

**TO:** City Council  
**FROM:** James L. App, City Manager  
**SUBJECT:** **Biennial Goal Setting**  
**DATE:** October 5, 2010

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**NEEDS:** For the City Council to determine need, scope, and timing for goal setting.

- FACTS:**
1. The City Council meets every other year to establish goals for the future.
  2. The biennial goal setting follows each regular City Council election and precedes finalization of the City's 2-year budget/4-year financial plan.
  3. The Council's goal setting process is highly inclusive soliciting input from residents, community groups, Advisory Bodies, and City staff.
  4. Public participation involves many months of data accumulation and organization. The process begins in October.
  5. A number of reports presenting goal accomplishments, finances, resource availability, etc. are prepared to inform goal setting considerations.
  6. Goal setting is typically facilitated by an outside party. The City has used Mr. John Dunn, retired City Administrator, for all of its goal settings.
  7. The process includes at least one day-long workshop and three public discussions/hearings.
  8. Historically, the goal setting process runs October through early March, requires hundreds of City staff hours, and approximately \$10,000 to complete.

**ANALYSIS &**

**CONCLUSION:** Every two years the Council establishes short-to-mid-term goals for the City organization. The goals provide direction to the biennial budget and 4-year financial plan.

Extreme recession impacts required the City to modify its normal budget. Every six months a comprehensive multi-year financial forecast is presented documenting estimated revenues, operating losses, diminishing reserve balances, and reductions in staff and services. The twice annual forecasting has supplanted the normal biennial budget process. More importantly, financial realities limit funding for new initiatives.

It is logical, therefore, to inquire whether the City Council wishes to proceed with the goal setting process, or modify the 2011 process to revisit, refine, and possibly reprioritize existing goals (Exhibit 1).

A report of progress on established goals is attached for information (Exhibit 2).

**POLICY**

**REFERENCE:** Council Goals; Fiscal Policy.

**FISCAL**

**IMPACT:** Biennial goal-setting costs up to \$10,000. The expense would be appropriated from General Fund reserves.

- OPTIONS:**
- A. City Council Determine Need, Scope, and Timing for Biennial Goal Setting.**
  - B. Amend, Modify, or Reject Option Above.**

**Attachments:** Exhibit 1 – Council Goals 2009 - 2013  
Exhibit 2 – Council Goals Progress Report

## 2010-2013 CITY COUNCIL GOALS

### TOP PRIORITIES

- Complete major planning efforts
- 'Live within our means'
- Use Redevelopment Funds for Project Area Improvements
- Expand volunteerism to support community services
- Establish adequate water and sewer rates/fees
- Improve roads, alleys & transportation system

### OTHER PRIORITIES

- Develop water conservation measures
- Complete funded projects
- Update General Plan for water safe annual yield
- Expand industrial and commercial Economic Development
- Expedite project approvals and permitting
- Explore expansion of Redevelopment Area (Paso Robles St & Creston Road corridor)

## 2010-2013 CITY COUNCIL GOALS

(June 2010 Progress Report)

### TOP PRIORITIES

- **Complete major planning efforts**
  - *Draft Solid Waste Master Plan complete.*
  - *Gateway Design Plan complete and adopted.*
  - *Updating the Urban Water Management Plan.*
  - *Draft Circulation Element complete; EIR in process.*
  - *OBSP owners confirmed acceptability of M&P design.*
  - *Developing a Habitat Conservation Plan with County.\*\**
  - *Purple Belt Plan complete and adopted by City & County.*
  - *Oak Park Redevelopment Plan & EIR complete and adopted.*
  - *CRASP preparing revised proposal for submission summer 2010.*
  - *Uptown Centre Specific Plan nearing completion; EIR in process.*
  - *Low Impact Development & Hydro-modification Standards\*\* Under Development.*
  
- **'Live within our means'**
  - *\$26,000,000 planned spending eliminated.*
  - *Workforce reduced by 25%; wages frozen thru 6/11.*
  - *Additional cost reduction initiatives presented for action.*
  - *\$27,500,000 grants awarded; and, \$15,650,000 more being pursued.\*\**
  
- **Use Redevelopment Funds for Project Area Improvements**
  - *Developed and sold \$12 million in bonds at record high ratings.*
  - *Project alternatives presented 2/16/10; revisit summer 2010.*
  - *Flamson frontage improvements nearly complete.*
  - *Carnegie Library reconstruction complete.\*\**
  - *Sulfur spring remediation underway.\*\**
  
- **Expand volunteerism to support community services**
  - *See attached summary.*
  
- **Establish adequate water and sewer\*\* rates/fees**
  - *Water connection fees adopted.*
  - *New water rates adopted spring 2010.*
  - *Sewer connection fees accepted by HBA March 2010.*
  - *Sewer user rate proposals under development for early 2011 consideration.*

➤ **Improve roads, alleys & transportation system**

- *North River Road reconstructed.*
- *South Vine Street reconstructed.\*\**
- *Theatre Drive realignment to bid summer 2010.\*\**
- *Caltrans HWY 101 Safety/Median Project approved\*\**
- *21<sup>st</sup> Street low impact development redesign underway.\*\**
- *State Route 46 East Comprehensive Corridor Study complete.*
- *PREC/Riverside Avenue Pedestrian Improvements out to bid.\*\**
- *HWY 46E at HWY 101, new onramp at 17<sup>th</sup> Street, and lane corrections on 13<sup>th</sup> Street Bridge design nearing completion. \*\**

**OTHER PRIORITIES**

➤ **Develop water conservation measures**

- *Successfully implemented community-wide conservation summer 2009.*
- *Broader and long-term program underway summer 2010.*

➤ **Complete funded projects**

- *Carnegie Library complete.\*\**
- *River trail design underway.\*\**
- *Nacimiento pipeline complete*
- *Acquired 154 Acres in River.\*\**
- *North River sewer main complete.*
- *Theatre Drive water main complete.*
- *Sulfur spring remediation underway.\*\**
- *North River Road rehabilitation complete.*
- *South Vine Street rehabilitation complete.\*\**
- *Water Treatment Plant Design 90% complete.*
- *Train Station Restrooms Under Construction.\*\**
- *First Five Education Center Under Construction.*
- *Flamson frontage improvements nearly complete*
- *Wastewater Treatment Plant Design 60% complete.\*\**
- *PREC/Riverside Avenue Pedestrian Improvements out to bid.\*\**

➤ **Update General Plan for water safe annual yield**

- *Safe annual yield calculation completed Fall 2009.*
- *Groundwater basin supply/demand analysis nearing completion.*
- *Groundwater Basin Management Plan in process with/thru County*

➤ **Expand industrial and commercial Economic Development**

- *Lowes commercial center open*
- *Justin Winery Warehouse Complete*
- *Bed, Bath & Beyond complete and open*
- *Santa Cruz Biotech Expansion Approved*
- *High School classroom construction underway.*
- *Specialty Silicone expansion under construction.*
- *Airport F.B.O. and Restaurant proposals being sought.*
- *C.D.C.R. Master Facility Plan Draft E.I.R. nearly complete.*
- *Cuesta College Learning Resource Center Under Construction.*
- *Arciero, Pankey, & Union/Golden Hill Commercial Buildings complete.*

➤ **Expedite project approvals and permitting**

- *Specific Plan and Circulation Element updates will aid in expediting projects in those planning areas.*
- *Firestone Walker article (attached).*

➤ **Explore expansion of Redevelopment Area (Paso Robles St & Creston Road corridor)**

- *Will be presented for consideration with Uptown Centre Specific Plan.*

**\*\* Grant-Funded**

Attachments: Volunteer Activity Summary  
Firestone Walker Article  
Grant Summary