X		*	*			-	12,000	5,000	30,000			
33	Atascadero Lake Algae Bloom Management Program				X				*		20,000	30,000	-	-			
34	Replace Colony Park Shade Sails		X		X		*	*			-	-	5,000	25,000			
35	Sidewalk Inspection and Minor Repair Program		X				*	*			5,000	5,000	-	-			

**Supplemental Budget Requests- Tier 2**

Description	Strategic Priorities					Sorting			Ongoing		Capital	
	Economic Vibrancy	Fiscal Strategies	Public Safety & Ex.City	Quality of life	Mandatory	D-20	High	Medium	Low	High	Low	High

**Tier 2**

**Subtotals 1,436,170 2,717,050 6,699,600 8,855,100**

1	CalPERS UAL Additional Payment		X					*	50,000	600,000	-	-
2	Contribution toward CEPPT Sec 115 Trust		X					*	-	-	100,000	1,000,000
3	Police Officers- 1 additional (5 Total)			X			*	*	136,000	171,600	-	9,000
4	Dispatchers - 2 additional (Ttl 3 added)			X			*	*	183,340	222,920	-	-
5	Full Time Records Clerk			X			*	*	91,670	111,460	-	-
6	Sergeant			X			*	*	172,740	203,810	-	-
7	OUR Team- Add'l Officer			X			*	*	136,000	171,600		9,000
8	OUR Team- Add'l Outreach			X			*	*	60,000	75,000	-	-
9	Our Team - Add'l Mental health Psych Tech			X			*	*	125,000	150,000	-	-
10	Shift Staffing-Hire 3 Additional Firefighters			X			*	*	-	368,700	-	12,000
11	Fire Station 2 Remodel		X				*	*	-	-	4,092,910	4,092,910
12	Management Analyst Position (new)	X	X	X	X	X	*	*	101,290	152,060	5,000	5,000
13	City Stand-by Generators		X				*	*	2,000	10,000	45,000	800,500
14	Opportunities Reserves for Programs for Unhoused Pop			X			*	*	5,000	500,000	5,000	500,000
15	Additional funds for sidewalks and streets trees downtown	X			X			*	-	-	75,000	75,000
16	PD software- underrepresented contact management program			X			*	*	-	-	-	-
17	Purchase a Skid Steer Loader		X				*	*	1,300	2,000	35,000	35,000
18	Downtown Bird Control Program	X						*	5,000	25,000		
19	Replacement of older/non-complaint animal exhibits		X		X			*	-	-	1,000,000	1,000,000
20	Annual Replacement Reserve for Radios		X					*	29,410	29,410	104,240	104,240
21	Miscellaneous Recreation Items		X					*	15,000	15,000	-	-
22	Hiring new Zoo cashier			X				*	22,000	22,000	-	-
23	Establish Primary Survey Benchmark System		X					*	-	-	40,000	40,000
24	Maintenance Worker 1 Addition			X			*	*	52,560	88,620	-	-
25	Corp Yard Fencing Improvements		X				*	*	-	-	65,000	65,000
26	Vehicle and Equipment Shelters		X				*	*	-	-	20,000	20,000
27	Towable Boom Lift	X	X				*	*	1,400	1,800	35,000	35,000
28	Part-Time Service Worker			X			*	*	23,500	28,000	-	-
29	Fueling Station		X					*	-	10,000	75,000	100,000
30	Add 2 Turf Mowers to Replacement Schedule		X				*	*	16,000	16,000	75,000	75,000
31	Replace Utility Cart		X				*	*	-	-	15,000	15,000
32	Add 3 Utility Carts to Replacement Schedule		X				*	*	4,500	4,500	-	-
33	Radio Operating increase		X				*	*	-	33,000	-	-
34	New IT vehicle for radios maintenance needs		X				*	*	-	-	40,000	40,000
35	Replace Avtec Dispatch Consoles		X				*	*	-	-	40,000	40,000
36	Upgrade the Microwave radio Network upgrades		X				*	*	-	-	25,000	25,000

**Supplemental Budget Requests- Tier 2**

Description	Strategic Priorities						Sorting			Ongoing		Capital	
	Economic Vibrancy	Fiscal Strategies	Public Safety & Ex. City	Quality of life	Mandatory		D-20	High	Medium	Low	High	Low	High
37 Additional IT System Administrator Position			X				*	*		123,870	147,680	5,000	5,000
38 Trakit Depreciation		X						*		43,490	43,490	-	-
39 Security Camera Depreciation		X					*	*		18,200	18,200	-	-
40 Software Licensing- Microsoft audio conferencing license		X					*	*		100	1,200	-	-
41 Software Licensing- Additional GIS		X					*	*		19,900	19,900	-	-
42 Cloud Backup		X					*	*		20,400	20,400	-	-
43 Remote Conference Capability (8 Conference rooms, \$6,000 per room)			X				*	*		-	-	48,000	48,000
44 Remote Conference Capability (3 Conference rooms, \$4,000 per room)			X				*	*		-	-	12,000	12,000
45 Digital Signatures		X						*		4,000	4,000	-	-
46 Wi-Fi Upgrades Zoo		X		X				*		12,000	12,000	1,720	1,720
47 Wi-Fi Upgrades City Hall		X					*	*		3,000	3,000	430	430
48 ClearGov		X					*	*		5,500	5,500	1,800	1,800
49 Purchase of Rescue (TRT)			X				*	*		-	25,000	550,000	550,000
50 Deodar Cedar Tables for City Hall				X				*		-	-	10,000	10,000
51 Compaction Roller Replacement		X					*	*		-	1,200	30,000	30,000
52 Construction Air Compressor	X			X			*	*		-	1,000	23,000	23,000
53 Volunteer coordination software program				X				*		2,000	2,000	500	500
54 Parks Repairs / Replacements		X		X			*	*		-	-	150,000	1,000,000
55 Drainage Assessment Evaluation		X					*	*		-	-	75,000	75,000

**Supplemental Budget Requests- Replacement and Other Reserves**

Description	Strategic Priorities						Sorting			Ongoing		Capital	
	Economic Vibrancy	Fiscal Strategies	Public Safety & Ex. City	Quality of life	Mandatory		D-20	High	Medium	Low	High	Low	High

**Use of Replacement Reserves/Identified Funds**

1	General Plan Update	X			X					-	-	800,000	1,085,000
2	Pave City-owned parking area behind North ECR businesses (LTF)	X			X							75,000	200,000
3	Storm Drain Replacement (LTF)		X							50,000	250,000	-	-
4	Police Replacement Vehicles			X						-	-	420,000	420,000
5	Computer Replacements		X							-	-	39,600	39,600
6	Server Replacements		X							-	-	28,000	28,000
7	Printer & Scanner Replacements		X							-	-	8,000	8,000
8	MDT Replacements		X							-	-	67,500	67,500
9	Replacement of Wildland Engine 7574		X							-	-	450,000	450,000