

TO: City Council

FROM: James L. App, City Manager

SUBJECT: **Goals: Fiscal Years 2014-2017**

DATE: March 9, 2013

NEEDS: For the City Council to consider and set goals for the next 2-4 years.

FACTS:

1. Every two years the City Council sets goals to spotlight community issues, orient City priorities, and guide City resource allocation.
2. Community members, City staff, and Council members have submitted goal suggestions for consideration (attached).

**ANALYSIS &
CONCLUSION:**

Goal setting is an opportunity to explore issues of concern and interest to/for the community. It is also a time to both dream and face reality – what do we hope for, what can we realistically afford?

It is in this context of sometimes conflicting forces that creative thinking and discipline may yield goals that both move the community forward and yet stay within our means. Such is the challenge of the day.

POLICY

REFERENCE: City Council policy.

FISCAL

IMPACT: None

OPTIONS: A. City Council develop and prioritize goals for the next 2-4 years.

B. Amend, Modify or Reject the Option Above.

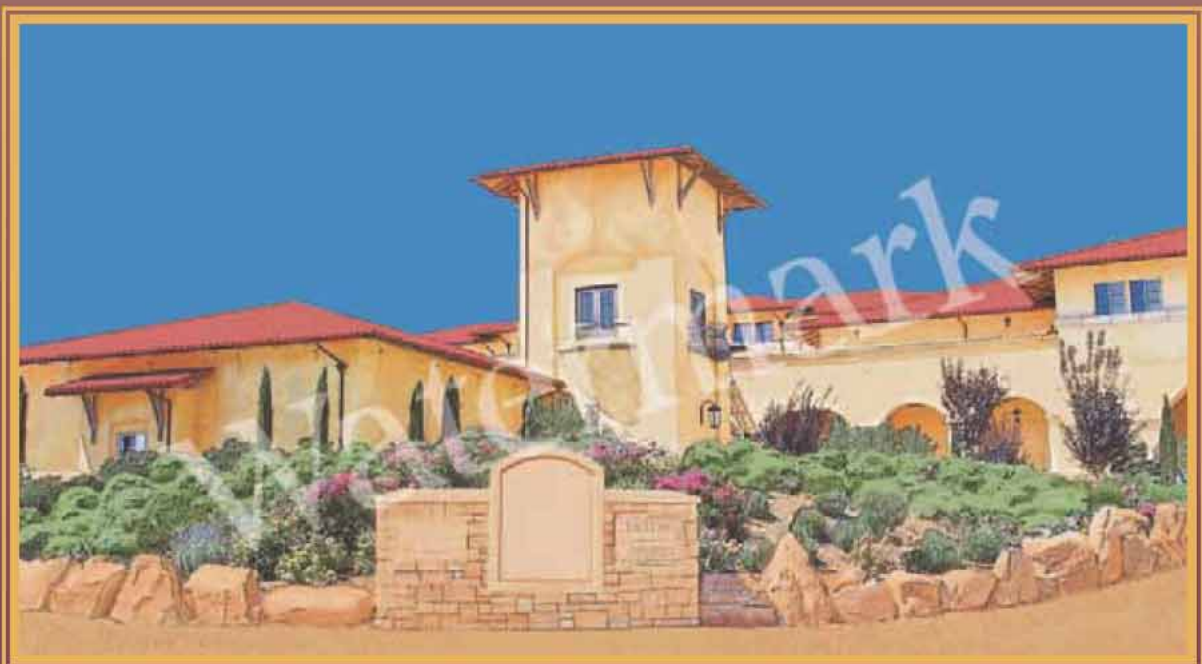
Attachments:

- Economic Strategy
- Financial Forecast
- Goal Progress Report
- Major Issues for 2013/14
- Goal Suggestions:
 - Councilmembers
 - City Manager
 - Community & Staff – Summary
 - Community & Staff Suggestions

2006



Paso Robles Economic Strategy



ECONOMIC STRATEGY TASK FORCE

SAN LUIS OBISPO ECONOMIC VITALITY CORPORATION

President/CEO – John Dunn (Retired)

AGRICULTURE / WINE INDUSTRY

Paso Robles Wine County Alliance Executive Director – Stacie Jacob

Viticulturist – Roberts Vineyard Services & Consulting Services Management – Neil Roberts

MAIN STREET ASSOCIATION

Rose in the Woods/Chair of the Board – Jim Reed

RETAIL

J. C. Penney Store Manager – Floyd Olsen

EDUCATION

Paso Robles Public School District – Dr. Patrick Sayne

Cuesta College North County Campus Executive Dean – Sandee McLaughlin

Cal Poly Dean College of Architecture and Environmental Design – R. Thomas Jones, AIA

DEVELOPMENT / CONSTRUCTION

North Coast Engineering, Inc. – Larry Werner

Estrella Associates, Inc. – Dick Willhoit

Developer – Rob Gilson

BANKING

Heritage Oaks Banks Board Member – Dee Lacey

HEALTH CARE

Twin Cities Hospital/Tenet Health Care – Sue Ellen Smith

Twin Cities Hospital/Tenet Health Care – President/CEO Rick Lyons

MANUFACTURING

IQMS Software – Owner – Nancy Flamm

REAL ESTATE

Peabody & Plum Realtor – Mike Ryan

NEWSPAPER

The Tribune Publisher – Chip Visci

TOURISM

River Oaks Golf Course & Seasons Restaurant General Manager – Pam Lyons

Paso Robles Event Center – Dee Lacey

CHAMBER OF COMMERCE

President/CEO – Mike Gibson

CITY OF PASO ROBLES / GOVERNMENT

Mayor – Frank Mecham

Council Member – Fred Strong

City Manager – Jim App

Assistant to the City Manager – Meg Williamson

SPECIAL ADVISORS

UCSB Economic Forecast Project Executive Director – Dr. Bill Watkins

Economic Vitality Corporation of San Luis Obispo County – President/CEO Michael E. Manchak

FORWARD

THERE HAS BEEN A MOUNTING SENSE OF ANTICIPATION AND APPREHENSION ABOUT THE FUTURE OF PASO ROBLES. AFTER A DECADE OF ECONOMIC AND POPULATION GROWTH, SOME WONDER WHAT IS NEXT FOR PASO ROBLES.

Is growth necessary or desired? What form might it take? Can or should there be an effort to encourage jobs and commerce, as well as accommodate housing? If so, how can small town character continue to thrive while promoting economic vitality and individual opportunity? Can a way of life distinct from suburbia and metropolis be sustained?

The effort to address these questions, to craft a wholly new economic strategy, evolved out of an interest on the part of many that care deeply about the future of Paso Robles. The City Council and the Chamber of Commerce have led the effort. They have drawn on the talents and expertise of accomplished individuals from the worlds of business, commerce, finance, agriculture, education, government, tourism, publishing, entertainment, and economics.

Their collective endeavor has produced a vision – a strategy for the future – presented here for consideration.



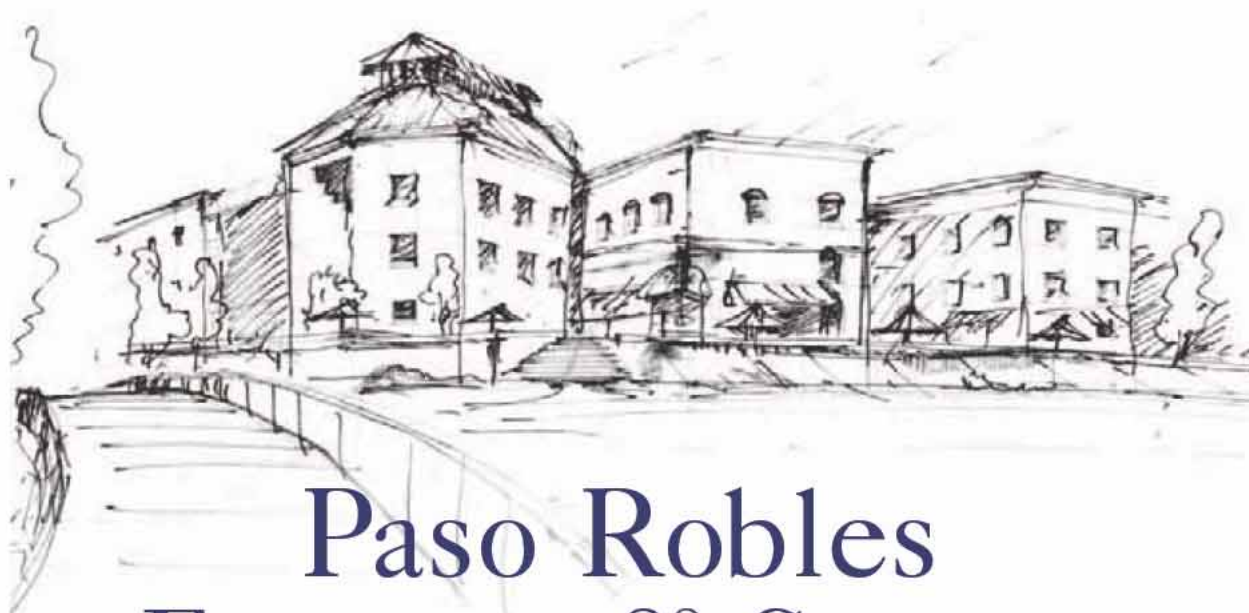
A VISION FOR PASO ROBLES' ECONOMY

Paso Robles is at a crucial juncture. It faces significant change – in population, demographics, technological advancements, competition, and financial responsibilities – locally, regionally, and state-wide. A parallel transformation of approach to economic vitality is needed if the City is to maintain, even improve, quality of life for its residents.

When and how change is addressed will shape the economic future. A vision and strategy for economic and community development is called for – one that increases opportunity, spurs investment, encourages local enterprise, serves the needs of local residents, workers and businesses, promotes stable employment, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable.

The City Council has called for just such a reformation of the community's economic vision and strategy. This report lays out the rationale for a wholly new economic vision and strategy as it contains data and analysis that reveal community assets, challenges, and opportunity. And, most importantly, it offers a new vision, or strategy, for increasing and sustaining economic vitality.

Representatives of the City, Chamber of Commerce, and other key public and private stakeholders collaborated to develop this new strategy. Its principle goal is to improve livability and the quality of life in the City through economic growth. The strategies included in this new vision are fashioned to enhance the competitive position of individuals, local industry and commerce, the City, and the region as a whole, by building on and promoting community assets, addressing barriers to progress, and mobilizing public and private resources.



Paso Robles

Economy & Strategy

June 29th 2005 the community received a report concerning its economic performance and forecast for the near term. The conclusion: gross domestic product is experiencing real growth at a healthy and sustained rate. The growth is fueled by retail sales and services, construction, rising home values and sales, agriculture, and wine industry-related tourism. Industry mix is better balanced than other area communities, and a vibrant, distinctively identified community center (downtown) offers a range of commerce, dining, entertainment, and civic uses.

The forecast is a testament to the community's historical consensus and commitment to economic vitality. This result is earned – and good news.





Challenges: Earnings Education Jobs

In the midst of this good news, there are some challenges:

- Low average worker and household earnings,
- Low educational attainment of the community workforce,
- Projected job growth predominantly in unskilled positions in low paying industries.

And, there are other factors that will impact the local community and its economic future:

- Influx of “wealthy” and active retirees,
- Housing affordability (as measured against earnings),
- Location midway between major metropolitan areas,
- California population growth, especially in the Central Valley.

These issues and trends are not unique to Paso Robles, but are compelling in that they reflect greater California dynamics. When and how these challenges and issues are addressed will shape the economic future. A vision and strategy for economic and community development is called for – one that encourages local enterprise, serves the needs of local residents, workers and businesses, promotes stable employment, increases opportunity – individual, corporate and societal, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable.

The scope of tomorrow’s economic development strategy must be fashioned to achieve its own self-sustaining vitality. It would target **improvement of the livability and quality of life in the City through economic growth** – economic growth that stimulates investment, high quality jobs, and wealth.



To meet this challenge, successful cities across North America have modeled their economic development strategies upon principles for building prosperous and livable communities. These principles provide a common guide to promoting economic vitality. The principles are:

Vision and Inclusion

Communities need a vision and strategy for economic development. Visioning, planning and implementation efforts should continually involve all sectors, including the voluntary civic sector.

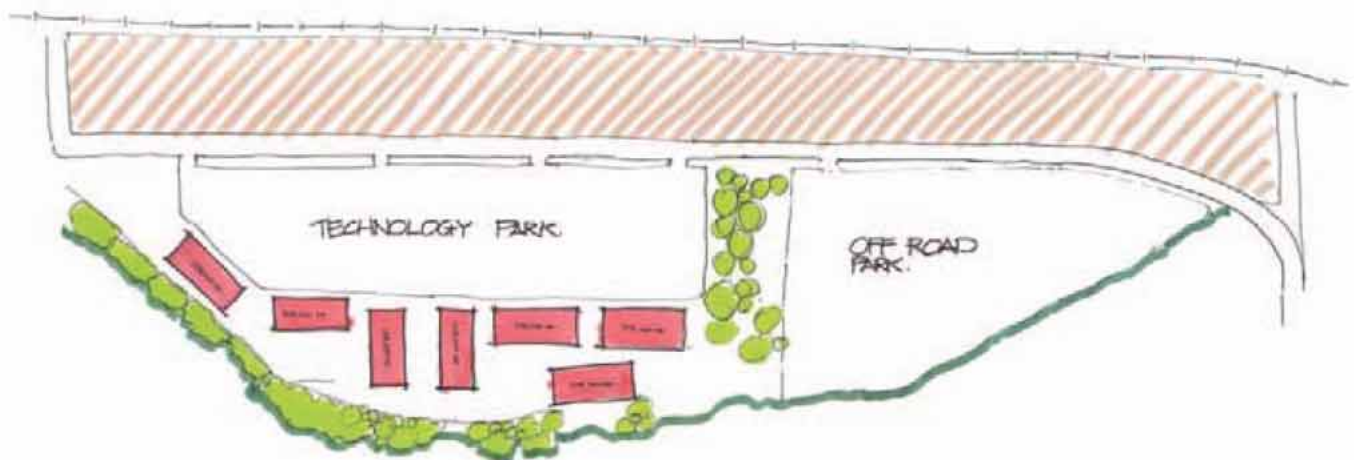
Human Investment

Because human resources are so valuable in the information age, communities should provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training available to all.



Industry

Communities should identify specific gaps and niches their economies can fill, and promote a diversified range of specialized industry clusters, drawing on local advantages to serve local and international markets.



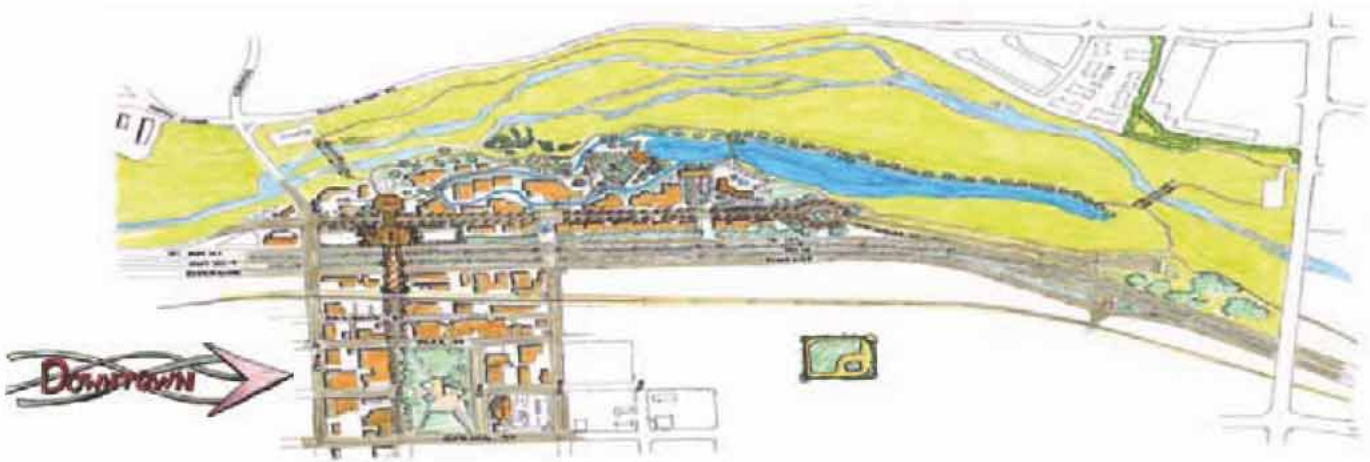
Local Focus

Because a community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local job growth. Community economic development should focus on promoting local entrepreneurship to build locally based industries and businesses that can succeed among national and international competitors.



Distinctive Communities

Having a distinctive identity will help communities create a quality of life that is attractive for business retention, future residents and private investment. Community economic development efforts should help to create and preserve each community's sense of uniqueness, attractiveness, history, cultural and social diversity, and include public gathering places and a strong local sense of place.

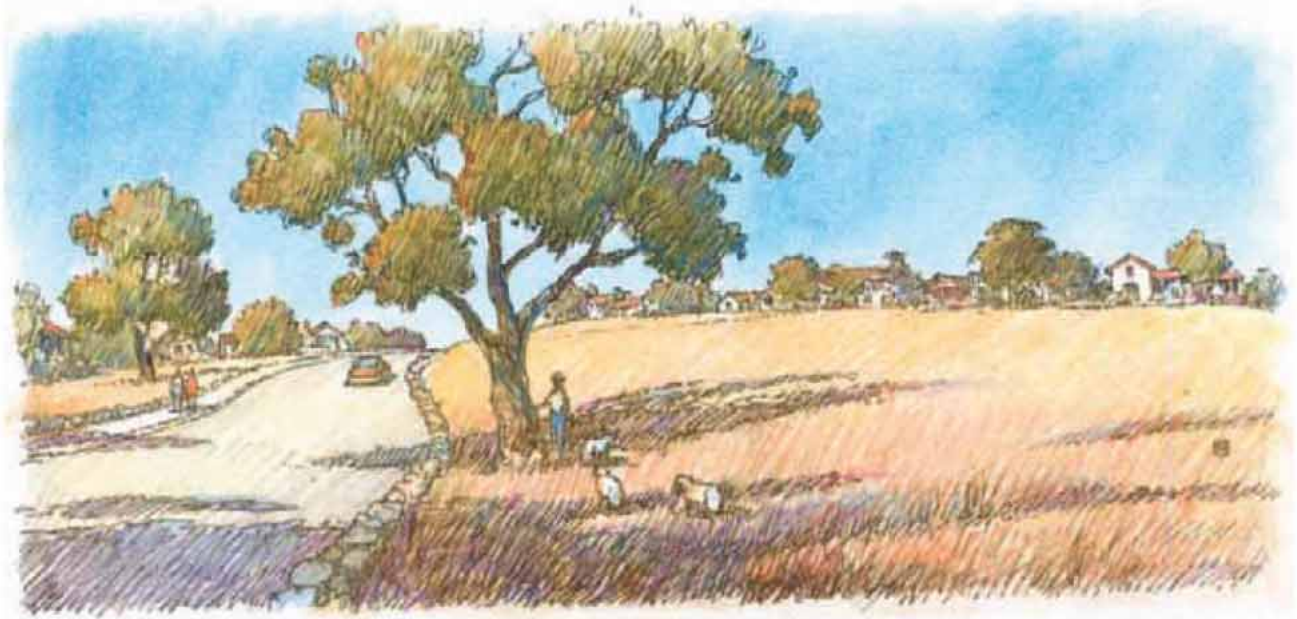


Center Focus

Communities should have an appropriately scaled and economically healthy center focus. At the community level, a wide range of commercial, residential, cultural, civic, and recreational uses should be located in the town center or downtown. At the neighborhood level, neighborhood centers should contain local businesses that serve the daily needs of nearby residents.

Compact Development

To minimize economic, social, and environmental costs and efficiently use resources and infrastructure, new development should take place in existing urbanized areas before using more agricultural land or open space.



Livable Communities

To protect the natural environment and increase quality of life, neighborhoods and communities should have compact, multi-dimensional land use patterns that ensure a mix of uses, minimize the impact of cars, and promote walking, bicycling, and transit access to employment, education, recreation, entertainment, shopping, and services. Economic development and transportation investments should reinforce these land use patterns and the ability to move people and goods by non-automobile alternatives wherever possible.

Wired Communities

Communities should use and invest in technology that supports the ability of local enterprises to succeed, improves civic life, and provides open access to information and resources.

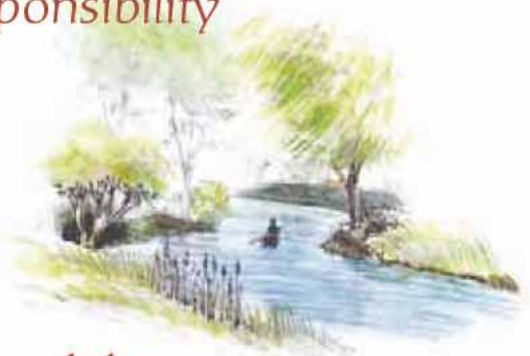
Poverty Reduction

Economic development efforts should be targeted to promote jobs that match the skills of existing residents, improve the skills of low-income individuals, and insure the availability of quality affordable transportation and housing.



Environmental Responsibility

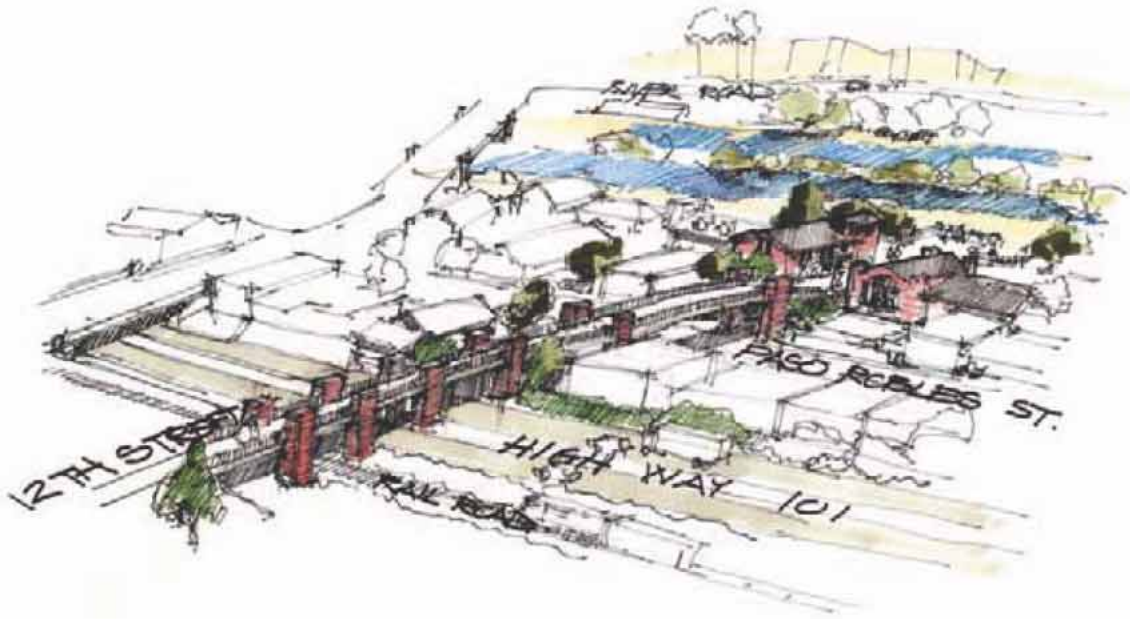
Communities should support and pursue economic development that maintains or improves, not harms, the environment and public health.



Corporate Responsibility

Enterprises should work as civic partners, contributing to the communities where they operate, protecting the natural environment, and providing workers with good pay, benefits, opportunities for upward mobility, and a healthful work environment.





Long-Term Investment

Publicly supported economic development programs and investments should be evaluated on their long-term benefits and impacts on the whole community, not on short-term job or revenue increases. Public investments should be equitable and targeted, support environmental and social goals, and prioritize infrastructure and supportive services that promote the vitality of all local enterprises instead of individual firms.



Regional Collaboration

Since industries, transportation, land uses, natural resources, and other key elements of a healthy economy are regional in scope, communities and the private sector should cooperate to create regional structures that promote and respect local character and identity.

Integrated Approach

Government, business, education, and the community should work together to create a vibrant local economy, through a long-term investment strategy that:

- encourages local enterprise,
- serves the needs of local residents, workers, and businesses,
- promotes stable employment and revenues by building on local competitive advantages,
- protects the natural environment,
- increases social equity,
- is capable of succeeding in the global marketplace.



Applying these principles to Paso Robles' challenges and opportunities, the economy needs to stimulate investment in high-value added activities – **high order, innovation based, high productivity activities** – often referred to as **the knowledge economy**. An economy based not so much on raw materials and cost containment, but on intellectual capital, technical know-how, innovation, flexibility, and entrepreneurship.

The source of these knowledge economy attributes is people. The generation of new ideas, and the translation of ideas into innovative products and services is the primary way to add value. Education, training, and opportunities for continuous learning must be created to feed the demand for innovation, the demand to add value. The new economy would, therefore, consist of not only a means of producing goods and services, but a way of life and civic culture that **embraces and fosters continuous learning**.



And this continuous learning must be promoted and pursued not only in established educational institutions, but other informal hubs of social interaction, expression and creativity. Places as diverse as restaurants, cafes, theaters, museums – art and culture, coupled with public and private places of exceptional design, and open spaces that inspire and

connect with the natural environment, are features that can spark creativity (the very features sought by knowledge workers). It follows therefore, that **quality of place attracts people, and what attracts people can attract investment**.



The quality of neighborhoods, parks, rivers, schools, theaters, museums, galleries, and urban design as well as industrial centers, roads, sidewalks, trails, telecommunications, utilities, and public transit also have a direct impact on this quality of place, as do the resources and programs that provide education, health, social and recreational services. These features are strategic assets that can be leveraged to support economic growth, or competitiveness – competitiveness to develop, attract and retain knowledge workers and high-value added activity investment.

One of the keys to making these desirable, attractive and needed quality infrastructure investments is to make them more efficient and cost-effective. Efficiency can be achieved by attracting and “housing” sufficient labor force and employment in a more compact urban form. Compact form can result in efficiencies in major infrastructure investments and enhance opportunities to house the labor force – **who will be needed to power the knowledge economy.**

Transition to a knowledge economy is a significant commitment, and to be realized, it must be communicated. More specifically, a community needs to actively **promote local industry, products, services and destinations to the world** – let them know what is here; let them know there is opportunity.

Such is the opportunity here and now. Economists suggest a move towards high-value added, specialty activities. High-value added specialty commerce is typically driven by knowledge and know-how, creativity and flexibility, entrepreneurship and strategic alliances. Producing, attracting and retaining knowledge investment, industry, commerce, and workers requires a strategy that promotes:

Quality of life Quality of place

- Create opportunities for personal and professional growth;
- Maintain safe, healthy and attractive physical environment;
- Encourage and enrich urban culture and center (downtown) focus;
- Establish cohesive, compact and livable community for individuals and families.



Human intellectual capital, creativity, and technical capabilities

- Focus on knowledge and skill development;
- Support for high-quality basic, advanced, and technical education.



Local institutions of innovation, learning, and networking

- Establish strategic alliances with institutions of higher learning and business associations;
- Encourage diverse informal centers of creativity, learning and interaction (theatres, galleries, museums, performing arts centers, restaurants, community centers, etc.).

Built, natural, and social environment

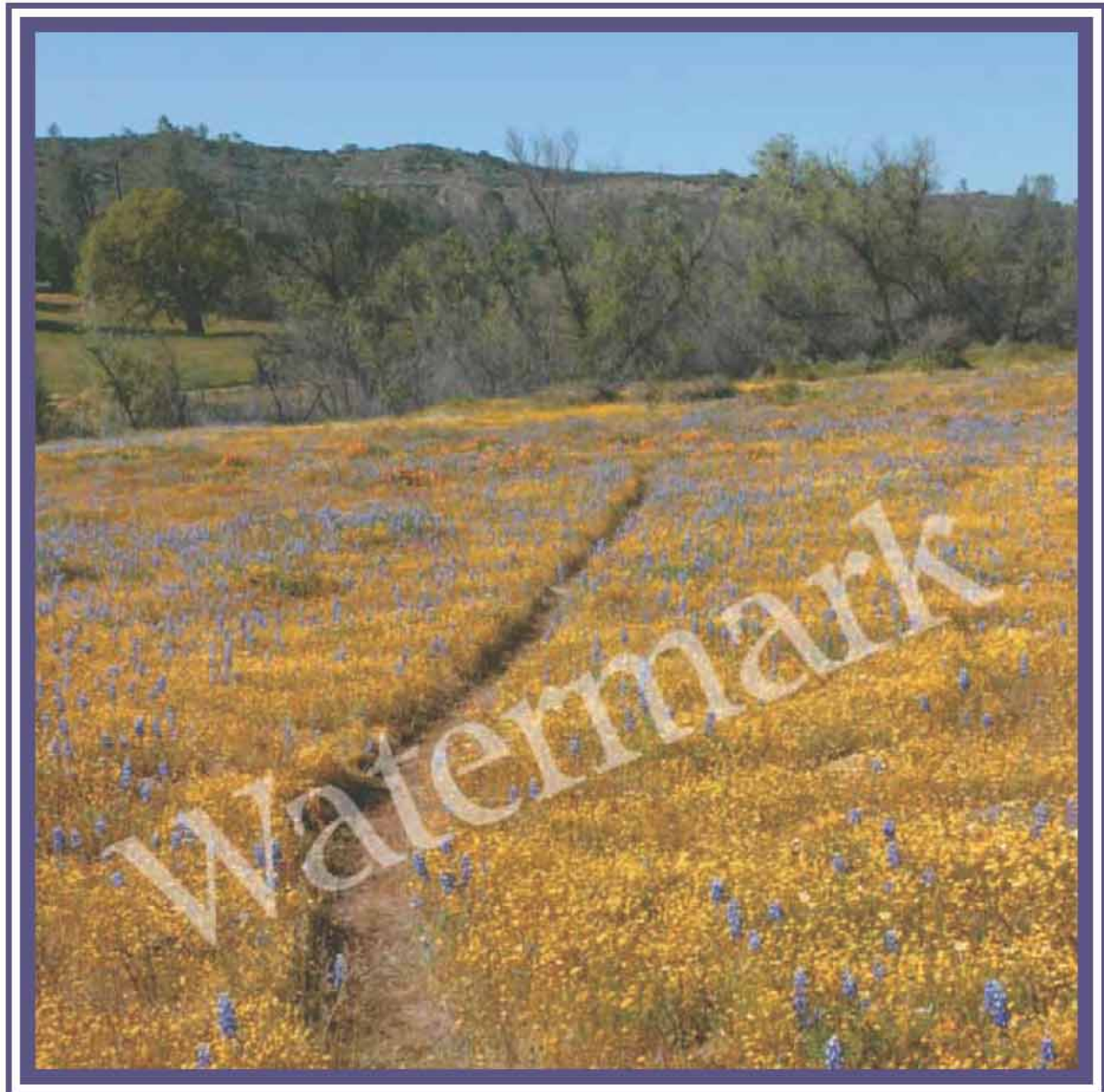
- Improve overall quality of built form (design/architecture);
- Preserve, enhance, and provide access to key natural features/places;
- Provide quality education, health, arts, culture, and recreation programs and services;
- Expand and maintain high quality transportation systems and facilities, public places and buildings, telecommunication systems, and utilities.

Regional presence and profile

- Brand Paso Robles locally and regionally;
- Promote local industry, products, services, and destinations regionally.

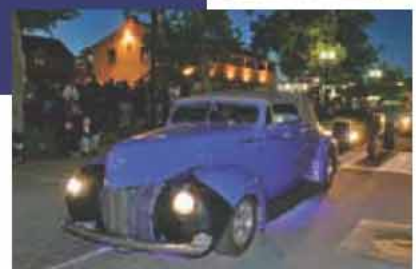
Unity of vision

- Establish a common vision and broad base of public and private support;
- Mobilize public and private stakeholder resources toward improving competitive position.



*A
strategy
that promotes
and charts
a course
to realize
these ideals
is offered.*

People Place Positioning Partnership



PEOPLE

Develop people to power the knowledge economy. Increase educational attainment and skills of, opportunities, and demand for local labor force.

Promote and support a full continuum of education opportunities.

- Encourage bilingualism and honor cultural diversity;
- Support delivery of basic literacy and numeracy programs;
- Promote quality, relevant education and training programs;
- Recognize academic achievement (of individuals and institutions);
- Establish information clearinghouse of available education and training programs;
- Recognize and promote programs providing youth with relevant work experience.



Recognize and increase community and business investment in, and commitment to, education.



ACTIONS



- Support long-term education facility and program funding alternatives.

- Support development of specialized education/vocational training, baccalaureate, and graduate degree programs and facilities.



- Develop, implement, and promote bilingual learning programs for residents and businesses.

- Expand and promote basic literacy and numeracy programs to residents and businesses.



- Business and education jointly expand and develop work experience/apprentice programs.

- Establish joint City/business/labor endowment fund and scholarship program for all education levels.



Improve quality of place to attract investment and knowledge workers stimulate investment by establishing distinctive, quality, stable, safe and sustainable physical improvements and attractions that welcome industry, commerce, tourism, employment, and wealth necessary to maintain and enhance quality of life.

Implement development policies to achieve more efficient use of infrastructure.

- Encourage community development in live/work, mixed use, and compact, pedestrian oriented forms to accommodate all income levels and lifestyles;
- Prepare road, utility, and communications infrastructure to facilitate private investment;
- Establish stable, long-term funding for infrastructure;
- Increase labor force residents in the City.

Develop distinctive design standards and invest in design excellence to:

- Create inspiring and memorable places;
- Emphasize the appearance and qualities of the public realm;
- Create streetscapes, pathways, and public spaces of beauty, interest, and functional benefit to pedestrians;
- Encourage adaptive reuse of historic buildings;
- Preserve energy and natural resources.

Stimulate investment in strategic areas and under-utilized sites.

- Develop the Salinas River as a signature landscape and attraction;
- Enhance and expand the downtown to a mixed use dining, entertainment, culture and shopping destination featuring a new river front;
- Allocate public resources to support and promote arts, culture, and conferencing;
 - Develop a downtown center for the arts, culture and conferences,
 - Encourage and recognize business investment and involvement in the arts, culture and major events.
- Prepare the Airport for high quality business, transportation, and visitor investment and activity.

Support agriculture as a viable industry and visitor attraction by featuring it as the distinguishing community environment.

Increase intensification, supply, and range of housing to attract and accommodate a skilled labor force.

ACTIONS



- Develop and implement form based code and architectural design, “green” building, and historic preservation/reuse standards.

- Prepare and implement target area vision/plans including Downtown Center – Salinas River Corridor Plan, Downtown Expansion Plan, Civic Center Plan, City Park Master Plan; and, Airport – Master Plan.

- Develop a Culture Plan to establish and support facilities for the arts and culture.

- Develop, fund and implement the “purple belt” plan.

- Identify and evaluate alternatives to increase the labor force resident in the City.

- Develop design for, and invest in, transportation and utility infrastructure for targeted areas – downtown/civic center/river front and Airport – to create development ready sites and attract private investment.

- Identify, evaluate and seek out long-term infrastructure funding alternatives.

POSITIONING

Develop and market the unique character, heritage and special attributes of the community as the region's destination to visit, shop, invest, work and live.

Promote the City as a center of high value agriculture and industry.

- Showcase the Paso Robles wine appellation and industry as the emerging center of world class wines;
- Promote viticulture investment/business opportunities in winery production, tasting, equipment research/design/production/sales/service, marketing and sales, and end-destination attractions;
- Develop and promote year-round and special events that highlight viticulture, olive oil, and equestrian attractions.

Market Paso Robles as an ideal setting for the emergence and convergence of value-added medical, health and wellness services.

- Encourage public/private partnerships to develop integrated medical research/business/destination facilities – to host medical research and promote technology transfer/commercialization to specialized medical interventions, rehabilitation clinics, and health and wellness spas;
- Promote health and wellness service/facility investment/business opportunities in end destination medical and visitor attractions;
- Entice investment in, and showcase, natural hot springs as a unique Paso Robles asset and cornerstone to health and wellness visitor destination attractions.

Promote local industry, products, services and destinations.

- Identify and feature the interests of industry clusters;
- Develop web-based links to local industry and commerce;
- Implement high visibility business recognition and appreciation programs;
- Attract major events and conferences that focus attention on Paso Robles' assets;
- Expand and diversify hotel products, including end destination full-service resorts;
- Encourage and expand tourism attractions that highlight Paso Robles' unique identity and heritage (agricultural/equestrian education and entertainment – Paso Robles Event Center, historical and cultural sites, collections, and events).



ACTIONS



- Develop and advance cluster group common interests and action plans to address human resource needs, technical and professional development necessities, infrastructure requirements, supply chain gaps, research and development challenges, and business incubation opportunities.



- Develop and implement web-based industry cluster and business information system and linkages to attract investment, expand markets, and sell local goods.

- Develop trade shows to showcase industry clusters, investment opportunities, and expand their markets.



- Implement business retention program to showcase businesses and identify/link common industry needs.

- Develop high visibility business recognition program.



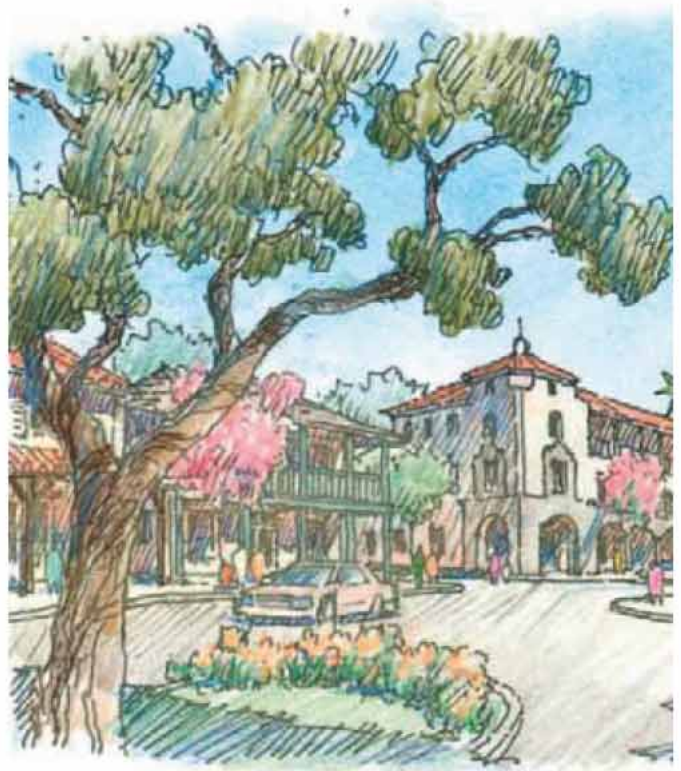
PARTNERSHIP

Create an alignment of strategic intent to collectively foster economic growth and improve the quality of life.

Establish a common economic vision with a broad base of support.

Mobilize public, private, and community resources to improve competitive position through partnership.

- Continually forge closer working relations with Cal Poly, Cuesta College, and local schools for:
 - increased/improved educational opportunities,
 - innovations in technology, design, programs and services,
 - joint beneficial development and application of services and resources.
- Intensify public/private collaboration to expand and enhance the unique flavor of downtown.
- Support regional marketing efforts that recognize and promote Paso Robles':
 - unique assets, heritage and distinctive character,
 - as a great place to visit, shop, invest, work and live,
 - as a year round dining, entertainment, event and conference destination,
 - as an emerging center of entrepreneurial, commercial, and business opportunity.



ACTIONS



- Establish community economic development roundtable to facilitate on-going public/private involvement in policy and program development, business outreach and recognition, and investment and market development.

- Improve linkages between industry clusters and education to address specialized labor requirements.

- Identify and encourage school and college joint development/use of education facilities and programs.



- Encourage synergy amongst and between, and reinvest in, attractions that showcase Paso Robles' unique identity and heritage including the Paso Robles Event Center, Pioneer and Historical Museums, historic buildings, agriculture, local artisans and culture, historic downtown, and the river front.



- Attract conventions that promote Paso Robles industry clusters and assets (to generate mid-week visitor demand, lure investment, and expand markets).

- Support regional cooperative marketing efforts and initiate joint marketing programs.

- Provide adequate, stable funding for tourism marketing and economic development.



ACKNOWLEDGEMENTS

University of California Santa Barbara – Economic Forecast Project –
2005 Paso Robles Forecast

California State Employment Department/Development Department –
Job Growth Projections for San Luis Obispo County

The Tribune – A Graphic of US Census Bureau Data –
“How Education Levels Affect Income”

Public Policy Institute of California – “What Kind of California Do You Want?”

Regents of the University of California – Demographics

The Tribune – 11/28/05 – California Budget Project Report – “Population Expected to Grow
Older, More Diverse”

The San Jose Mercury News – 11/25/05 – “Construction Trades Woo Younger Workers –
Competing with College Cachet Not Easy for Industry”

Local Government Commission – Ahwahnee Principles for Economic Development for the
21st Century

Local Government Commission – Ahwahnee Principles for Resource-Efficient Communities

For Information Contact:

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Drawings and Architectural Renderings are from:

Olsen/Beechwood Specific Plan – Moule & Polyzoides
Architects and Urbanists 180 East California Boulevard at Pitcher Alley
Pasadena, California 91105

The Salinas River Design Workshop (2005)

Robert Hall Winery Photograph – Courtesy of Steve E. Miller
Cuesta College Photographs – Courtesy of Cuesta College

Graphic Design and Stock Photography – Faye Baker www.photogenics.biz
– Richard Baker www.richardbaker.com

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Paso Robles
chamber of commerce

Summary of Revenue & Expense 5 Year Summary

	<u>ACTUALS</u> <u>FY11/12</u>	<u>FY12/13</u>	<u>FY13/14</u>	<u>PROJECTED</u> <u>FY14/15</u>	<u>FY15/16</u>	<u>FY16/17</u>
<u>GENERAL FUND</u>						
Revenue	24,661,000	25,171,000	25,867,000	26,664,000	27,572,000	28,210,000
Expense	23,140,000	24,601,000	25,488,000	26,309,000	27,068,000	27,880,000
Projected Revenue vs Expense	1,521,000	570,000	379,000	355,000	504,000	330,000
Projected Fund Balance	<u>10,981,000</u>	<u>11,551,000</u>	<u>11,930,000</u>	<u>12,285,000</u>	<u>12,789,000</u>	<u>13,119,000</u>
<u>WATER FUND</u>						
Revenue	7,513,577	8,858,000	10,516,000	12,332,000	14,073,000	15,827,000
Expense	10,588,931	16,848,000	15,852,000	13,529,000	12,466,000	13,775,000
Projected Revenue vs Expense	(3,075,354)	(7,990,000)	(5,336,000)	(1,197,000)	1,607,000	2,052,000
Projected Fund Balance	<u>20,899,000</u>	<u>12,909,000</u>	<u>6,573,000</u>	<u>5,376,000</u>	<u>6,983,000</u>	<u>9,035,000</u>
<u>SEWER FUND</u>						
Revenue	5,138,000	14,563,000	26,068,000	27,615,000	14,515,000	12,833,000
Expense	6,751,921	11,998,000	25,563,000	25,925,000	11,406,000	11,774,000
Projected Revenue vs Expense	(1,613,921)	2,565,000	505,000	1,690,000	3,109,000	1,059,000
Projected Fund Balance	<u>3,544,000</u>	<u>6,109,000</u>	<u>6,614,000</u>	<u>8,304,000</u>	<u>11,413,000</u>	<u>12,472,000</u>
<u>TRANSIT FUND</u>						
Revenue	\$1,663,811	\$1,664,000	\$1,669,000	N/A	N/A	N/A
Expense*	1,460,085	1,595,000	1,661,000	N/A	N/A	N/A
Projected Revenue vs Expense	203,726	69,000	8,000	N/A	N/A	N/A
Projected Fund Balance	<u>134,000</u>	<u>203,000</u>	<u>211,000</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
<u>AIRPORT FUND</u>						
Revenue	1,040,427	618,000	628,000	1,138,000	649,000	660,000
Expense*	1,194,369	420,000	422,000	924,000	425,000	426,000
Projected Revenue vs Expense	(153,942)	198,000	206,000	214,000	224,000	234,000
Projected Fund Balance	<u>1,585,000</u>	<u>1,783,000</u>	<u>1,989,000</u>	<u>2,203,000</u>	<u>2,427,000</u>	<u>2,661,000</u>

* Excludes depreciation expense.

GENERAL FUND FORECAST F.Y. 2013-17

Potential Adjustments/Risks

The General Fund Forecast projects revenue improvement, reasonable reserves, and modest operating surpluses. However, it is not adjusted for a variety of factors that could alter projected outcomes including:

Risks:

- FEMA reimbursement (\$1 Million exposure).
- New vacation accumulation policy that could result in annual \$200,000 expense.
- Use of Redevelopment Bond proceeds for ADA improvements (\$3 Million exposure).

Unsustainable Assumptions:

- No staff additions through F.Y. 2017.
- No staff compensation adjustments thru F.Y. 2017.
- No facility repair expenses (which average \$400,000 per year).

Unknowns:

- Litigation costs.
- Climate Action Plan program implementation, monitoring & reporting.
- Low Impact Development standard implementation, monitoring & implementation.

TO: City Council

FROM: James L. App, City Manager

SUBJECT: City Council 2012-13 Goals Progress Report

DATE: January 29, 2013

In April 2011 you adopted goals for the fiscal years 2012 & 2013. A progress report is provided below:

❖ Develop a Recovery Plan

The Council adopted a Recovery Plan in Spring 2012. It includes:

- Retail sales tax initiative *Complete*
- Replace three police officers *Complete*
- Restoration of street repair program *Complete*
- Addition of an H.R./Risk mgt. specialist *Complete*
- L.R.S. Department part-time staff supplement *Complete*
- Replace the City's budgeting & accounting system *2013*

❖ Live Within Our Means

- Limit use of reserves; continue labor savings; increase volunteerism *Continuing*
 - Balanced budget
 - 35% fewer operating staff
 - \$11,100,000 General Fund reserve
- Establish adequate water and sewer rates *Continuing*
- Update development impact fees *2013*

❖ Improve Transportation System

- Complete funded projects
 - 21st Street Reconstruction *2013*
 - Theatre Drive Realignment *Complete*
 - 13th/17th/24th Highway Access Project *2014*
- Develop road maintenance financing plan (sales tax) *Complete*

❖ Complete Major Planning Efforts

- Update Circulation Element *Complete*
- Uptown Centre Specific Plan *Complete*
- Chandler Ranch Specific Plan *Continuing*
- Olsen Beechwood Specific Plan *Continuing*
- Update Sphere of Influence *2013*
- Update General Plan *Deferred*

❖ Prepare Climate Action Plan *2013*

Many other efforts relate to your 2011 goals, many of which will demand attention going forward, including:

❖ Live Within Our Means – Supplement

- Explore outsourcing – B. Schwartz & Centennial Parks
- Consolidate City transit ~~consolidation~~ with R.T.A.
- Update Solid Waste franchise agreements
- Form Tax Oversight Committee

❖ Improve Transportation System – Supplement

- River Road Trail
- Pavement Striping
- Charolais Road Trail
- Prepare/Implement Pavement Repair Plan
- Highway 101 Median Safety Improvements
- Repair Rambouillet Road (between Niblick & Nicklaus)
- Repair Union Road (between Kleck & Montebello Oaks)

❖ Complete Major Planning Efforts – Supplement

- Update City Sphere of Influence
- Complete Water Recycling Master Plan
- General Plan – Update Housing Element
- Draft Low Impact Development Standards
- Consider Quorum (Furlotti) SOI/Annexation
- Develop Habitat Conservation Plan w/County
- Develop Salinas River Corridor Trail Plan w/County
- General Plan – Consider Allocating 594 Residential Units
- Oak Park Housing Authority Reconstruction/Expansion – Phases I & II

❖ Other

- Select Police Chief
- Construct Uptown Park
- Redesign Tourism Web Site
- Airport – Install Fuel Island
- Construct City Park Restroom
- Repair Pioneer Park Restroom
- Plan & Host 125th Anniversary
- Design & Build Water Treatment Plant
- Construct Wastewater Treatment Plant
- Complete Dissolution of Redevelopment Agency
- Property Transactions (leases, exchange, &/or sale)
- Close-out FEMA (2003 Earthquake) Disaster Relief

2013 MAJOR ISSUES

Foremost:

- Wastewater treatment plant
- Water treatment plant
- Supplemental sales tax
- Live within means
- Road repair plan

Consequential:

- Groundwater management plan
- 13th/17th/24th Street Project
- L.I.D./Hydro modification
- Solid waste contracts
- Finance system
- Specific Plans
- Police Chief
- Oak Park
- Risks

Fundamental:

- Sphere of Influence/Annexation
- Public/private partnerships
- Development impact fees
- Transit consolidation
- 125th Anniversary
- Projects:
 - Roads
 - 21st Street
 - Uptown Park
 - Union/HWY 46E PSR
 - So. Vine/HWY 46W PSR
- Planning:
 - Habitat Conservation Plan
 - Climate Action Plan
 - No. Co. Trail Plan
 - Housing Element
 - Recycled Water
- Airport:
 - Fuel Station
 - Leases
- Other:
 - Leases/Property transactions

2013
COUNCIL GOAL SUGGESTIONS – SUMMARY

Facilities – Existing

- Repair roadways
- Restore parks & public buildings
- Refurbish downtown public space

Facilities – New

- Construct Wastewater Treatment Plant
- Acquire additional Nacimiento water
- Add parking downtown

Planning

- Update General Plan
- Prepare Climate Action Plan
- Implement Groundwater Plan
- Complete Habitat Conservation Plan
- Prepare Low Impact Development standards

Programs

- Promote economic development
- Promote tourism, events & facilities
- Promote downtown business development
- Continue support of Chamber, Main St, PRWCA & PREC
- Consider Business Development Road Show
- Replace budget/accounting system

General

- Build reserves
- Live within means
- Continue to seek grants
- Streamline inter-city transit
- Continue exploring outsourcing
- Continue to expand volunteerism
- Establish liaison with Cuesta College

Staffing

- Hire Police Chief
- Establish drug/gang task force
- Improve police to population ratio
- Continue improving ISO rating
- Restore services

Other

- Support Oak Park reconstruction
- Improve citizen access to public business
- Continue cooperation with other agencies
- Expand public relations/information to/for citizens
- Cooperate with churches & regional organizations to address homelessness

Jim App

From: Duane Picanco
Sent: Tuesday, February 19, 2013 11:06 AM
To: Jim App
Cc: Duane Picanco
Subject: Goals

Jim

These are my goals. 1. Paso Robles be the Economic Hub of Northern San Luis Obispo County and Southern Monterey County .

- a. Encourage tourism, Commercial , Industrial development. Creating Jobs.
- b. Continue to expand, encourage and maintain downtown business area with the City Park continuing to be the Focal Point.
- c. Purchase additional property for Parking lot.
- d. Maintain a balanced budget without use of reserves and as budget permits provide some of the previous services.
- e. Infrastructure and Facilities maintenance.

Jobs and Housing are important also that is included in item (a) . I feel it's important to continue to support tourism but also to have balanced economy with Commercial, Industrial and housing.

We should not rely on one segment of economy. I'm interest in acquiring more Nacimiento Water allocation. I have few more goals but priorities are primarily found in Items a-e . If you want more details I will provide them to you ?

Duane

Jim App

From: Ed Steinbeck
Sent: Tuesday, February 12, 2013 2:10 PM
To: Jim App
Subject: Goals for 2013

Simple list:

1. Repair roadways
2. Store up reserves against future risks
3. Establish drug/gang enforcement team (one new officer)
4. Restore park, playing field and public building maintenance
5. Implement State mandated programs, such as the Climate Action Plan and the Habitat Conservation Plan, with little or no impact on City funds.

Ed Steinbeck
Councilmember
Mayor Pro Tem
City of Paso Robles
1000 Spring Street
Paso Robles, CA 93446
805 227 7216
esteinbeck@prcity.com

Jim App

From: John Hamon <john@hamonohd.com>
Sent: Monday, February 18, 2013 5:23 PM
To: Jim App
Subject: Hamon Goals

Jim,

I think this is the longest time in seven years I have not seen or spoken to you, (over a month...) hope you are feeling better.

I am not one to talk about much that cannot realistically be accomplished. My major point is one that I have said often and that is to live within our financial means. I have told our company that what we are experiencing is a new normal and that with the way a majority of the American electorate voted this last time around for more of the same unsustainable spending, I am not comfortable with the future outlook in America's economy.

If only they would run their finances in Washington like we have had to do, so many future generations might have realized what we have had for the last 50 years.

Paso Robles needs to plan for itself without looking to the state or feds for any extra funds beyond what is out there for all cities. I am very happy that our citizen folks chose to fund the ½ cent and I intend to vote only for our infrastructure improvements that they expected to see. Leveraging those funds to do as much as possible is a high goal as well.

What has been proposed so far for the workshop is plenty to consider for me. I don't want to be a curmudgeon about goals but I hope folks do not think that this is a green light either to get back to what and how we were doing business 5 years ago.

Regards,

John Hamon

President

Hamon Overhead Door Co.

1-805-238-0524 off. 1-805-238-9137fx

john@hamonohd.com

www.hamonohd.com

HAMON
OVERHEAD DOOR
COMPANY Inc.

City Goals 2013

GENERAL STATEMENT

When considering goals for the City of Paso Robles, it is imperative that we keep three factors in play at all times:

1. The realization that goals are statements of what we want, not lists of things to do.
2. The understanding that each goal statement must be supported with policies (i.e., a list of HOW we do things).
3. The commitment that our procedures (TO DO LISTS) must align with our policies and the goals they support.

Only by maintaining this structure will we accomplish the following:

1. Effective and focused use of available resources.
2. Continuity in municipal planning.
3. A logical rationale for all our work that is easily communicated to our citizens.

With these precepts in mind, these are my thoughts for Council consideration during our goal-setting discussions. I have divided my suggestions into four sections.

1. Fiscal Responsibility
2. Basic Services
3. Above & Beyond
4. Civic Participation

GOAL #1: Fiscal responsibility: We will live within our means.

- Policy #1: We will identify and cultivate our revenues.
Procedure: *Continue to support promotion of tourism efforts.*
Procedure: *Continue to support local business and their representative organizations (Chamber, Main Street, etc.)*
Procedure: *Develop a Business Development Road Show to recruit non-tourism businesses.*
Procedure: *Enforce Development Impact fees.*
Procedure: *Continue to cultivate grant and other outside revenue sources.*
- Policy #2: We will identify, track and minimize our expenses.
Procedure: *Maintain financial hardware and software*
- Policy #3: We will maintain adequate reserves.
Procedure: *Establish/confirm standard reserve limits*
Procedure: *Continue to maintain reserves as budgeted item*

Goal #2: Basic services: We will provide the highest quality of basic municipal services possible consistent with Goal #1

- Policy #1: We will protect the public's safety aggressively.
Procedure: *Hire a new police chief.*
Procedure: *Establish gang/drug enforcement teams.*
Procedure: *Initiate a plan to increase the police officer/population ratio.*
Procedure: *Continue efforts to improve the City's ISO fire insurance rating.*
- Policy #2: We will supply adequate water and sewer services.
Procedure: *Support implementation of the Ground Water Management Basin Plan.*
Procedure: *Complete waste water treatment plant project.*
Procedure: *Address storm water management through low-impact development standards.*
- Policy #3: We will fix the streets.
Procedure: *Aggressively plan and implement road repair/maintenance utilizing sales tax override funding.*

- Policy #4: We will comply, to the best of our ability, with State/Federal mandates.

Procedure: *Begin preparations for a General Plan Update within the next two years update land use and service capacities.*

Procedure: *Complete Climate Action Plan.*

Procedure: *Complete Habitat Conservation Plan.*

Goal #3: Above and Beyond: We will be a “can-do” community again, finding ways to go beyond basic services, consistent with Goal #1 and Goal #2.

- Policy #1: We will support improvements in the areas of assisted housing, education, transportation and recreation.

Procedure: *Establish a liaison committee with Cuesta College.*

Procedure: *Continue efforts to streamline inter-city transportation services.*

Procedure: *Work to restore recreational/municipal facilities.*

Procedure: *Support Oak Park Housing construction.*

Procedure: *Establish quarterly meetings with Chamber/Main Street representatives to explore solutions to parking congestion.*

Procedure: *Study the potential for increasing power supply to the downtown City Park.*

Procedure: *Work with churches and county/regional organizations to address homelessness in Paso Robles.*

Goal #4: Civic Participation: We will keep our citizens informed and involved.

- Policy #1: We will work with citizens and their organizations.

Procedure: *Maintain a regularly updated list of all local service organizations and their contact information.*

Procedure: *Assign a small committee of staff members the responsibility of constantly evaluating opportunities for service partnerships with these organizations.*

Procedure: *Establish a system of public relations to keep citizens informed of municipal progress. This system should include social media policies and procedures.*

Procedure: *Continue efforts to make information available via the City’s website.*

From: Fred Strong
Sent: Sunday, February 24, 2013 6:36 PM
To: Jim App
Subject: My "Goals"

I don't believe in setting specific project goals. That ties our hands and makes it difficult to react to changing landscape, mandates, funds availability (grant and formula based), unforeseen events, etc. It also requires us to choose which important projects to throw under bus. Ridiculous!

My

1 goal: Prudently assess potential income and budget expenditures within our anticipated means

- Plan a minimal annual fund balance to restore city reserves for our citizens
- leave at least 10% in each individual infrastructure account for possible grant matching opportunities as they might arise
- reduce expenditure liabilities by outsourcing some non-essential parks and recreation services and look at other similar opportunities
- create realistic payment plans to secure really "long-term" resource and service capacity
- Continue involvement in other governmental spheres to return, protect and enhance funding through the return of local tax dollars to our jurisdiction

#2 goal: Maintain and enhance existing public facilities and the private sector's capacity to produce all other things needed for a successful city

- Transportation infrastructure maintenance (including street sweeping), repair and essential enhancement
- Buildings, utilities and grounds structure and landscaping maintenance and enhancement
- Reduce, or eliminate, non-mandated barriers to lawful public and private sector capital improvements/infrastructure, goods and services production and delivery
- Consider alternative ways for our present and future citizens to reduce the long term costs of paying their own way regarding city facilities and infrastructure
- Prioritize city efforts on an immediate cost/need/benefit basis, including bench mark attainment for intermediate and longer term projects (do NOT allocate resources on a speculative basis)

#3 goal: Citizen education/involvement in an accessible improved format for broader public support of city efforts

- Hold some City Council meetings/workshops in other parts of the city at convenient times and places
- Consider a change in format to allow re-opening of public hearings if new, unpublished information, is presented after closing the hearing and before our decision
- Cooperative efforts with other entities seeking to provide essential elements of our city's service fabric to our citizens

- Obey the law by meeting mandated planning that is reasonable and funded and oppose or attempt to change those mandates that do not meet that test or which we find to be excessive.

#4 goal: Develop a long term re-staffing plan to bring the city back to a more desirable service delivery capability within a realistic cost/benefit time frame

- Retain efficiencies obtained during economic downturn and re-assess employee to resident ratios by service delivery sector
- Get evaluation of priority hirings and duties to develop appropriate policies for efficient and adequate service delivery
- Assess impact of scientific developments and equipment capabilities that may impact ratios necessary, especially cost saving developments
- Further explore across the board volunteerism possibilities for maximum effectiveness of available income.

#5 goal: Prioritize and complete all remaining viable previous City Council goals in conjunction with other jurisdictions and layers of government on a cost/benefit basis.

- Work cooperatively with other jurisdictions, agencies and levels for cost savings, without loss of service, as long as basic local control is maintained in our area
- Participate in Regional, State and Federal planning and regulation development/implementation to the degree possible as it affects our ability to provide necessary infrastructure and services to our community
- Seek a return of local taxpayer funds that maintain and enhance our city or defer immediate maintenance needs by providing new replacement facilities
- Consider joint efforts to draft necessary legislation or plan language to assist us in attaining our goals

I believe that covers my most important areas of concern. I also believe that it covers just about every suggested narrow goal suggestion received.

Best wishes,
Fred

TO: City Council

FROM: James L. App, City Manager

SUBJECT: Goal Suggestions

DATE: February 1, 2013

In the wake of the recession many are impatient to recover and rebuild. It is important, however, to remember a big lesson (re)learned during this recession – live within our means.

The budget is balanced but risk and uncertainties lie ahead. The eagerness to restore pre-recession “norms” must be tempered so that costs do not again exceed ultimate means. To do otherwise is folly and dooms us to repeat the purging of recent past. That is not progress – stop and go, boom and bust, serves no one.

With this lesson in mind, I offer goal suggestions for consideration:

❖ Live Within Our Means

- Store up reserves against future risks
- Merge City Transit with Regional Transit
- Complete renegotiation/restructuring of Solid Waste enterprise
- Future spending decisions in accordance with long-term capacity

❖ Rebuild Public Spaces

- Repair roadways
- Improve highway access
- Restore parks and public buildings
- Expand pedestrian & bicycle transportation

❖ Take Care of Our Own

- Education first – promote new revenue for PRUSD & Cuesta College
- Fund PRUSD homeless student support services
- Support reconstruction of Oak Park Housing
- Establish drug/gang enforcement team

❖ Do No Harm

- Improve storm water management (low impact development)
- Implement the Groundwater Basin Management Plan
- Construct Wastewater & Water Treatment Plants
- Prepare and implement a Climate Action Plan
- Complete a Habitat Conservation Plan

2013
GOAL SUGGESTION – SUMMARY

Facilities – Existing

- Repair roadways
- Restore parks & public buildings
- Replace City Park play equipment
- Refurbish downtown public spaces
- Expand & improve PREC area
- Reopen Centennial Pool

Facilities – New

- Construct Water Treatment Plant
- Construct Wastewater Treatment Plant
- Expand Bike/pedestrian transportation
- Add pedestrian crossing @ 28th St.

Planning

- Update General Plan
- Update Housing Element
- Prepare Climate Action Plan
- Implement Groundwater Plan
- Complete habitat Conservation Plan
- Complete Recycled Water Master Plan
- Prepare Low Impact Development Standards

Programs

- Promote Airport development
- Promote economic development
- Promote tourism, events & facilities
- Promote downtown business development
- Encourage youth/teen oriented businesses
- Provide youth/teen drug abuse services
- Fund youth/teen recreation programs
- Expand Senior outreach
- Expand library services

General

- Build reserves
- Live within means
- Promote funding for education
- Host joint meeting with PRUSD
- Merge City with Regional transit
- Restructure solid waste enterprise

Staffing

- Increase library staffing
- Add back 5 police officers
- Add evidence room technician
- Restore staff training and education
- Restore general maintenance staffing

Jim App

From: Ed Gallagher
Sent: Friday, January 25, 2013 10:42 AM
To: Jim App
Subject: Council Goals - Planning Commission

Jim,

The Planning Commission recommends that the City Council consider the following goals:

- Undertake 2 or 3 quality of life projects to benefit the community at large. To be included: reopen Centennial Park Pool and build a pedestrian railroad crossing at 28th Street.
- Update the General Plan.
- Develop a Business Development Road Show to sell Paso Robles to non-tourism-related firms, preferably high-tech; consult with Randy Flamm on this.
- Reduce or eliminate development impact fees for developing second units on West Side lots in order to encourage infill.
- Continue to develop tourism.
- Promote Downtown Business Development to keep the downtown vibrant and an economic generator for the community.
- Recruit/incentivize a grocery store for the West Side.
- Encourage establishment of Youth/Teen friendly businesses. Examples are: reopening Centennial pool, batting cages, miniature golf, arcades, or a go cart track – places where teens can meet with friends in a safe environment.

I informed the Commission that goal suggestions were due by today, January 25. There may be one or two submitted later today.

Paso Robles City Council
1000 Spring Street
Paso Robles, CA 93446

January 24, 2013

RE: Paso Robles City Council Goal Setting

I am writing this letter on behalf of the Promotions Coordinating Committee which advises the City Council on matters regarding tourism.

The Promotions Coordinating Committee is made up of representatives from the most important segments of Paso Robles tourism: the Paso Robles Event Center, Paso Robles Wine Country Alliance, Chamber of Commerce, Downtown Main Street, two Travel Paso Robles Alliance members, and one tourism representative. As you develop goals for 2013-2015, the PCC would urge you to keep active tourism promotion at the top of your list of goals and to consider growing your support of the tourism program.

Tourism and the wine industry are the largest economic drivers in our county. The largest increase of revenue for the City has been Transit Occupancy Tax for the last three years. We believe this can be attributed to the marketing and promotions of the above-mentioned organizations, represented by the Promotions Coordinating Committee.

From those that work to advise the City Council on matters related to tourism and especially promotions, the committee consensus is that tourism should be formally listed and recognized within the Council's goals as an item to support and if possible, increase. Such recognition would be consistent with the Economic Strategy and the prominent role that the tourism industry plays in the City's overall economy. The Wine industry invests \$1.6 million annually in marketing and the hotel community now invests over \$700,000 through efforts from the Travel Paso Robles Alliance (Hotel B.I.D.) and individual hotels. Each and every dollar spent by Paso Robles to promote tourism is crucial to the overall success of Paso Robles.

The Committee understands that these are still challenging economic times and moving ahead thoughtfully will be important. The Committee respectfully requests that the City Council replenish the cuts made to the tourism programs when recovery is sufficient to begin growth, specifically the contracts with the Downtown Paso Robles Main Street Association to increase downtown promotion, the Paso Robles Wine Country Alliance to increase the number of journalists they can host and the Chamber of Commerce to continue improving the downtown Visitors Center and the visitor experience.

We hope you see the value of expanding funding to tourism programs at a pace that would match the growth of the Paso Robles economy.

We thank you for your consideration and dedicated work.

A handwritten signature in black ink, appearing to read "Matt Masia".

Matt Masia

On behalf of the Paso Robles Promotions Coordinating Committee

Jim App

From: Julie Dahlen
Sent: Monday, January 14, 2013 5:42 PM
To: Jim App
Cc: Lynda Holt
Subject: Senior Advisory Committee Goal Suggestion

Jim,

The Senior Advisory Committee recommends the following for City Council goal setting:

Develop Senior Center outreach services to meet the needs of senior residents in the northwest area of Paso Robles.

In light of our outsourcing agreement with Senior Volunteer Services, the group is unclear as to how this outreach would be appropriately achieved.

Their primary concern is that City leaders recognize the increasing need for Senior Center services as our older population grows in number.

Julie Dahlen, Director
Library and Recreation Services
City of Paso Robles

Office: 805-237-3993
Cell: 805-391-0932
Fax: 805-237-6424
jdahlen@prcity.com

Jim App

From: Julie Dahlen
Sent: Thursday, January 10, 2013 6:33 PM
To: Jim App
Cc: Lynda Holt
Subject: Youth Commission Goals

Jim,

The Paso Robles Youth Commission suggests the following as City Council sets 2-year goals:

1. Provide drug abuse resources for high school students.

- a. Drug resistance training and encouragement.
- b. Anonymous support groups and counseling for youth addicts (not requiring parental notification).

2. Fund recreational programs and facilities for youth.

- a. Reopen Centennial Pool.
- b. Restore the afterschool program at Centennial Park.
- c. Promote/facilitate the use of existing facilities for teen events such as using the Centennial amphitheater for teen concerts.
- d. Actively attract businesses to Paso Robles that provide low-cost activities for teens (roller-skating rink was mentioned as an example)

Thank you,
Julie

Julie Dahlen, Director
Library and Recreation Services
City of Paso Robles

Office: 805-237-3993
Cell: 805-391-0932
Fax: 805-237-6424
jdahlen@prcity.com

Jim App

From: Julie Dahlen
Sent: Thursday, January 10, 2013 6:13 PM
To: Jim App
Subject: Library Trustees' Goal Suggestions

Jim,

Today, the Library Board of Trustees asked that City Council consider the following in its upcoming goal-setting workshop:

1. **Increase Library staffing**—in particular, fill the full-time Technical Services Librarian position that had been authorized before the recession and resulting hiring freeze.
2. **Expand Library service.**
 - a. Increase Library materials budget to enhance the collection.
 - b. Make the Library Study Center a circulating "branch" library.
 - c. Expand current Library space to include the upstairs portion of the building, currently used by City Hall staff.

The group acknowledges that item #2c is an unlikely 2-year goal yet sees the value in reminding City Council and our community of this long-standing objective.

Thank you,

Julie Dahlen, Director
Library and Recreation Services
City of Paso Robles

Office: 805-237-3993
Cell: 805-391-0932
Fax: 805-237-6424
jdahlen@prcity.com

Jim App

From: Julie Dahlen
Sent: Wednesday, January 09, 2013 11:41 AM
To: Jim App
Cc: Meg Williamson; Lynda Holt
Subject: Parks and Rec Advisory 2-year Goal Recommendations

Jim,

The Parks and Recreation Advisory Committee met yesterday and developed these 2-year goal suggestions for CC consideration:

1. Continue to explore outsourcing, with caveats:
 - a. Analyze each Recreation facility and/or program separately rather than in terms of a wholesale turnover of the department.
 - b. Keep in mind that we are determining the fate of City assets that belong to the citizens of Paso Robles (Centennial Pool, for example).
 - c. Do not sacrifice quality programming and affordability to the public in the name of saving money for the City budget.
2. Leverage other capital projects (such as a new wastewater treatment plant and/or road repair) to establish a link or footprint for recreational facilities and opportunities.

Julie

Julie Dahlen, Director
Library and Recreation Services
City of Paso Robles

Office: 805-237-3993
Cell: 805-391-0932
Fax: 805-237-6424
jdahlen@prcity.com

Jim App

From: Ed Gallagher
Sent: Friday, January 25, 2013 10:34 AM
To: Jim App
Subject: Council Goals

Jim,

The only goal suggested by the Housing Authority was to commit sufficient staff time for processing subsequent tract maps for each phase, plan checking construction documents, and the requests for fee deferrals similar to that for Phase One.



January 25, 2013

RECEIVED
CITY CLERK'S OFFICE
JAN 30 2013
CITY OF PASO ROBLES

Mayor Duane Picanco
City of El Paso de Robles
1000 Spring Street
Paso Robles, CA 93446

Dear Mayor Picanco and City Council:

The Sixteenth District
Agricultural Association
A California State Agency

Thank you for the opportunity to submit suggestions for consideration during the Paso Robles City Council's goal development that we believe are important to the community as well as to the Paso Robles Event Center.

Herein, we respectfully provide the following four (4) community-oriented goals to consider under the Council's biennial goal setting process:

DIRECTORS:

FRED AGUIAR
Paso Robles

ROBERT BONESO
Paso Robles

MARK BORJON
Creston

CHRIS DARWAY
Arroyo Grande

JEANNE DUGGER
Paso Robles

DEE LACEY
Paso Robles

ROBERT LILLEY
Atascadero

JOHN PESCHONG
Templeton

KARL WITTSTROM
Paso Robles

1. *Continue with collaborative efforts in capital projects to further enhance and expand the Paso Robles Event Center, and most importantly, as a major gateway into the City's downtown corridor.*
2. *Continue with coordinated development of the Salinas River Corridor Plan as well as the Uptown/Town Centre Master Plan.*
3. *Continue embracing and supporting the annual 12-day California Mid-State Fair, generating over 400,000 visitors to the City, for the primary purpose to preserve and promote agriculture and to provide educational and entertainment value.*
4. *Continue to support the premier events held year round at the Paso Robles Event Center that bring tremendous economic vitality to the City of Paso Robles.*

We feel the aforementioned goals are paramount in the further development and enhancement of our common goal ... allowing the Paso Robles Event Center and the City of El Paso de Robles to be the absolute best. We, like all of you, are very proud of our great City and want to be a major partner in the economic strategy and long-range master plan.

Good luck in your goal-setting process!

Warmest regards,

Vivian Robertson
CEO

cc Jim App, City Manager ✓
Board of Directors, 16th DAA

VIVIAN ROBERTSON
Chief Executive Officer



San Luis Obispo County Community College District, Cuesta College's
Suggested Community Goals for
The City of El Paso de Robles' City Council

Submitted January 23, 2013

San Luis Obispo County Community College District, Cuesta College believes that many of the goals set forth in the *2006 Paso Robles Economic Strategy*, which was jointly prepared by The City Council and The Chamber of Commerce of Paso Robles, are still relevant today. The first five goals stated below are from this document.

1. Promote quality, relevant education and training programs.
2. Continually forge closer working relationships with San Luis Obispo County Community College District, Cuesta College for increased/improved educational opportunities.
3. Support long-term education facility and program funding alternatives.
4. Support development of specialized education/vocational training.
5. Identify and encourage joint development/use of San Luis Obispo County Community College District, Cuesta College facilities and programs.
6. Collaborate with San Luis Obispo County Community College District, Cuesta College in its revision of its Site Master Plan for the North County Campus by helping to identify community needs.

Jim App

From: Kathleen McNamara <kmcnamara@pasoschools.org>
Sent: Thursday, January 24, 2013 10:58 AM
To: Jim App
Cc: Jenny Johnson
Subject: Suggestion for review from PRJUSD

Hello Jim,

We would like the City Council to consider jointly hosting a public meeting with the School Board to discuss areas of common concern and interest for dialog and discussion and possible action should the need arise.

Thanks for the opportunity to offer input.

Thanks,

Kathy McNamara
Paso Robles Public Schools
Superintendent



Jim App

From: Meg Williamson
Sent: Tuesday, January 29, 2013 2:12 PM
To: Jim App
Subject: FW: City Goal-Setting Suggestions
Attachments: City Goal Setting2013.docx

FYI ...

From: info@pasoroblesdowntown.org [mailto:info@pasoroblesdowntown.org]
Sent: Tuesday, January 29, 2013 11:33 AM
To: Meg Williamson; Fred Strong; Ed Steinbeck - Realtor; Steve Martin; Steve Martin; John Hamon; Duane Picanco
Subject: City Goal-Setting Suggestions

On behalf of the Board of Directors, Economic Restructuring Committee and the Design Committee for the Downtown Paso Robles Main Street Association, below are suggested items for the Goat-Setting sessions planned for the City of Paso Robles:

City Goal Setting:

- Need parking lot
- Electricity in City Park (plugs do not have enough power and kick out the breakers)
- Trees planted where empty holes are now. Need to replace now to allow trees time to grow. (Tree guard on Spring is empty.)
- More trash cans downtown (as we now have more restaurants).
- Finish old-fashioned pedestrian lights along Park Street.
- Pedestrians go through the alleys between Spring and Pine and the alleys are in need of repairs.
- Historic Review Board – Since we have many historic buildings downtown.
- ADA ramps fill with leaves – how to keep clean.
- Fountain - if not repairable, needs to be replaced with a drip-type fountain (more fitting with our historic downtown).

- When events are held in the City Park, need water hose bibs as most state health regulations require food vendors to have running water available for outdoor events.
- Need plenty of 120 and 240 volt outlets; also have a 240 volt, 100 amp disconnect box near the bandstand. Many bands bring their own power distribution panels and prefer to hard-wire directly into a disconnect panel.
- Need replacements when old-fashioned street lights have broken globes (one on Pine Street and one on Spring).

Thank you for your consideration.

Norma Moya
Executive Director

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RECEIVED
CITY CLERK'S OFFICE
JAN 23 2013
CITY OF PASO ROBLES

Mayor Duane Picanco
City Hall
1000 Spring St.
Paso Robles, CA 93446

January 24, 2013

Dear Mayor Picanco and City Council:

The North County Business Resource Center (NCBRC) is requesting that the City Council for the City of El Paso de Robles consider Economic Development as one of its primary goals for 2013 and beyond. To support this goal, the NCBRC would like the opportunity to present a request for funding assistance to support its entrepreneurship training and long term mentoring as well as business education programs and services offered to the Paso Robles business community.

The goal of the NCBRC is directly related to the Paso Robles economic strategy that was outlined in 2006 in the document aptly titled Paso Robles Economic Strategy, which stated, *"A vision and strategy for economic and community development is called for – one that increases opportunity, spurs investment, encourages local enterprise, serves the needs of local residents, workers and businesses, promotes stable employment, reduces poverty, offers family and neighborhood life, and is both inclusive and sustainable."*

Specifically, the report mentioned the importance and significance of supporting local business development and growth. *"Because a community's most valuable assets are the ones they already have, and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local job growth. Community economic development should focus on promoting local entrepreneurship to build locally based industries and businesses that can succeed among national and international competitors."*

An increasing number of local communities, including, but not limited to, San Luis Obispo, Morro Bay, and Atascadero, are making economic development a high priority and are taking specific steps to implement strategies that encompass:

- Business Retention and Expansion
- Entrepreneurial Development

- New Business Recruitment
- Community Development
- Consensus Building in Support of these Activities

The North County Business Resource Center of Paso Robles, taking a leadership role in Paso Robles' economic development and working with Cuesta College, SCORE, MCSM and other organizations, is driving and implementing programs and services in support of 4 of the 5 elements listed above. The Main Street Association has successfully taken the lead on the 5th element - Community Development.

The need for specific business education, entrepreneurship training, and business counseling is significant. According to SBA statistics, 30% of these will fail this year and 49% will have failed by 2017. But the news is worse. According to Dun and Bradstreet, the number of business failures in California is 64% higher than the national average. That means that 51% of new businesses started in Paso Robles in 2012 will fail in 2013 and roughly 80% will have failed by 2017. Business failures affect sales tax revenue directly. The failures also affect overall tourism revenue when the business failures include a significant number of downtown businesses and services that contribute to the overall appeal of visiting Paso Robles. And of course, all of this impacts the City's ability to provide needed services and up-to-date infrastructure.

Failed businesses or weak businesses affect overall economic vitality. The causes of business failures or lack of growth are well understood and generally point to at least one of the following:

- Lack of experience
- Insufficient capital and/or poor credit/financial arrangements
- Poor location
- Poor inventory management
- Personal use of business funds
- Unexpected growth
- Unidentified competition
- Low sales volume

Through a solid program of entrepreneurial training, business education and counseling, the majority of these factors can be addressed and corrected for many Paso Robles businesses. It is well documented that the more an entire community or region works together on economic development, the more successful it is. To achieve that success, there must be a shared commitment and collaborative effort between the private and public sectors. The North County Business Resource Center is committed to working with The City of El Paso de Robles as well as key community organizations to develop the strategy and tactics necessary to continue the movement of our community toward a position of renewed and sustained economic vitality.


While undoubtedly within the Paso Robles community there are numerous groups concerned about the restoral of important services and the maintenance of important infrastructure, it should be noted that all of this cannot happen and be sustained without an improved economy – led by a stronger, growing business community supported by viable education and training. Who benefits when a business succeeds and grows?

- The financial community that then has additional funds to re-invest in Paso Robles
- Other business owners who provide services and products to that business

- The overall community via additional taxes and revenue to provide more services and better infrastructure
- Non-profit organizations that can provide specialized services and products for those in need – making our community a better place to live

In conclusion, the North County Business Resource Center respectfully requests that The City of El Paso de Robles chooses to prioritize Economic Development in its broadest sense, i.e. not just promoting business, as one of its top goals for 2013.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Mike Gibson", with a stylized flourish at the end.

Mike Gibson
President & CEO
Paso Robles Chamber of Commerce

Pamela Avila
Director
North County Business Resource Center

TO: James L. App, City Manager
FROM: Robert Burton, Acting Chief of Police
SUBJECT: Police Department Input to City Council Biennial Goal Setting
DATE: January 25, 2013

In response to your request for input on important community goals for the upcoming biennial goal setting session of the City Council, the Police Department has prepared the following for your consideration. The below listed priorities are in support of both Police Department and community needs. The list of priorities has been dictated largely by the current economic situation and looks primarily to restore public safety services.

The Police Department is currently allotted 32 sworn officer positions and 14 non-sworn positions. If the below goals are accomplished, the Police Department would grow to 34 sworn positions in 2013 and 35 sworn / 15 non-sworn positions in 2014.

2013

- Hire a Police Chief
- Start a gang / narcotics street team (Need to hire an additional Police Officer)
- Contribute \$90,000 a year toward the County-wide gang / narcotics task force.
- Restore the third Detective position in General Investigations (Need to hire an additional Police Officer)
- Restore the second Police K9

2014

- Restore a Traffic Officer position (Need to hire an additional Police Officer)
- Restore the Property / Evidence Room position (Need to hire an additional non-sworn employee)

TO: Jim App
FROM: Staff
SUBJECT: City Council 2-year Goals
DATE: January 25, 2013

- Finish design and begin construction on water treatment plant.
- Finalize Recycled Water Master Plan.
- Reduce non-revenue water... acceptable level is 5-8%.
- Perfect underflow water rights.
- Perform rate analysis and begin rate setting process.
- Prepare to respond quickly to regulatory changes to future hexavalent chromium MCL now that public health goal has been set at 0.02PPB.
- Continue to provide exceptional service to all our customers.
- Consider setting a goal to replace the playground at City Park, the equipment is in poor condition, considering the prominence and importance of City Park.
- Increase funding to maintain the interior and exterior of City owned buildings either by replacing staff to 2008 level or hiring a contract maintenance service.

1/14

Jim App

From: Ed Gallagher
Sent: Thursday, December 20, 2012 11:48 AM
To: Jim App
Cc: John Falkenstien; Susan DeCarli; Darren Nash; Theresa Variano
Subject: Council Goals

Jim,

Here's my suggestion for a Council Goal.

Promote the development of new housing to meet the diverse needs of the City's households via:

- Encourage and expedite completion of the Chandler Ranch, Beechwood Area, and Olsen Ranch Specific Plans and amendment of the Borkey Area Specific Plan (River Oaks II);
- Require specific plans to provide a variety of housing types to serve the full spectrum of the City's household types;
- Provide financial and technical (staff) support to the continued redevelopment of Oak Park Public Housing and to Habitat for Humanity;
- Update the Housing Element in Fiscal Year 13/14.

From: Jim App
Sent: Tuesday, February 26, 2013 4:36 PM
To: Council
Subject: FW: Airport Goals

Council –

From the Airport Advisory Committee's meeting minutes, here are their goal suggestions for your consideration.

Jim

7. City Council Goals –

The committee reviews a request from the City Council to provide input and suggested elements for the City Council's 2-year Goal Setting Process. Much of the committee's interest and focus is centered around airport promotion and development of not only the facility, but the relationships and partnerships with other local entities that together can work to promote ourselves and attract more visitors from outside the area. There is also the focus on business development and the continued effort to make the area, and particularly, the airport, attractive to outside business concerns that would seek to develop and locate here.

Accordingly, the committee recommends City Council consideration as follows:

1. Continue to promote the airport, its available facilities and benefits to the local community.
2. Promote new business opportunities, both through the adoption of an effective Business Plan for the airport and a streamlining of the requirements and procedures necessary to develop viable facilities to accommodate these interests.

A motion by Mr. Kuhn, seconded by Mr. Smith, to forward these recommendations, as stated, passes unanimously.