

City Council Goals 2005 – 2007

February 12, 2005

Agenda

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PROGRESS REPORT

City Council Goals for Fiscal Years 2004-2007

ADOPTED 2/18/03

MAJOR GOALS	
1.	Develop new source(s) of water
2.	Complete the General Plan & Chandler Ranch Specific Plan (including affordable housing, Salinas River Corridor Plan, and Pedestrian Circulation – safety and trails)
3.	Intensify economic development
4.	Focus on airport development
5.	Continue implementation of the Emergency Services Growth Management Plan
6.	Implement Downtown Parking and Circulation Plan
7.	Improve transportation system/traffic flow
OTHER IMPORTANT GOALS	
8.	Complete Sherwood Park Master Plan
9.	Continue key staff succession planning/preparation
10.	Continue updating sewer facilities
11.	Develop emergency/disaster response plans
12.	Plan for a new City Hall
13.	Upgrade the Municipal Pool
14.	Sell or develop City-owned property at 4 th and Pine Streets
15.	Plan east side Police and Fire presence
16.	Expand code enforcement program
17.	Support local schools
18.	Enhance City entrances
19.	Continue clearing the Salinas River
20.	Improve communications with citizens (including web site and regular meetings with advisory bodies and staff)
21.	Develop new revenue
GOALS TO ADDRESS AS RESOURCES PERMIT	
22.	Plan for an aquatic facility
23.	Better utilize Mid State Fair facilities
24.	Add special interest programs (BSP, library, teen, senior, Native American, early childhood education and public art)
25.	Focus on blighted areas
26.	Hire line level staff
27.	Acquire alternate-fuel public transit vehicles

City Council Goals

ADOPTED GOALS (Adopted at 4/3/01 City Council Meeting)	
1.	Implement Emergency Services Plan and develop sources of financing program
2.	Identify and achieve new or expanded revenue sources for the City, complete review of development and user fees to cover impact and service costs, improve ongoing maintenance and fund-deferred maintenance/replacement of facilities and equipment (continue to do so every two years)
3.	Develop plan to have sufficient City staff, a retention/succession plan, and proper compensation for staff
4.	Review and update General Plan including hillside ordinance, annexation policy, Salinas River corridor plan and project fiscal impact model
5.	Upgrade sewer plant and Templeton sewer interceptor lift station/line
6.	Develop and implement Airport Business Plan, increase airport development and create longterm improvement plan
OTHER PRIORITIES	
7.	Strengthen Code enforcement
8.	Implement Information System Strategic Plan to increase public involvement
9.	Re-establish economic development staff position; re-evaluate program and incentives
10.	Pursue transportation/traffic improvement projects
11.	Investigate and pursue downtown parking improvements
12.	Review and document Council policies
13.	Develop additional/alternative water supplies
14.	Develop design guidelines and improved development standards and construction
15.	Develop a technology utility master plan (conduit for fiber optic)
16.	Select site/build Theatre Drive water reservoir
17.	Investigate alternate ways to general electricity

2003 City Council Goals with comments on status

Develop new source(s) of water –Nacimiento project; recycling next

Focus on airport development – prepared master & land use plans

Intensify economic development -

Implement Downtown Parking and Circulation Plan – added 100+ parking spaces downtown & @ Robbins Field

Plan for a new City Hall

Continue implementation of the Emergency Services Growth Management Plan – remodeling Fire Station 2

Improve transportation system/traffic flow in process

Facilitate development of affordable housing in process w/ Housing Element update

Plan for an Aquatic Facility

Complete Sherwood Park Master Plan. Done

Enhance City entrances

Complete the General Plan & Chandler Ranch Specific Plan – done/underway

Upgrade the Municipal Pool – partially complete/in process

Continue key staff succession planning/preparation – in process

Hire line level staff – replacements in process; no new positions

Continue clearing the Salinas River

Continue updating sewer facilities – in process; significant additional changes required to meet NPDES requirements

Sell or develop City-owned property @ 4th & Pine – in process

Develop/update City emergency/disaster response plans – done

Develop Salinas River Corridor Plan – preliminary steps being taken

Meet regularly with Council advisory bodies and staff

Expand code enforcement program

Add programs at Barney Schwartz Park

Add special interest programs (early childhood education, Native American, library, teen, senior and public art)

Work with the Mid State Fair to better utilize their facilities

Plan east side Police & Fire presence

Acquire alternate fuel public transit vehicles

Support local schools –CFD formation; planning joint use facilities at Montebello

Pedestrian circulation (safety & trails) – addressing via Traffic Calming Policy

Focus on blighted areas

Improve communications with citizens (including web site) – done/underway

Develop new revenue – some progress with CFD, development fee increases; completing a fee-for-service update

City Council's 2001 Goals

Progress Report as of December 2002

The City Council adopted 17 multi-year goals in April 2001 [in addition to a standing directive to complete all Measure-D projects]. Of the 17 goals, 6 were identified as top priorities. Many of the goals were only partially funded, some not at all. Regardless of funding or priority, progress has been made toward the accomplishment of nearly all:

Spring 2001 Top Priority Multi-Year Goals

- Implement Emergency Services Plan - In the Spring of 2001, the Fire service had just 7 career staff plus one Chief, aging facilities, and obsolete apparatus. As of January 2003, the service will have:

- 18 career staff, one Battalion Chief, plus the Chief,
- All new fire apparatus (1 ladder truck, 2 pumpers, plus 1 heavy rescue to be acquired),
- A new station and the community's first Emergency Operations Center at the Public Safety Center.
- Paramedic service,
- Captain (supervisory rank) established and manned from within, two stations manned 24/7,
- Two stations manned full-time,
- A new Battalion Chief (to be selected early 2003).

Initial/primary staffing target of 24 career staff, i.e., 6 more than currently funded, will be considered in new budget.

- Identify New/Expanded Revenue Sources, Review Development & User Fees, Improve Ongoing Maintenance, and Fund Deferred Maintenance -

- Water, sewer, solid waste, park, & Senior Center user fee review complete; fees adjusted.
- Water & sewer connection fee review complete; fees adjusted.

- All other impact fees draft report complete - estimate finalization June 2003.
- Reorganization of maintenance division, new management and supervision has resulted in significant improvements in park, pool, & building maintenance.
- Addition of a new Utilities Engineer (anticipated Spring 2003) will result in improvements to water, sewer, and solid waste operations.
- Deferred maintenance currently funded at \$375,000 with \$100,000 added to the fund each year (plus grant awards for Centennial Park - \$500,000, Sherwood Park Play Structure - \$222,000, and Municipal Pool - \$175,000).

Will evaluate increasing annual maintenance funding in new budget.

➤ **Develop Sufficient Staff, Compensation, and Retention/Succession Plan -**

- In addition to Fire Personnel, 20 staff have been added in maintenance, planning, inspection, code enforcement, police, and administrative support.
- A new 4-year competitive compensation plan has been developed for all labor groups.
- Key staff development for top level retention/succession is progressing - Community Development has hired both City Engineer & City Planner; Public Works has appointed new Maintenance Manager & Supervisors, and is recruiting for a Utilities Engineer; Police has 2 lieutenants plus 6 Sergeants; Fire will soon place a Battalion Chief; Recreation & Library Services Department has 3 key managers; City Manager's Office has appointed key Assistant.

Pending allocation of resources in the new budget, 6 additional fire fighters and other staff assistance is needed including Human Resource & Risk Management, Public Information, Web site administration, economic & airport development, park & street maintenance, police services, and possibly development review (engineering, inspection, & planning).

- **Update General Plan, et al** - Well under way; will be completed, along with Fiscal Impact Model, Salinas River use planning, and annexation policy by late 2003. Additional funding will be required in the new budget to update all master utility plans following adoption of the General Plan.
- **Upgrade Sewer Plant & Templeton Sewer Line** - Significant sewer plant improvements and Templeton line replacements and upgrade improvements have been designed and funded; construction completion by 2004.

➤ **Develop Airport Business Plan, Increase Development, & Create a Long-Term Improvement Plan -**

- Master & Land Use Plans in progress; should be complete in 2003.
- Development activity has been focused on Airport Terminal (establishment of visitor information center, recruiting restaurant operator, a number of hanger projects, and 60,000 sq. ft. medical manufacturing business).
- An RFP soliciting major private company investment in, and location at, the Airport is being distributed currently.
- Airport Advisory Committee is developing a long-term improvement plan.

Development and implementation of a Business Plan is dependent upon completion of Master Plan and allocation of resources (to develop and implement Plan).

Other Spring 2001 Multi-Year Goals

- **Strengthen Code Enforcement** - Program reassigned to Police Department under supervision of Sergeant. 1.0 FTE enforcement staff hired and deployed. Cleared River of homeless. Currently expanding areas of enforcement focus to include business licenses, Oak Tree Ordinance, and specialty sign (no trespass, etc.) violations.
- **Implement I.S. Plan to Increase Public Involvement** - Library implemented new automated book catalogue and web site. City web site launched Fall 2002. Expansion and enhancement of site pending additional budget/staff resources.
- **Re-Establish Economic Development Staff, and Re-Evaluate Program & Incentives** - E.D. Staff not funded. Program has been largely suspended in face of new State legislation restricting incentives. No resources allocated to pursue.
- **Pursue Transportation/Traffic Improvements -**
 - New City bus route implemented to serve Cuesta College North & Twin Cities Hospital.
 - New traffic signals installed at Creston/Nickerson & Buena Vista/Highway 46E.
 - Veteran's Memorial Bridge expansion complete.
 - 13th Street Bridge expansion under design.
 - Charolais Road realigned and widened at east end.

- Niblick Road re-striping to 4 lanes and increased signalization is under study with School District.
- Circulation Element of General Plan update complete.
- Downtown traffic circulation & parking study complete; implementation measures under review.
- Hwy 101/Hwy46W intersection Project Study Report completion is targeted by early 2004.
- The 4th Street railroad underpass Project Study Report will be complete by 2004.
- 24th Street Bridge widening plans and specifications funding is anticipated in 2006/07.
- Hwy 101 ramp improvements includes a 16th Street additional on-ramp Project Study Report to be completed by 2004, and construction document preparation funding for this ramp and reconfiguration of the 24th Street southbound onramp is anticipated for 2006/07.
- Hwy 46E Corridor Study should be complete by 2004.
- And, the 24th/Spring Street traffic signal will be modified to include a left turn phase by 2004.

➤ **Review & Document Council Policies** - Complete.

➤ **Develop Alternative/Additional Water Supplies** -

- Reactivated Barney Schwartz Park well for irrigation (to diminish draw on potable water).
- Drilling new test wells at Airport to increase daily pumping capacity.
- Completed new 4,000,000 gallon reservoir to increase storage, and in design for new 700,000 gallon tank.
- With the County, completed comprehensive re-assessment of the PR Ground Water Basin and commencing Phase II of that study, and reviewing Nacimiento Water Project E.I.R.
- Also preparing a water/wastewater quality assessment to be complete by mid-2003.

Anticipate need for major water resource and quality decisions in 2003/04.

➤ **Develop Design Guidelines & Improved Development/Construction Standards** -

- Hillside, Oak Tree, & Adult Business Ordinances have been amended.
- The Chandler Ranch Specific Plan is under development; to be completed by 2004.
- Expanded Downtown and Commercial/Industrial development guidelines have been drafted and will be ready for consideration in 2003.
- Main Street downtown design guidelines were approved in 2002.

- **Select Site & Build Theatre Drive Water Reservoir** - Site has been selected and under design. Estimate construction 2004.
- **Investigate Alternate Electrical Energy Generation** - A solar farm proposal has been under study for the past year. Viability not confirmed; no other proposals pending or resources allocated to pursue/investigate.

Measure-D Projects

- **Veterans Memorial Bridge** - Complete. Some residual contract compliance issues remain that should be resolved in 1-2 years.
- **Barney Schwartz Park** - Complete.
- **Airport Terminal** - Complete. Some residual contract compliance issues remain that should be resolved in 1-2 years.
- **Senior Center & Veterans Memorial Building** - Complete.
- **Cuesta College Infrastructure Improvements** - Complete (Dallons Drive & Buena Vista widening/signalization).
- **Public Safety Center** - Main building estimated completion and occupancy early 2003; demolition of old Police Station and completion of parking compound Spring 2003.
- **13th Street Bridge Expansion** - Currently in design. 6 of 7 property acquisitions accomplished. Estimate construction start Spring 2004; completion in 2006.
- **Charolais Bridge Alignment Study** - Project Study Report for a combined Charolais bridge alignment and 101/46W interchange project is partially complete; Council preferred conceptual design alternatives selected. CalTrans requires removal of Charolais alignment from the HWY 101/46W interchange improvements. Estimate finalization of the 101/46W interchange report by early 2004. Completion of a separate Charolais bridge alignment report will be delayed at least one year pending completion of the 101/46W study and allocation of supplemental funding.

COUNCIL MEMBERS

TO: City Council
FROM: James L. App, City Manager
SUBJECT: Council Goal Suggestion Summary
DATE: January 28, 2005

Provided herein is a summary of Council member goal suggestions. An attempt has been made to categorize similar or related suggestions.

Three Council Members Suggested the City:

- Plan for a new City Hall and public facilities to a 25 year horizon.
- Develop downtown parking.
- Enhance the Code Enforcement Program.
- Develop the Airport (prepare and implement business, capital improvement and development objectives).

Two Council Members Suggested the City:

- Expand redevelopment area to include Capitol Hill and Paso Robles Street.
- Increase funding for downtown/west side alley repairs.
- Finish uncompleted projects from Council's previous goals.
- Identify Economic Development point person in conjunction with the Chamber of Commerce.
- Improve the Downtown City Park (replace/expand restrooms, repair the Carnegie Library, add another Gazebo, improve playground).

Individual Council Members Suggested the City:

- Plan for a Performing Arts and Conference Center.
- Plan for an Aquatic Center.
- Facilitate construction of the planned Superior Court House.
- Develop Design Guidelines – improve/complete development, metal building and zoning standards and building codes.
- Continue all water related projects – Nacimiento Water Project, storage tanks, storm water, etc.
- Continue all Specific Plans.
- Continue development and growth of Emergency Services.
- Determine a balanced approach to traffic mitigations.
- Analyze and plan for adequate housing to a minimum 20 year horizon, including Purple Belt.
- Initiate an on-going effort to maintain fiscal neutrality and financial stability.
- Explore methods to increase citizen participation (T.V. and interactive/online).
- Continue work on the Salinas River Corridor Planning projects.
- Do something with 4th Street Property.
- Upgrade the area around Robbins Field.

CITY COUNCIL GOALS 2005

City Councilmember Jim Heggarty

- 1. Continue all water related projects such as Nacimiento Water Project, storage tanks, storm water plant, etc.**
- 2. Continue all specific plans.**
- 3. Continue upgrade and development of the Airport.**
- 4. Continue development and growth of Emergency Services.**
- 5. Increase Code Enforcement personnel.**
- 6. Increase funding for alley repairs, Oak Street to Pine Street and 12th Street to 13th Street and work from North to South.**
- 7. Review status of Court House and plan for same and include new City Hall.**

CITY COUNCIL GOALS 2005

Mayor Frank Mecham

1. Continue work on the Salinas River Corridor Planning Process

Now that we have the participation of the RCD with the "trials grant", the designs from Cal Poly, the interest of State and Federal agencies, I believe that we have an unbelievable opportunity to begin the process for short, medium and long-term and planning for the most underutilized resource in our city. I would like to see us establish an ongoing financial commitment to the river. Whether it's clearing, planning or constructing, as long as we continue our efforts.

2. Focus More on Airport Development

My focus would be more in line with infrastructure needs. What is necessary to accommodate interested businesses? In addition, if the leasing arrangements are either too prohibitive or too restrictive, we need to further look to revisions. I think we should hold a workshop specifically focused on the airport.

3. Make a Determined Effort to do something with the 4th Street Property.

If it means selling the property, we should do so. Possibly exchanging or using the proceeds to purchase land adjacent to, or nearby the newly planned courthouse. I would not focus on the parking structure as an added amenity to City Hall. This is mainly due to increase costs that could preclude the building of City Hall and create further animosity from the library folks.

4. Actively Engage the Chamber of Commerce in Discussions for Economic Development

I do not believe we have the financial where-with-all to hire an economic developer and the necessary staffing for that position to do a credible job. The Chamber and VCB are very active in economic development discussion and I think they would have better expertise in this field than the city. I do believe, however, the city needs to play a vital role when it comes to interaction with potential economic possibilities.

5. The Downtown Park

I would like to see the bathrooms replaced and upgrade the park. A gazebo, a nicer play ground area, and getting the Carnegie Library back to being habitable would be a huge improvement. We continue to hold major events and gatherings. Although we have expended a considerable amount of money in the park, this has been the focal point of Paso Robles.

6. Upgrade the Area Around Robbins Field

We have done a lot in terms of parking capabilities, and drainage. However, the fencing is any eyesore and the field is in poor condition. Possibly plant trees around the park at various intervals and remove the barbed wire around the top of the fence. This too was a big concern from the Cal Poly landscape students.

7. Improve Alleys

Focus on funding for alley improvements. If we cannot fully improve them, we should at least grade them and put an overlay of asphalt grindings down.

8. Code Enforcement

If we enact codes and ordinances we should enforce them. I would like to see us institute some of the traffic calming suggestions, adhere to the sign ordinances, have more "clean-up days" (where folks could put out more trash or green waste), have a more convenient location for hazardous waste (paint cans, oil, etc.). Give incentives for folks to clean up their areas. Possibly have a free permit month where folks could do improvements to their homes without added permit costs. (This would cost the city a little but would create a big public relations benefit and could create an incentive for some improvements. Identify areas that have been improved and acknowledge them (certificate of appreciation and recognition).

Obviously there are a number of ongoing projects and concerns with which the city must concern itself. Sewer, water, streets and roads, drainage, increased police and fire just to name a few. These are obviously of great importance and ones that should be incorporated in our budget discussions. In addition, it goes without saying that we need to fix the "hole from hell", repair the Carnegie Library, establish the new water tanks and upgrade our sewer and water systems. We need to continue our dialogue with Cal Trans for the 46East Corridor Study. We need to work with Cal Trans for the 46West improvements. We need to come to determination where, when and how we can build another bridge. We need to establish CFDs and lay out the plans that will identify exactly what they will accomplish.

The Courthouse, Nacimiento Water Project, river discharge, the Ladera Tank, improvements to the properties on 15th and Spring Street and the old Fox Theater, city staffing, public works.... they all require attention and are high on my list.

For short-term and easily accomplished goals I would like to:

- 1. Meet with all the Advisory Groups independently.**
- 2. Have a couple of meetings on the East Side.**
- 3. Meet with City Staff for focused discussion on the state of the city.**
- 4. Make the Council Chambers more appealing – photos, etc.**
- 5. Have professional photos of the city departments displayed so folks know who they are.**
- 6. Have a focused public meeting with the City, the School District and Cuesta College to discuss the future of each.**

I have much more that I could put down, but for now I'll leave it at this.

Thank you.

Mayor Frank Mecham

CITY COUNCIL GOALS 2005

City Councilmember Gary Nemeth

- 1. Airport Development Plan**
 - a. Business Plan**
 - b. Capital Improvement Plan**
 - c. Development Objectives**
- 2. Redevelopment Plan**
 - a. Expand area or create new redevelopment area to include Capitol Hill to Downtown East and West 1st Street to 16th North and South**
- 3. Develop plan and time line to move City Hall and incorporate parking structure.**
- 4. Performing Arts Center (Downtown) and incorporate Conference Center.**
- 5. Aquatic Center**
- 6. Code Enforcement Program – Hire and staff fulltime.**
- 7. Develop Design Guidelines**
 - a. Improve Development Standards**
 - b. Complete Metal Building Standards**
 - c. Construction Codes**
 - d. Complete all Zoning Standards**

CITY COUNCIL GOALS 2005

City Councilmember Duane Picanco

- 1. Enlarge Redevelopment Area east of Highway 101 to include Paso Robles Street, Creston Road Corridor to Ferro Lane**
- 2. Improve Downtown City Park Restrooms and sewer line.**
- 3. Economic Development Point Person.**
- 4. Identify and purchase additional parking property.**
- 5. Continue work on 2003 Goals.**

CITY COUNCIL GOALS 2005

City Councilmember Fred Strong

- 1. Determine a balanced approach to traffic mitigations which improve existing infrastructure and protect local control while supporting regional cooperation in new and modified methodologies.**
 - a. Need for bridge(s), arterials, local and regional public transit including commuter train(s) and local feeders.**
 - b. Improve streets, alleyways and parking.**
- 2. Analyze and plan for adequate public facilities to a 25 year horizon.**
 - a. City Hall, Library, additional fire station, police substation, water delivery system, sewer and wastewater system, recreation facilities, and possible computer/teleconference center.**
 - b. Cooperative efforts with School District, County, State and Federal Government for joint-use of public facilities and addition of needed County, State and Federal facilities, including an Eastside Post Office, for the Convenience of local residents.**
- 3. Analyze and plan for adequate housing to a minimum 20 year horizon in a specific manner which protects quality of life through Purple Belt and other mechanisms.**
 - a. Provide density certainty (minimum and maximum) for a ten year horizon with a five percent buffer, including provision for density transfer inside the city and surrounding area to the limit of the Purple belt.**
 - b. Provide for rolling areas of Purple Belt as future needs emerge.**
 - c. Develop new and innovative financing and subsidy techniques utilizing local mechanisms as well as effective advocacy efforts at the State and Federal levels in concert with like-minded people and organizations to accomplish our goals.**
- 4. Initiate an on-going effort to maintain fiscal neutrality for new projects and financial stability, with reasonable reserves and amortization funds, for anticipated service needs and unanticipated emergencies.**
 - a. Monitor, review and amend fees, balanced taxation and subventions through proactive local programs and cooperative efforts at the State and Federal levels.**
 - b. Consider elimination of previous fee increases, in all areas, when new an innovative alternatives become available and are implemented.**

- 5. Explore methods to increase citizen participation in the decision making process, including consideration of televised meetings and electronic testimony.**
- 6. Finish uncompleted projects from the Council's previous goals.**

COUNCIL ADVISORY BODIES

**PLANNING COMMISSION RECOMMENDATION
REGARDING CITY COUNCIL GOALS**

On December 14, 2004 the Planning Commission considered the attached report and related information.

The Commission's action was to recommend "a" as reflected in the staff report. There were two related topics raised by PC members:

- 1. That the General Plan, the result of a two-year effort, establishes a clear set of City goals that should be pursued; there does not seem to be a need to come up with a new set of goals.**
- 2. That the City Council should consider an up-date of the Economic Development Strategy as an implementation of the new General Plan, and in recognition of what has changed since the last update in 1998.**

Please advice if you have questions / related information needs.

Thanks!

TO: PLANNING COMMISSION

FROM: BOB LATA, COMMUNITY DEVELOPMENT DIRECTOR

SUBJECT: REQUEST FOR COMMISSION INPUT ON CITY COUNCIL GOALS

DATE: DECEMBER 14, 2004

Needs: For the Planning Commission to formulate recommendations for City Council consideration at their up-coming City Council goals workshop.

Facts:

1. Shortly after the New Year, the City Council will be holding a workshop to update its adopted Goals and Policies. The tentative date is Saturday, February 12, 2005.
2. In preparation for this goal-setting workshop, the City Council is seeking recommendations from its advisory commissions / boards / committees.
3. A deadline of December 31, 2004 has been established for advisory body recommendations regarding new City Council goals.
4. Attached is a copy of the list of Goals adopted by the City Council early in 2003. Notations as to status / progress are provided.
5. Also attached is a list of Goals that were a part of the General Plan adopted in December 2003.

Analysis
and

Conclusion: The 2005 City Council Goals Workshop will provide an opportunity to establish the focus for priorities over the next two years.

City resources are finite. The maximum productivity can be achieved by limiting the number of Goals to the community's highest priorities. One of the City Council's challenges will be to keep their project priority list to a management size so that available City resources are effectively allocated.

The recently adopted General Plan established policy parameters for the community's growth and development through 2025. The adopted General Plan calls for a number of implementation steps, including but not limited to:

- up-dating of utility master plans (water, sewer, storm drain)
- implementing fiscal neutrality through establishing CFDs
- up-dating the City's AB-1600 Development Impact Fees
- adoption of new development standards for high-density development
- adoption of new development standard for the senior housing overlay
- pursuing plans for the Salinas River Corridor
- preparing standards for and implementing Traffic Calming
- establishing the Vine Street Historic District
- establishing provisions for the Purple Belt
- providing Council with policy options regarding Inclusionary Zoning
- evaluating options regarding growth management / metering growth
- completing the Chandler Ranch Area Specific Plan
- undertaking the Olsen Ranch – Beechwood Area Specific Plan

General Plan implementation is one of many City priorities. Others include addressing strategic resource issues (water and wastewater facilities), implementing the Emergency Services staffing plan, providing Police Department staffing in a manner consistent with the General Plan standards, and addressing Parks & Leisure Services facility and operations needs.

For the purposes of the Planning Commission's recommendations for Council project priorities, here are some suggestions for consideration:

Implementing adopted General Plan policies, and in particular those projects that are already underway.

the Improving the transportation system / traffic flow would help address one of

most significant quality of life challenges facing the City. It would seem essential that the City adequately address means to facilitate traffic flows throughout the City and at the same time address pedestrian safety and alternative forms of transportation. Adequate transportation systems will also have both short and long-term implications for economic development.

Adequate code enforcement would seem a cost-effective way to maintain and improve the community. The Planning Commission and City Council invest a significant amount of time, effort and money in processing development projects and establishing conditions of approval. Without an adequate, consistent and uniform code enforcement program, the efforts of the

Commission and Council are substantially undermined, and the City cannot maintain the quality called for in its General Plan Goals.

Downtown parking issues are central to the long-term health and vitality of Downtown Paso Robles. An active long-range program is needed to acquire property and plan for future parking lots and structures. Establishing an "in lieu" parking fee would seem a reasonable component to this program. Options for enforcing parking restrictions and helping to insure adequacy of customer parking would seem important to discuss and consider.

Addressing implementation of adopted General Plan policies, transportation system improvements, code enforcement, and Downtown parking would all seem to closely relate to enhancing Paso Robles' unique small town character and high quality of life. Maintaining the viability of Downtown also contributes to the City's economic base and addresses the goal of commercial revitalization.

Policy
Reference:

General Plan

Fiscal
Impact:

Implementing Council Goals will necessarily involve commitments of resources. Focusing on Goals that implement overall General Plan policies would seem to maximize the value of City investments.

Options:

- a. For the Planning Commission to consider recommending General Plan implementation, transportation system / traffic flow, adequate code enforcement, and Downtown parking as priorities for City Council Goals.
- b. Amend, modify or reject.

Jim App

From: Cathy David
Sent: Thursday, December 16, 2004 3:04 PM
To: Jim App; Council
Cc: Bob Lata; Ed Gallagher
Subject: PAC Input for City Council Goals 2005

On Wednesday December 15th the Project Area Committee met and reviewed Bob Lata's Staff Report on City Council Goals and the related material.

The PAC's action was to submit the following for consideration for the City Council's Goal Setting Session on February 12, 2005.

- a. Update the Economic Development Strategy from 1998
- b. Working with City Staff, the Planning Commission and PAC develop new ways to address low and moderate income housing. Come up with new types of projects and creative efforts.

Cathy David
PAC Secretary

To: James L. App, City Manager
From: Barbara Partridge, Director, Library and Recreation Services
CC: Annie Robb, Charlotte Gorton, Gary Perruzzi
Date: 12/29/2004
Re: Board Recommendations to City Council

For your review, I have summarized our boards', committees', and partner agencies' recommendations to City Council below. In all the discussions, the goals articulated in the City's adopted General Plan and the City Council Goals of 2003 were used as guideposts.

Library Board of Trustees

1. Maintain or increase the priority of 2003 City Council Goal 12, (Plan for a new City Hall), and include as part of the same goal preparation for implementation of 2010 Library expansion to 2nd floor of current building, as fulfillment of the understood Library build-out commitment.
2. Maintain or improve staffing levels in Department of Library & Recreation Services, including number of FTE and levels of management employees by reemphasizing/renewing 2003 Council Goal 9 (Continue key staff succession planning /preparation) and 26 (Hire line level staff).
3. Increase priority of established 2003 City Council Goal 17 (Support local schools) and 24 (Add special interest programs), including city funding and support of alternative funding, as this is critical in achieving General Plan goal *to maintain/improve the quality of life enjoyed by residents*, particularly as it relates to the Department of Library and Recreation Services.

Library Foundation (Note: Since there was no regularly scheduled meeting of the Library Foundation in December 2004, the following suggestions were elicited from an e-mail request to Library Foundation members):

1. Plan for a new City Hall (2003 City Council Goal 12)
 - Acquire the site for the new City Hall
 - Develop a plan for funding the new City Hall construction and move (if not already in place)
 - Develop a plan for funding the main library expansion after City Hall moves
 - Update the entire library collection
2. Build and staff an east side library branch/study center.
3. Require xeriscaping for all new city and commercial projects; create incentives for residential xeriscaping (maybe as part of the water discussion).
4. Build more affordable housing with a commitment to becoming a model of "green construction" which has proven long-term savings from energy conservation (2003 City Council Goal 2).

Senior Citizens Advisory Committee

1. Improve transportation system (2003 City Council Goal 7).
 - a. Develop information dissemination/marketing program sensitive to special need of elders to include signage, large-print advertising and other written user information.
 - b. Define needs, encourage/target, and track use of Dial-A-Ride and PRCATS by elder population.
 - c. Add destinations (with appropriate shelters) to underserved areas, especially Twin Cities Hospital area. Add routes/extend service area to PRCATS and Dial-A-Ride.
 - d. Ensure bus stops and routes are easy to locate, especially for seniors and non-English speaking users.
2. Maintain or improve staffing levels, continue key staff succession planning/preparation. Add line level staff (1) to senior programs (2003 City Council Goals 9 & 26).
3. Plan for an aquatic facility (2003 City Council Goal 22).
 - a. Facility to be located at the High School (per the original High School Master Plan) or replace Centennial Park Pool. Location should be accessible to school-age and elder populations.
 - b. Facility to include amenities appropriate for all age user groups including seniors: year-round cover, competition pool(s), warm water pool, transportation accessibility, masters swim and handicapped amenities.
4. Advocate/ensure availability of adequate, affordable housing for seniors/low-to-moderate income citizens (2003 City Council Goal 2).
5. Expand physical size of Senior Center to accommodate growing senior population.

Youth Commission

1. Create and invest in Youth Teen Center (2003 City Council Goal 24 & General Plan PR-1A)
 - a. Develop funding & include hiring of professional young staff to supervise.
 - b. Establish Teen Council responsible for development of teen center activities.
 - c. Desired programs/amenities for teens (with or without new Teen Center):
 - Classes to include, but not be limited to dance, fitness, Tai Bo, and kick boxing.
 - Climbing wall.
 - Teen concert venue at Centennial Park gymnasium.
2. Financially support Youth Commission projects.
3. Increase partnership with Mid-State Fair to provide more teen focused recreational activities (2003 City Council Goal 23).

Boys and Girls Club. By letter from Lana Adams, CEO, dated December 27, 2004, the Boys and Girls Club of North SLO County requested the following consideration. *As a youth related non-profit organization...(the Boys and Girls Club submits) input on Council Goal PR 1-B of the General Plan. We support the need for a Master Park, Recreational Facility and Trails Plan and specifically request that the following needs be addressed:*

1. City Youth Center (2003 City Council Goal 24).
2. Specific programming for teens (2003 City Council Goal 24).
3. An after-school and weekend facility for youth in the Sherwood Park area.

Parks and Recreation Advisory Committee. Unable to reach a quorum at a special late December 2004 workshop, the PRAC submits its operational goals for 2004.

1. Public Art (General Plan Goal LU2J & 2003 City Council Goal 24). Establish a funding mechanism for purchasing and placing public art in public areas of Paso Robles.
2. Revenue enhancement (2003 City Council Goal 21). Study the feasibility of establishing an advertising billboard placement program at Barney Schwartz Park.
3. Needs assessment and review (General Plan PR-1A). Study special needs of parks and recreation facilities and programs in Paso Robles.

REC Inc

1. Develop master enhancement plan for City Park (General Plan PR-1). Establish task force for development & funding.
2. Continue to implement Sherwood Park Master Plan (2003 City Council Goal 8).
 - Completion of Sherwood Park playground project.
 - Adopt timeline to complete entire Master Plan.
4. Complete Centennial Park Enhancement Project (General Plan PR-1).
5. Work with Mid State Fair to develop year round recreational opportunities (2003 City Council Goal 23).
6. Walking trails & open space development along Salinas River (2003 City Council Goal 2). Work/aid in funding the development of the Salinas River Corridor Plan.

MEMORANDUM

TO: CITY COUNCIL

FROM: AIRPORT ADVISORY COMMITTEE

SUBJECT: CITY COUNCIL GOALS CONSIDERATION - 2005

DATE: December 31, 2004

The Airport Advisory Committee, in response to the request to provide suggestions for City Council consideration during the upcoming goal discussions, proposes a strategy for further development of the airport facility.

The previous goal discussions determined a **Focus on Airport Development** to be a priority. This focus is essential, but by itself lacked adequate direction and/or associated funding to see any tangible results.

The Committee suggests that a Focus on Airport Development continue to be a priority of the Council, but now with direction in terms of an implementation strategy to help achieve the desired results. That implementation would occur through the development of three (3) strategic plans to guide future airport growth.

The first would be to polish, clean up and make useable an **Airport Business Plan** to assist in guiding business direction, considering financing alternatives and future capital decisions that will surely confront the City.

The second would be to develop a more comprehensive **Capital Improvement Plan** to identify those areas where infrastructure and associated capital improvements on the airport would be essential and in a priority order to assure logical progression of those improvements.

The third would be to more clearly define **Development Objectives** for specific Airport Areas. Instead of allowing development to proceed according to demand and current requests, a definition of priorities and goals would define the intent of the City over the long term, and provide guidance for the location of specific uses in an orderly manner.

The completion of these planning tools over the next two years would assure that future goal setting discussions would then have clear direction as to where available funding and energy might be allocated to more effectively facilitate the intended growth and development, having been established by a formal plan and approved direction of the City Council.

CHAMBER OF COMMERCE & MAIN STREET

Paso Robles

chamber of commerce

January 11, 2005

Honorable Mayor Frank Mecham
City of Paso Robles
1000 Spring Street
Paso Robles, California 93446

Subject: 2005 City/Council Goals

Dear Mayor Mecham:

The Paso Robles Chamber of Commerce appreciates the opportunity to comment on and provide input for the preparation of City goals for the 2005 Planning Session. The Legislative Affairs Committee of the PRCC has long been reviewing and supporting implementation of City goals which have impacts on local business. We categorize our interests into four areas of concern: Legislative Monitoring, Economic Advocacy, Infrastructure, and Business-Related Issues. We present our recommendations on City goals within this context.

Legislative Monitoring

- Coordination with Chamber on legislative issues.
- Monitor and participate in the implementation of State legislation affecting the City.

Economic Advocacy

- Update the Economic Strategy (This may satisfy many of the other goals)
- Advance airport development
- Creation of workforce housing
- Creation of head of household jobs
- Expeditious processing of permits
- Bring zoning code/maps into compliance with the General Plan.
- Continual updating of fees relative to impacts of development
- Develop new sources of revenue.
- Hire an economic development manager and/or coordinate with Paso Robles Chamber of Commerce to provide this service.

Infrastructure

- Update City sewer, water and storm drain master plans.
- Prepare design standards for Senior Overlay District.

- Prepare design standards for the Historic District.
- Implement Downtown Parking Plan.
- Continue maintenance and long-term planning for water and sewer facilities.
- Complete the Chandler Ranch Specific Plan.
- Complete Beechwood and Olsen Specific Plans.
- Plan and construct a downtown parking structure.
- Complete and implement the Traffic Calming Plan.
- Plan and construct new City Hall.
- Advance the Salinas River corridor plan.
- Support and encourage seismic retrofitting.
- Fill existing management staff vacancies and prepare a plan for key staff succession.
- Hire appropriate number of line personnel to implement goals
- Provide a 20-year supply of appropriately-zoned land.
- Review/modify the hillside grading ordinance.
- Complete the High Density Multi-family Design Standards.

Business-Related Issues

- Prevailing Wage Laws – Reduce impacts to affordable and community development projects.
- Encourage environment that will attract doctors and medical services.
- Evaluate and support the business community implementation of ADA requirements.
- Support legislation encouraging positive solutions to ADA compliance.

The Chamber looks forward to participating in the development of the goals for the City for the 2005 Planning Session. We appreciate the City developing a list of specific goals, and would strongly encourage that upon completion of the Goal Setting Session that an Implementation Session be set to further refine the goals and develop methods to implement them.

Respectfully yours,



Mike Gibson
President/CEO
Paso Robles Chamber of Commerce

MG/jms



Paso Robles Main Street Association

1/11/2005

Dear Paso Robles City Council Members,

The City Manager has asked the Main Street Association to participate in the City Council's Goal Setting process for 2005. We would like you all to review our suggestions below.

We have met and discussed what goals are most critical to the downtown community, and to the city as a whole, for the next 2-4 years.

As you prepare the city's next budget/4-year Financial Plan, we hope you take our input under advisement.

Of the council's 2003 goals, we emphasize these three:

- ☒ Implement Downtown Parking and Circulation Plan
- ☒ Develop Salinas River Corridor Plan
- ☒ Develop new revenue

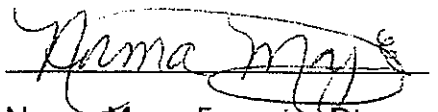
Our other concerns, in no particular order, are:

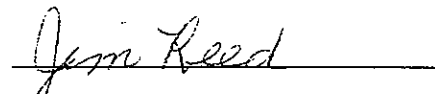
- ❖ **More police patrols downtown.** Due to increased vandalism, we want to see a more visible police presence downtown both day and night—foot patrols, perhaps.
- ❖ **Fix downtown city park restrooms.** The downtown park is heavily used, and the facilities are entirely inadequate, considering attendance at events and tourism.
- ❖ **Add decorative traditional streetlights for better nighttime safety,** particularly on the 1200 & 1300 blocks of Park and Pine streets; also on Pine near the cinema, between 11th and 10th streets. With all our restaurants and the cineplex, nighttime safety is an issue.
- ❖ **Repair the Carnegie Library.** The historic library is a tourist draw.
- ❖ **Repair downtown alleys.** We have a highly pedestrian-oriented town. The alleys are hazardous to walking traffic, full of potholes.
- ❖ **Add more trash cans downtown.** We lost a number of trash cans in the earthquake, which we couldn't afford to lose. More restaurants, more foot traffic, equals more trash.
- ❖ **Repair the city park's merry-go-round & replace it in the park.** This is a beloved piece of equipment to many decades of Roblans.

Thank you for the opportunity to voice our priorities for our award-winning downtown.

Sincerely,

The Paso Robles Main Street Board of Directors


Norma Moye, Executive Director


Jim Reed, Vice President

835 12th Street #D, Paso Robles, CA 93446

(805) 238-4103 • FAX (805) 238-4029

Email: mainstreet@tcsn.net • Website: <http://www.pasoroblesdowntown.org>

PUBLIC INPUT

City Council Goals 2005
Input from Public

Item	Goal	Total Score	Average
1	Dog Park - All Paso Robles City parks are designated as "No Dogs Allowed". The "Parks-4-Pups" non-profit organization is willing to partner with the city and help with fund raising, volunteers and planning for a dog park. We dog owners (and tax payers) deserve such a facility.		
2	Truck Route - Niblick and Creston Roads cut through neighborhoods and are lined with schools, churches, and homes. Some areas of Niblick Road have no sidewalks with homes fronting very close to the street causing children to walk dangerously close to traffic. The enormous amount of commercial truck traffic on these two streets is both dangerous and unhealthy for the families living nearby. The construction of an additional river bridge and creating a truck route through commercial/non-residential areas to the east side of the city should be a top priority. Large-scale development on the east side should be halted until this road is constructed.		
3	Growth - Slow down growth and development until infrastructure - especially SCHOOLS! - can catch up.		
4	Aquatic Center - Seriously consider recreational outlets for children. We DESPERATELY need a new swimming complex with an Olympic-sized pool. We could host both club and school swim events, bringing in ALOT of revenue for city businesses.		
5	East Side Development - Build a branch post office on the east side.		
6	East Side Development - No more developments on east side until a bridge is built across the Salinas River south of town.		
7	East Side Development - No more developments on east side until an assessment has been made of water availability.		
8	Box Stores - No more big ugly "big box" stores.		
9	Box Stores - As a city goal I would really like to have a COSTCO in our city...at least in our area. It would bring jobs, and give the city more \$ through taxes. I am not afraid of "Big Box" stores like the people in SLO. I would love it if they had to drive over the hill to shop at our Costco instead of us going to them! Be aggressive and do it!!!		
10	Restaurant - We need a big chain restaurant like Applebees, Olive Garden, Red Lobster, or Black Angus. A place where you can afford to take a family.		
11	Public Safety - Something needs to be done to stop people from leaving their portable basketball hoop things in the street.		
12	Affordable Housing - Council have a better Idea of what affordable housing might be. What is needed are high-density developments with smaller houses. Not everyone wants or can afford a 2,000 sq. ft.. home on a small lot. We are at the hands of big businesses when it comes to these new devolvment. I for one would rather live within my means and own a 1000 sq. ft. home rather than be required to rent. What is affordable to one man may not be to another but by supplying the market with the lowest cost housing possible would at least open the market for more individuals in our city we call home. Help fulfill the American dream of home ownership.		
13	Clean Up Campaign - A campaign to create pride in our city, hopefully inspire citizens to clean up and beautify our city. Businesses, schools and private citizens create a coalition to enhance and maintain this town.		

**City Council Goals 2005
Input from Public**

Item	Goal	Total Score	Average
14	Walk & Bike Paths - walk/bike paths away from cars. What about a river walk/bikeway like Sacramento has along the American River (or San Antonio).		
15	City Park - new public bathrooms in the city park. The ones we have now are disgusting and they don't flush. So it would be appreciated if we got automatic flushing toilets and soap in the bathrooms.		
16	Teen Center - teens have nothing to do in Paso and I think that a quality boys and girls club would be nice. We need a place to hang out. It would be great if there was cozy seating, sodas, and food that can be donated or sold be the Culinary Arts students. Also fun games like pool, video games, or air hockey.		
17	Box Stores - I would LOVE, LOVE, LOVE a COSTCO!!!		
18	Teen Center - Simply put, Paso Robles lacks resources to "fight boredom." What the youth commission has come up with is the idea to build/create a teen center where teens could go to hang out in a safe, clean, and fun environment. This center would include a study room for homework, a computer area, couches, televisions, a snack and drink bar, et cetera. The overall mood of the center could be compared to that of an internet cafe. For my leadership class, I have completed numerous hours at Paso's Boys and Girls Club. So, I know first hand what a normal day consists of for children who attend the B&G Club. The facility is home to several pool tables, a few foosball tables, and a cramped computer/ study room. Aside from the horde of screaming children, that's about all the Boys and Girls Club contains. And unfortunately this is all the children have. Even so, the Boys and Girls Club is designed and operated for young kids in elementary and middle school. I have yet to see a high school teen in the B&G Club who is not there solely for completing community service. What Paso Robles is in direst need of is a Teen Center		
19	Youth Commission Funding - The youth commission would like a small allotment of funding to carry out teen and youth related events in the community. Example: Midnight Movies, Battle of the Bands, et cetera.		
20	Parking Garage - downtown parking garage (go see the one in Ventura!)		
21	Traffic Calming - complete 4 lanes on Golden Hill Road from Creston to 46		
22	Traffic Calming - arrow lights at major intersections with turn lanes		
23	Traffic Calming - stop light at Union and Golden Hill (with turn lanes)		
24	Traffic Calming - cloverleaf freeway at 46 and 101 - congestion on weekends is getting worse at this site, backing up to Buena Vista and Golden Hill on 46		
25			
26	East Side Development - East stores on the east side of town so we can shop here and stay out of the traffic!		
27	Traffic Calming - major roads and connecting thoroughfares being 4 or 6 lanes wide to accommodate traffic		
28	Teen Center - Nice Boys & Girls Club or other teen facility		
29	Dog Park		
30	Walk or Bike Paths - Trail along riverbed for rollerblading, bike riding, dog walking, jogging, etc.		

**City Council Goals 2005
Input from Public**

Item	Goal	Total Score	Average
31	Cleanliness of City - In recent time I have noticed a major decline in the cleanliness of all facets of the city. Of major embarrassment is the roadside litter that makes a bad impression as people enter the city via major roadways.		
32	New Businesses - Work on increasing the desire for businesses to open in the city of Paso. Increase tax revenue.		1
33	Aquatic Center - We have a HUGE need for a Community Aquatic Center! A facility that can host club, school, city and private swim events. The facilities we have available now are totally inadequate.		
34	Aquatic Center - I would like to encourage the city to consider a new community aquatic center that could be used for aquatic competitions as well as public use. The current city pool is inadequate for hosting long course meets. The parking creates problems for buses, large vehicles and the surrounding residential neighborhood. An aquatic facility can be used for water polo games as well as long and short course meets. Furthermore, a larger facility would generate additional revenues for the city of Paso Robles. The children on our swim teams deserve a new pool and more access to practice times and local meets.		
35	Hazardous Waste Drop Off - It would be nice if the hazardous waste drop off could return within the city limits.		
36	Traffic Calming - Our beautiful city is becoming more difficult to access. Enlarging the 13th street bridge without enlarging 13th or Creston road will provide little help to move traffic in and out of the downtown area. Council should get serious with plans for more access across the river. A proposed crossing in 2010 is not good enough.		
37	Water - Follow through on our current water storage needs. Repair the damaged tank, replace the old tank, and add a new storage tank to increase our capacity to 16 mil. gls. We can't wait until we have lake water in 2010 or so.		
38	Growth - We all know that the city must grow. When construction on the annexed properties are complete we will double the size of our current population. The council has the ability to control how fast that growth takes place. Don't allow these large west side developments to proceed ahead of our ability to accommodate the traffic, water and service needs that they will bring.		
39	Parking & Traffic Calming - Follow through with the implementation of the downtown parking and circulation action plans that were developed in 2002. Help our business and city prosper by providing a place for customers to park.		

CITY EXECUTIVE STAFF

GOAL SUGGESTIONS FISCAL YEARS 2006-2009

{Various Sources}

- City Manager suggestions (see attached memo)
- Implement the Emergency Services Growth Management Plan (see attached K. Johnson memo)
- Add one police officer annually, add support staff, and deploy supervisory personnel (Sergeants) to the field (see attached D. Cassidy memo)
- Develop additional Salinas River crossings. [Emergency Services Department]
- Develop City/School District joint use park/school playground projects. [P. Sayne]
- Consider City/School District joint use Flamson/City Library annex @ Flamson. [P. Sayne]
- Library & Recreation Services Department suggestions (see attached B. Partridge memo)
- Sell 4th & Pine property. [Emergency Services Department]

TO: City Council

FROM: James L. App, City Manager


SUBJECT: Goals FY 2006-09 - Suggestions

DATE: January 7, 2005

Submitted for your consideration in formulating goals for the next two – four years:

1. Examine long-term public service demands, establish/confirm service objectives, quantify resources required to achieve objectives, and develop funding alternatives.
2. Commence examination, design, and implementation of major water and wastewater system improvements (including Nacimiento Water Project, wastewater discharge treatment/recycling, Salinas River license, & groundwater basin enhancement).
3. Design major transportation system improvements (including HWY 101/46W & Hwy 46E/Airport Road interchanges, Union & Creston Roads widening) and implement traffic calming.
4. Prepare Specific Plans for Chandler Ranch, Olsen/Beechwood annexations, and Oak Park.
5. Prepare "Purple Belt" plan.

To: Jim App, City Manager

From: Ken Johnson, ES Chief 

Date: January 6, 2005

Subject: ES Growth Management Plan Update

As the City moves closer to renewing its goals, it seemed appropriate to provide you an update on progress with previously established departmental goals. As you're aware, the City adopted the Emergency Services Growth Management Plan in 2000. This document has served as a guiding force in our development efforts.

City goals are a primary driver behind financial resource allocations. ES Growth Management Plan objectives should be included in these upper level goals to assure continued department development. Following are the major ES Growth Management Plan elements and where we stand:

Plan Recommendation	Progress
<p>Improve the quality and promptness of emergency response through increases in personnel and funding.</p> <ul style="list-style-type: none">• Staff 3 fire engines with 4 firefighters each.• Staff 1 "quick response" with 2 firefighters.• Provide a 4 minute response to 90% of all calls for service.	<ul style="list-style-type: none">• The City owns 3 fire engines, but staffs only 2 of these.• Current staffing for the 2 engines is 3 firefighters on each.• Initial staffing goal (for 4 firefighters on the 2 engines) required 24 firefighters, we are currently at 18. No new positions in the last 2 years.• There is no quick response unit or staffing for that unit.• Overall operational funding has been commensurate with staffing level.
<p>Reduce risk through active mitigation efforts.</p> <ul style="list-style-type: none">• Comprehensive fire sprinkler ordinance.• Conduct building safety inspections.• Provide public safety education.	<ul style="list-style-type: none">• No progress on sprinkler ordinance.• Inspections are limited to new construction. An additional staff position will be required to support an inspection program.• Public education is occurring, but is severely limited by resources.
<p>Reduce the growth of emergency medical response demand.</p> <ul style="list-style-type: none">• Accident prevention programs.• Initial care and treatment education.	<ul style="list-style-type: none">• No comprehensive programs or delivery systems have been developed due to resource limitations.
<p>Improve the quality of training program management.</p> <ul style="list-style-type: none">• Employ a training officer or contract the work out.	<ul style="list-style-type: none">• Improvements have been minor and limited to decentralizing this function among existing resources.• Measurable gains will require additional staff.

Plan Recommendation	Progress
Improve the quality of training—facility and training resources. <ul style="list-style-type: none"> • Develop training facilities. 	<ul style="list-style-type: none"> • The City owns a suitable site, but no improvements have been initiated. • ES began discussions with PD on the development of a joint-use facility. • Grant funding sources are being sought.
Improve emergency dispatch service. <ul style="list-style-type: none"> • Improve staffing in PD dispatch center. 	<ul style="list-style-type: none"> • Very modest gains have been made with the addition of part-time type positions. • A full-time compliment of 2 dispatchers (1 dedicated to ES and 1 to PD) will be required to demonstrate substantial gains.
Improve capital asset management. <ul style="list-style-type: none"> • Develop facilities management plan. • Develop apparatus management plan. 	<ul style="list-style-type: none"> • Facility improvements and maintenance responsibilities have been assumed by PW. • New facility needs should be included as part of newly formed community facilities districts, thereby addressing the financing of new facilities.

The ES Growth Management Plan is approaching five years of age. It was based on the best information available at the time. It is imperative the data and assumptions be updated. One of our work objectives for 2005 will be a refinement/revision of the Plan to ensure our direction remains consistent with public safety needs and City Council desires.

There are clearly some items that will carry over in an updated Plan. One of the more significant is the need for a satisfactory number of employees to do the work. Our phased staffing implementation plan has been stalled for some time. While we remain six firefighters short of completing our first planned staffing phase, the situation is exacerbated with time (with the increasing population and service demand).

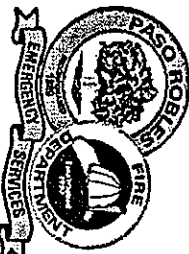
Another item to be transferred into the updated Plan is the means to meet growing demand. A clearly emerging need is for the construction and staffing of an additional station. Continued development in the northeast part of the City is going to compromise our ability to meet the service goal of a 4 minute response to 90% of all calls. While we have always had a significant station coverage gap in that area, the situation will rapidly deteriorate with in-fill (and the corresponding increase in service demand). Attached is a map indicating a potentially new fire station as part of the Chandler Ranch development.

It is understood that the City's capacity to fully fund these and other departments' needs, given the current conditions, is not feasible. Our department will continue to deliver the best services possible, but citizens should anticipate a decline in our capabilities if resource allocations remain status quo.

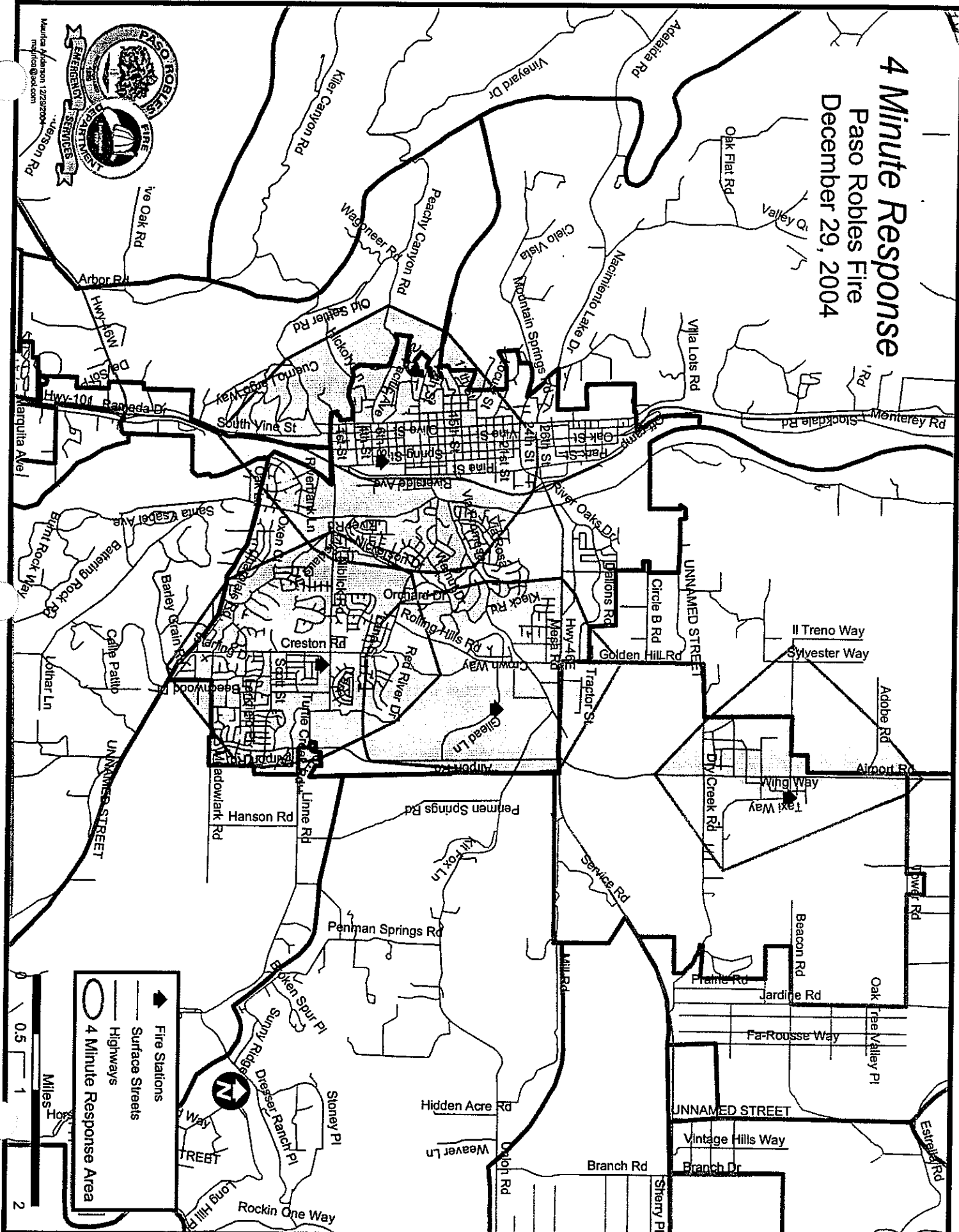
4 Minute Response

Paso Robles Fire

December 29, 2004



Maurice Johnson 12282004
mjohnson@paso.com



TO: James L. App, City Manager
FROM: Dennis J. Cassidy, Chief of Police
SUBJECT: Council Goal Setting 2005
DATE: December 31, 2004

In preparation for Council Goal Setting, the Police Department took the opportunity to evaluate current and anticipated organizational needs. To this end, an analysis of population growth, staffing and service demands was conducted in order to get a clear view of how the Police Department is keeping pace with the community's public safety needs. See table below and attached corresponding graphs:

YEAR	POPULATION	PD EVENTS	# OFC'S	OFC / 1,000 RES RATIO	EVENTS / 1,000 POP	EVENTS / OFC
2002	25,800	28644	36	1.39	1110	796
2003	26,900	31056	36	1.34	1154	863
2004	27,200	35077	37	1.36	1289	948

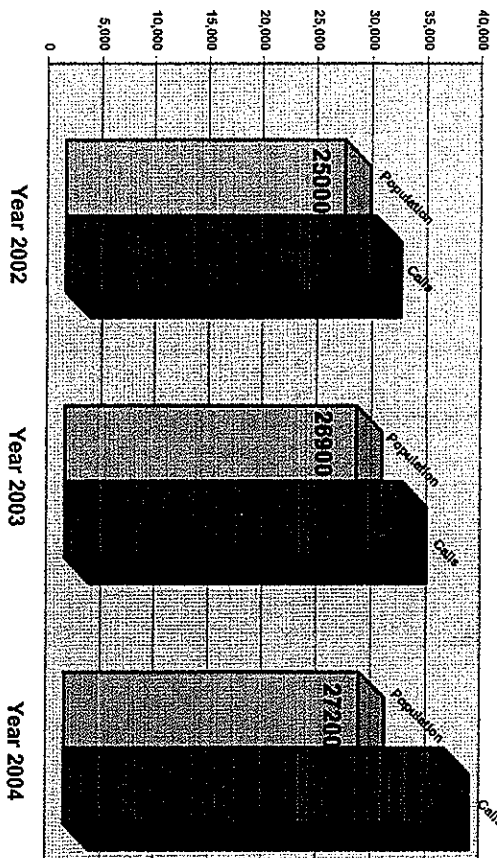
This statistical data provides critical information regarding police staffing levels and our ability to keep pace with the growth of the City's population and corresponding service demands. Over the last ten years, population has increased at an average rate of 3 % each year. Activity levels, however, have increased at a much higher rate. The number of police events per capita has increased by 16%, and the number of events per officer has increased by 19%. It is easy to see activity and service demands are increasing more rapidly than population figures reveal. Although the Department added an officer position in FY2004, we merely maintained our officer per capita ratio at 1.36, notably below the 1.4-1.6 staffing ratios established in the Public Safety Element of the General Plan. This data forecasts a trend, whereby; our ability to provide services will continue to be impacted in future years if staffing levels do not keep pace with both the population and associated service demands. The Department has already been forced to decommission its Special Enforcement Team, formerly deployed to address street level narcotics, gangs and other special problems throughout the City. If we are unable to keep pace with service demands, we will need to consider cutting additional proactive / prevention oriented programs and / or patrol services such as DARE, Code Enforcement, Traffic Safety, participation in the Narcotic's Task Force, and consideration of reduced patrol response to non-emergency incident.

The Department recommends adding 1 officer each year for 4 years just to maintain current service levels. We further recommend additional non-sworn staff as necessary to process all police records associated with the increase in population, service demands and additional sworn officers.

Other staffing issues challenging the Police Department relate to supervision of sworn staff. Inherent with the very nature of police service, is the greatest level of liability exposure for costly civil litigation against the City. Therefore, adequate supervision of field personnel is essential. Supervision of field personnel is currently accomplished by the Patrol Sergeants. Sergeants are quite taxed with Watch Commander type duties, including report correction, evaluations, ancillary assignment work and other administrative duties, supervision of dispatch personnel, handling complaints and other phone calls / front counter inquiries, monitoring of in-custody prisoners, etc. With the competing demands of station / administrative work and field supervision, the Sergeants are finding it increasingly difficult to get to the field to monitor the work and decision-making of their officers. It is estimated that supervisors are spending less than 20% of their time engaging in direct supervision of the work of their subordinates. These challenges will become greater as population, service demand levels and sworn personnel increase.

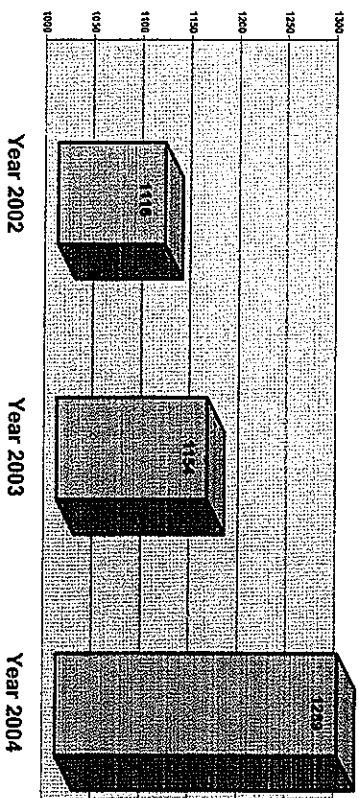
The Police Department is working on Command Staff restructuring options for Council's consideration.

Population & Police Service Calls 2002 - 2004

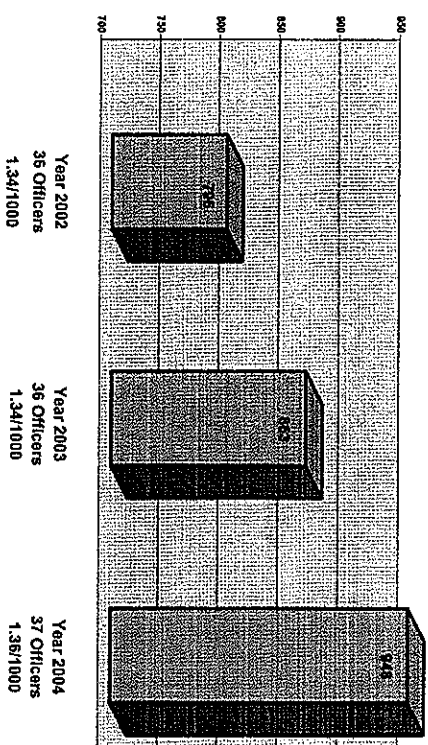


- Goal Suggestions for FY 2006-2009**
- Add 1 Police Officer per year
 - Add support personnel
 - Deploy supervisory personnel (Police Sergeant) into the field

Police Service Calls per 1000 Population 2002 - 2004



Police Service Calls Per Officer 2002 - 2004



To: James L. App, City Manager
From: Barbara Partridge, Director, Library and Recreation Services
CC: Annie Robb, Charlotte Gorton, Gary Perruzzi
Date: 1/6/2005
Re: Staff Recommendations to City Council

For your review, I have summarized our staff's recommendations to City Council below. In the discussions, the goals articulated in the City's adopted General Plan and the City Council Goals of 2003 were used as guideposts.

1. Re-emphasize/renew 2003 Council Goal 9 (Continue key staff succession planning /preparation) and 26 (Hire line level staff) by maintaining or improving staffing levels in L&RS, including number of FTE and levels of management employees. Keep unfilled management positions open and funded pending reorganization considerations
 - Significantly increase education reimbursement for higher education, accredited degree programs
 - Add Technical Services Librarian position and Computer Technician position
 - Support professional and organizational development through emphasis on education and training
2. Maintain and improve parks and facilities (General Plan PR-1).
 - A. Expand and complete Centennial Park Enhancement Project
 - Upgrade Centennial Park lobby and public areas, paint exteriors and interiors.
 - Add signage throughout Centennial Park for customer direction (2003 City Council Goal 20, Improve communications with citizens)
 - Add parking at Centennial Park
 - Revamp storage options for Centennial Park
 - Create seating at Centennial Park amphitheater
 - Increase lighting in remote areas of Centennial Park (Tennis Courts and pathways)
 - B. Upgrade/replace recreation facilities at Oak Park Stephan's Center
 - C. Add shared group bar-b-que to Senior/Veterans Centers (with larger bar-b-que)
3. Improve communication with citizens (2003 City Council goal 20)
 - Add on-line registration for recreation activities
 - Improve signage at Library
 - Automate study center and develop circulating collection
 - Add coffee service at library/create computer lab area
 - Add customer safety procedures for public facilities
 - Add budgetary component to assure Library collections are relevant and up to date

DEVELOPMENT SUMMARY

Development Activity in Paso Robles, May 2004

Background:

1. The January 2004 population of Paso Robles was estimated by the State Department of Finance as 27,216 persons. Based on current development activity, the City's population may exceed 27,500 by January 1, 2005.
2. The new General Plan which was adopted December 16, 2003, anticipates the City growing to up to 44,000 residents by 2025. That growth will result primarily from "infill" development within the existing City boundaries. Expected residential annexation areas would be limited to 511 acres in the southeast portion of the City.
3. The new General Plan also provides opportunities for Zoning Overlays to promote "Mixed Use" development, Senior Housing, and Historic Preservation. Development standards will be prepared for these Zoning Overlays and to facilitate multi-family residential development.
4. As of April 2004, there were 988 single and multi-family dwelling units that had received entitlements to apply for building permits.
5. Pending residential projects include 21 single family and 80 multi-family dwelling units on the former meat plant property on South River Road. Grading is underway on that site.

Recent Accomplishments and Pending Projects:

1. **General Plan Up-Date:** There will be a number of implementation steps that will need to be taken in follow-up to completion of the General Plan update on December 16, 2003. These include the following:
 - Revise the Housing Element to respond to State comments
 - Update City utility master plans (water, sewer, storm drain) to be consistent with the General Plan
 - Begin establishing fees and financing requirements to insure that new residential development creates "fiscal neutrality"
 - Work with property owners within the 511 acre expansion area to annex their properties and do Specific Plans for long-term development in those areas
 - Start the process of determining the location and mechanism to create the "purple belt" called for in the General Plan.

2. **Downtown Parking & Circulation Analysis and Action Plan:** In October 2002 the City Council approved an action plan prepared by Kimley-Horn focusing on effective use of existing on and off-street parking and are identifying the need to plan for future parking facilities. Traffic circulation within the downtown area was also a part of the scope of study. The purpose and intent is to anticipate future needs and support continued economic revitalization in the downtown area. Plan implementation will be addressed through the City's annual budget process.
3. **Chandler Ranch Area Specific Plan:** The City Council has established a Specific Plan requirement for an 837 acre area including the Chandler Ranch. The City is the "lead agency" in preparing a Specific Plan and Environmental Impact Report. This is the largest undeveloped portion of the City, extending along the City's easterly boundary from Linne Road north to Union Road. The property is characterized by rolling hills and an oak woodland.
 - The City's consultants have prepared four different land use plans for City Council consideration. The options range from about 250 dwelling units (current General Plan) to about 1,439 dwelling units (of various types and densities).
 - For the purposes of study in the Draft Environmental Impact Report (EIR), the City Council has selected the scenario with 1,439 dwelling units; the actual adopted plan may be less than that amount.
 - A Draft EIR should be available for public review and comment during Summer 2004, with public hearings on the EIR and Specific Plan scheduled before the end of 2004.
4. **Airport Area Industrial Development:** During 2003 a 67,700 square foot Santa Cruz Biotech facility opened at 3598 Dry Creek Road.
5. **Resort and Hotel Projects:** There are ten (10) approved, pending, or under discussion resort or hotel projects, including expansions of existing facilities:

a. Approved Projects (8):

Paso Robles Hot Springs: The City has approved an application for the 255 acre Paso Robles Hot Springs project, including a 223 room resort hotel and conference facility proposed on property located between Buena Vista Drive and North River Road. This is a multi-phase project that is anticipated to be developed over approximately 8 to 10 years.

French Village Resort: The City Council has approved an 80-room resort hotel / spa with related facilities and a cluster of 17 homes on a 21 acre property located at the

northeast corner of Buena Vista Drive and Experimental Station Road. The project may be developed in phases. The architecture would be a "Provence" theme.

Vina Robles is the name of an 80 room resort development planned for 28 acres on the south side of Highway 46 East, near the Mill Road intersection. The project includes vineyards, a tasting room, and entertainment facilities. The project is anticipated to proceed in three phases, with the hotel being in a later phase. Planning Commission approved the project March 11, 2003.

The "**Palazzo Paso Robles**" hotel project was approved by the Planning Commission and City Council in May / June 2003. The four-story, 130 room hotel is proposed for property located south of 1st Street and east of South Vine Street, adjacent to the Highway 101 southbound on-ramp.

The **Adelaide Inn** has building plans being reviewed for a 42 room expansion of their existing hotel located near the intersection of Santa Ynez and 24th Street.

Black Ranch: Applicants have filed a Development Plan for a new resort on approximately 350 acres on the north side of Highway 46 East, opposite the Hunter Ranch Golf Course. The project includes 280 hotel rooms and cottages, and a new golf course. Planning Commission consideration will be scheduled as soon as environmental documentation and draft mitigation measures are completed.

La Quinta Inn: A 101 room hotel with an accompanying 5,000 square foot restaurant was approved by the Planning Commission at their meeting on February 24, 2004.

La Bella Sera: A 61 room hotel has been approved for a parcel located on Alexa Court (SW of the interchange between Highway 46 West and Highway 101). Occupancy of the building will be coordinated with improvements to that interchange.

b. Pending Projects / Projects Under Discussion:

The Holiday Inn Express has filed plans seeking an expansion with 32 additional hotel rooms. The application is being scheduled for Planning Commission consideration in June 2004. Other hotel projects are in various stages of discussion which do not have applications filed with the City.

6. **Highway 46 E Corridor Study:** The San Luis Obispo Council of Governments (SLOCOG) has sponsored a study of alternatives for Highway 46 East. The options include an expressway in the current location, a freeway in the current location, and a northerly parallel route along the Dry Creek Road alignment. The study was prepared to a public review draft stage.
7. **Project Study Report, Airport Road / Highway 46 East Intersection:** The City has sought and received proposals to prepare a PSR for subject

intersection. The intent is to make provisions for a signalized intersection as an interim improvement, with identification of the right of way needed for a future grade-separated interchange at that location. Three proposals have been received and will be reviewed prior to presenting a City Council request to advance funds for preparation of the PSR.

8. **Highway 46 West / 101 Project Study Report (PSR):** The intersection of Highways 46 West and 101 is being studied for future expansion and improvement. This work is pursuant to an agreement between the City, SLOCOG, and the County of San Luis Obispo. The intent is to plan for further commercial and industrial development in the subject area. The City Council recently approved a contract modification to allow the City's contract engineer to proceed with work to revise the draft PSR to incorporate the design alternatives being sought by all involved agencies. The intent is to have an updated document by the end of 2004. In the meantime, projects in the immediate area have been required to agree to participate in funding the long-term improvement of the subject interchange.
9. **Charolais Road:** In conjunction with the Highway 46 West / 101 study, the City is also evaluating alternative ways in which to extend Charolais Road across the Salinas and connect to the interchange at Highway 46 West / 101. The study is looking at alternative designs.
10. **Airport Master Plan:** On March 16, 2004 the City Council approved a Draft Airport Master Plan and a Draft Airport Land Use Plan. Following comments from other public agencies, the Master Plan is anticipated to be acted on by the City Council; the Land Use Plan will be forwarded for consideration by the County Airport Land Use Commission.
11. **Hot Springs** at the north end of the City: It is anticipated there may someday be a resort / tourism development on the site of the historic "mud baths". The property lies at the northern-most extension of Spring Street, accessed from the Highway 101 on-ramp.
12. **Gateway Business Park Project:** Development is underway for an office / business park project on the property located southeast of the corner of 1st and Vine Streets. The proposal was approved by the Planning Commission in May 2003 and provides for up to 35,500 square feet, including 8,500 square feet of restaurant uses.
13. **Heritage Oaks Bank Branch:** During 2003 a 6,800 square foot branch office of Heritage Oaks Bank was constructed at the southeast corner of Niblick and South River Roads.
14. **East Village Shopping Center:** In September, 2003 a new Food 4 Less store opened as an anchor for a 90,000 square foot shopping center located at the

NE corner of Creston and Sherwood Roads. The center includes a variety of other retail and services related uses.

15. **New Restaurants and Specialty Retail in Downtown Paso Robles:** Over the past year there have been a number of new businesses established and there are more pending. Some examples:
- Panolivo, Gourmet Deli, French Bakery & Restaurant, 1344 Park St.
 - Wilmot Market, 13th Street between Park and Spring
 - DiRiamondo's Cheese Shop, 822 13th Street
 - Cuginni's, 13th and Spring Street
 - Dining With Andre, 1032 Pine Street
 - Coldstone Creamery, 834 11th Street
 - Berry Hill Bistro, Pine Street
 - Lombardi's, 832 11th Street
 - Thai Restaurant, 836 11th Street (plans underway)
16. **Other commercial projects** are approved or pending, including:
- Kohl's Department Store and related shops: plans have been approved and grading is underway for an 88,000 square foot Kohl's to be added to the Woodland Plaza II shopping center, along with 22,000 square feet of additional shop space.
 - Target Shopping Center: Discussions are underway regarding up to about 17,000 square feet of new retail / services to be added at the corner of Gahan Place. Grading for a Petco is underway and is anticipated to be about 12,000 square feet. Within the boundaries of the Target center there are proposals for three pads with about 19,000 square feet of additional commercial space, including a Starbucks Coffee.
 - Commercial developments in the Ramada & Theater Drive Areas: a number of different projects have been proposed and are pending the implementation of traffic mitigation measures in that geographic area.
 - Black Oak Drive potential restaurant adjacent to the new McDonalds
 - Corner of 24th & Ysabel: potential 7,500 square foot commercial center.
 - Neighborhood shopping center of about 5.8 acres, near Cuesta College
 - Commercial development on vacant property in the downtown area along Spring Street south of 9th Street
 - Railroad Square, a 12,500 square foot commercial center planned for 1429 Riverside Avenue, has building permits ready to be issued.

- o A Shell Service Station and Convenience store, with a total of about 8,300 square feet, is proposed for the northwest corner of Golden Hill Road at Highway 46 East; building permits are ready to be issued
- o Jiffy Lube approved for South River Road, opposite Wal*Mart; under construction.
- o Kennedy Club Fitness center (41,000 square feet) plus two additional retail buildings (24,000 square feet each): applications filed and pending consideration by the Planning Commission for a site on South River Road.
- o Mastagni Buildings (former Clock Tower and Camera Corner properties); scheduled for Planning Commission on May 25, 2004. 28,011 and 7,889 square feet respectively.
- o Plans have been approved for 27,500 square foot Idler's on Theater Drive

Industrial Development Opportunities:

1. Tom Erskine is marketing a 72 acre industrial park located on the north side of Highway 46 East and east of Golden Hill Road. The subject project has been fully approved by the City of Paso Robles. One project has been approved for a 6,000 square foot agriculture chemical business (Central Coast Crop Care).
2. Property on and near the Paso Robles Municipal Airport provides opportunity for both lease and for-sale industrial development. A number of projects are currently pending.
3. Within the Chandler Ranch Area Specific Plan boundaries there are about 73 acres of undeveloped industrially zoned property. This property is still owned by the Chandler Family / Estate Trustees. This area is within the Chandler Ranch Area Specific Plan boundaries. The specific plan will determine how much of this area will remain planned for industrial development.
4. Michael Nunno has a pending application for a 105,000 square foot industrial complex at 3500 Dry Creek Road.
5. Other pending industrial developments include Central Coast Wine Storage proposing a 180,000 square foot facility at the NW corner of Airport Road and Buena Vista Drive.

City / City Redevelopment Agency Assisted Housing Projects:

- Creekside Gardens: 27 unit housing complex for low-income seniors (Peoples' Self-Help Housing Corporation) – under construction

- Canyon Creek Apartments: 68 unit multi-family housing development (Peoples' Self-Help Housing Corporation) – tax credits approved and project expected to move forward.
- Paso Robles Non-Profit Housing Corporation: 40 unit housing complex for low-income seniors located within the Paso Robles Housing Authority property.

Recent Annexation:

In December 2003 the 220 acre Hunter Ranch Golf Course was approved for annexation to the City of Paso Robles.

Other Projects Being Pursued:

- Industrial and Commercial Development Guidelines: scheduled for 2004
- Superior Court Building: The City Council will be considering lease of property located in the block south of City Hall in order to encourage development of a new facility for the Superior Court. Construction is anticipated to start in 2004-5.

Measure D-98 Projects:

- Niblick / Veterans Memorial Bridge - complete
- Airport Terminal - complete
- Senior and Veterans Centers – complete
- Public Safety Center – nearing completion
- Cuesta College Improvements - complete
- Barney Schwartz Park - complete
- 13th Street Bridge – construction to start in 2004, with completion anticipated by 2006