



CITY COUNCIL STAFF REPORT

TO: Honorable Mayor and City Council **DATE:** March 8, 2021
FROM: Matthew Bronson City Manager
PREPARED BY: Matthew Bronson, City Manager
SUBJECT: Adoption of FY 2021-23 Council Goals

RECOMMENDATION

Adopt the FY 2021-23 City Council Goals as determined at the February 26, 2021 Council Goal-Setting Workshop

BACKGROUND

To serve as a guide for the preparation of Grover Beach's budget, every two years the City Council uses an inclusive and thorough process for identifying major community goals. The Council goal-setting process was first established in 2017 in adopting a set of Council Goals that would determine the highest priorities for the City organization to implement in the upcoming fiscal year 2017-18 followed by an update of these Goals in 2018. The goal-setting process was replicated in 2019 with adoption of a new set of Council Goals for 2019-21 followed by an update of these Goals in 2020.

Building on the previous work done in 2017 and 2019, the City has carried out a similar process in 2021 to develop an updated set of goals for FY 2021-23 that identify the highest priorities for the City to achieve. On February 9, the Council received an updated General Fund Financial Forecast along with an update on the status of implementing existing Council Goals and approved the process for determining goals for the next two years. The goal-setting process also engaged the community through an online survey with 160 responses and a City Priorities Community Forum held virtually given COVID-19 restrictions and attended by four community members. Input was also received from the Parks, Recreation, and Beautification Commission and Planning Commission. Information from the survey, community forum, and Commission discussions was provided to the Council for consideration in identifying potential priorities.

On February 26, 2021, the Council conducted a goal-setting workshop to determine these Council Goals for the next two years. Prior to the February 26th workshop, each Council Member was asked to submit up to seven goal suggestions responding to the following question: *What are the most important, highest priority things for the City of Grover Beach to achieve or advance over the next two years?* These suggestions formed the foundation for the February 26th goal-setting workshop where individual goal proposals that were similar in nature were captured in synthesized language and stated as one goal while others were revised for clarity. A total of 11 candidate goals were ultimately drafted for consideration by the Council.

After carefully reviewing, rating and ranking the candidate goals, the Council adopted a highly focused set of collective goals organized into three priority categories:

- *Major City Goals.* These represent the most important, highest priority goals for the City to accomplish over the next two years, and as such, resources to achieve them should be included in the FY 2021-23 budget.
 - Economic Development
 - Housing and Homelessness
 - Public Safety
 - Street Improvements
- *Other Important Goals.* Goals in this category are important for the City to accomplish, and resources to achieve them should be made available in the FY 2021-23 budget where feasible.
 - Building and Facility Improvements
 - City Beautification and Public Art
 - Community Engagement
 - Pedestrian and Bicycle Safety
- *Address as Resources Permit.* While it is desirable to achieve these goals over the next two years, doing so is subject to current resource availability.
 - Environmental Sustainability
 - Code Compliance
 - Recreation and Community Programs

Attachment 1 contains a final report of the City Council goal-setting process from outside consultant Ken Hampian and Attachment 2 shows a list of the FY 2021-23 Council Goals. Pending Council adoption of these Goals, staff will incorporate these goals into development of the FY 2021-23 proposed budget and develop work programs for implementing the Major City Goals for the coming fiscal year. Drafts of the work programs will be reviewed with the Council on April 26, 2021 prior to finalizing and implementing the work programs as part of the adopted budget. These work programs will be focused on tasks that can be attained in the next fiscal year with available resources and staff capacity in support of these goals.

FISCAL IMPACT

There is no direct fiscal impact from this agenda item as the cost of implementing specific Council Goals will be presented as part of developing work programs.

ALTERNATIVES

The Council has the following alternatives to consider:

1. Adopt the FY 2021-23 Council Goals as determined at the February 26, 2021 Council Goal-Setting Workshop; or
2. Do not adopt FY 2021-23 Council Goals; or
3. Provide alternative direction to staff.

PUBLIC NOTIFICATION

The agenda was posted in accordance with the Brown Act.

Attachments

1. FY 2021-23 City Council Goal-Setting Final Report
2. FY 2021-23 City Council Goals



2021-23 CITY COUNCIL GOALS FINAL REPORT

February 26, 2021

OVERVIEW

To serve as a guide for the preparation of Grover Beach's two-year budget, every two years the City Council uses an inclusive and thorough process for identifying major community goals. As in the past, for the fiscal year 2021-23 budget, the process has been initiated several months prior to budget adoption.

The goal-setting process begins by gathering a great deal of baseline information, including assessing current community interests, updating the City's fiscal condition, and reviewing the progress of existing priorities. For example, a Community Forum was held on January 28, 2021 to gather community input. An online survey was also deployed to gather similar public input, with results transmitted to the Council in early February. On February 9, the Council received a fiscal report and financial forecast, along with an update on status of current goals and priorities.

After considering this baseline information, the Council set aside the morning of February 26, 2021 for a (virtual) City Council goal-setting workshop to determine its top priorities for the 2021-23 budget. The fundamental purpose of the workshop was to answering the question: ***What are the most important, highest priority things for the City of Grover Beach to achieve or advance over the next two years?***

Prior to the workshop, each Council member submitted up to seven proposed top goals. The City Manager and a facilitator reviewed these proposals and organized them under common themes. Under each theme, synthesized goal statements were prepared to capture related ideas within a single draft goal statement. A total of 11 synthesized "candidate goals" were drafted for consideration by the Council. During the workshop, the Council carefully reviewed each proposed goal and, as needed, revised them for clarity. The final proposed goals were then transferred to a "ballot" for Council rating.

RESULTS

After rating and ranking the candidate goals, the Council adopted a highly focused set of collective goals organized into three priority tiers. The goals outlined below are listed within each tier in alphabetical order. Therefore, relative importance should be judged by tier category, not by the order within each tier.

➊ **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish over the next two years, and as such, resources to begin achieving them should be included in the FY 2021-23 Budget. Detailed work programs will be prepared for all Major City Goals and presented to the Council in April 2021.

ECONOMIC DEVELOPMENT. Develop and implement economic development initiatives that include COVID-related economic recovery strategies, business retention and attraction, effective and timely permit processing, and tourism promotion including marketing, attracting hotels along Grand Avenue, and ensuring compatible beach uses.

HOUSING AND HOMELESSNESS. Update City codes and standards to encourage housing construction to meet diverse needs; collaborate with developers and non-profits in efforts to increase overall housing stock with a priority on affordable housing availability; and partner with regional agencies and organizations to address homelessness and related sheltering issues in the city and region.

PUBLIC SAFETY. Champion contemporary public safety services (police, fire, emergency medical services) by providing leadership and adequate resources, including training, to meet service demands and growing challenges in such areas as homelessness, mental health, vagrancy, and social justice.

STREET IMPROVEMENTS. Continue improvements to major arterials and local streets, incorporating where feasible related improvements, such as utility upgrades and “complete streets” - medians, sidewalks, bicycle lanes, bulb-outs, street trees and other related improvements.

Other Important Goals. Goals in this category are important for the City to accomplish, and resources to begin achieving them should be made available in the FY 2021-23 Budget where feasible.

BUILDING AND FACILITY IMPROVEMENTS. Provide for improvements and enhancements to City buildings, parks, and other facilities through a condition assessment, including disability access needs, followed by a funding and implementation plan to ensure that these public assets meet current and future needs; identify and plan for added facilities where our existing inventory falls short.

CITY BEAUTIFICATION AND PUBLIC ART. Enhance the appearance of the City by improving major entryways, ensuring high signage standards, preserving “legacy trees,” and partnering with the community to pursue new public art projects, such as murals.

COMMUNITY ENGAGEMENT. Continue a strong commitment to transparency and public participation in City government through programs, initiatives and events to encourage citizen engagement in key community decisions; and formalize our practices by adopting a public participation plan and policy.

PEDESTRIAN, BICYCLE AND TRAFFIC SAFETY. Continue efforts to make Grover Beach more pedestrian and bicycle friendly by adding and/or enhancing bicycle lanes, sidewalks, street lights, street and crosswalk striping, and other traffic calming and safety measures.

③ Address as Resources Permit. While it is desirable to achieve these goals over the next two years, doing so is subject to current resource availability.

ENVIRONMENTAL SUSTAINABILITY. Integrate environmentally sustainable principles, practices and projects into City operations and new development plans and standards; increase resource conservation and reduce carbon emissions through initiatives such as Central Coast Blue, Central Coast Community Energy and other technology opportunities to address and off-set climate impacts.

CODE COMPLIANCE. Continue to strengthen the code compliance program and related code sections to be more proactive in inspecting and addressing such issues as, short term rental violations, illegal advertising/business signage, overgrown landscaping and conflicting right-of-way encroachments; continue monitoring the cannabis industry.

RECREATION AND COMMUNITY PROGRAMS. Provide viable recreation, youth, childcare and special event programs designed to meet current and emerging needs, both directly and in partnership with other providers.

NEXT STEP: WORK PROGRAMS FOR MAJOR CITY GOALS

In April 2021, the City Council will consider detailed work programs for each of the four Major City Goals in order to ensure that there is a clear understanding of the goal, the resources needed to achieve it, and how progress will be measured. Therefore, each work program will include an “action plan” detailing specific tasks and due dates over the next two years. This is especially important in order to achieve alignment around expectations – especially when fully achieving a goal may extend beyond the FY 2021-23 budget period. When preparing the work programs, staff will consider several more detailed suggestions provided by Council Members for how to achieve some goals.

SUMMARY CITY COUNCIL COMMENT ON THE RESULTS

During the workshop, the Council emphasized that all final proposed goals are important to the community. Progress will be made on all of them in the coming years in some fashion. However, fiscal and staff resources are finite, and therefore the Council must make hard choices among worthy goals as to which are the most pressing in the next two years. The preparation of the FY 2021-23 budget shall be guided by these choices.

The proposed budget shall be available for public review in late May/early June 2021. Therefore, the priorities set at the February 26, 2021 workshop reflect the start of the budget process, not the end. They are subject to change during the budget process; and even afterwards as progress is reported.

MAJOR CITY GOALS

ECONOMIC DEVELOPMENT. Develop and implement economic development initiatives that include COVID-related economic recovery strategies, business retention and attraction, effective and timely permit processing, and tourism promotion including marketing, attracting hotels along Grand Avenue, and ensuring compatible beach uses.

HOUSING AND HOMELESSNESS. Update City codes and standards to encourage housing construction to meet diverse needs; collaborate with developers and non-profits in efforts to increase overall housing stock with a priority on affordable housing availability; and partner with regional agencies and organizations to address homelessness and sheltering issues in the city and region.

PUBLIC SAFETY. Champion contemporary public safety services (police, fire, emergency medical services) by providing leadership and adequate resources, including training, to meet service demands and growing challenges in such areas as homelessness, mental health, vagrancy, and social justice.

STREET IMPROVEMENTS. Continue improvements to major arterials and local streets, incorporating where feasible related improvements, such as utility upgrades and “complete streets” - medians, sidewalks, bicycle lanes, bulb-outs, street trees and other related improvements.

OTHER IMPORTANT GOALS

BUILDING AND FACILITY IMPROVEMENTS. Provide for improvements and enhancements to City buildings, parks, and other facilities through a condition assessment, including disability access needs, followed by a funding and implementation plan to ensure that these public assets meet current and future needs; identify and plan for added facilities where our existing inventory falls short.

CITY BEAUTIFICATION AND PUBLIC ART. Enhance the appearance of the city by improving major entryways, ensuring high signage standards, preserving “legacy trees,” and partnering with the community to pursue new public art projects, such as murals.

COMMUNITY ENGAGEMENT. Continue a strong commitment to transparency and public participation in City government through programs, initiatives and events to encourage citizen engagement in key community decisions; and formalize our practices by adopting a public participation plan and policy.

PEDESTRIAN, BICYCLE AND TRAFFIC SAFETY. Continue efforts to make Grover Beach more pedestrian and bicycle friendly by adding and/or enhancing bicycle lanes, sidewalks, street lights, street and crosswalk striping, and other traffic calming and safety measures.

ADDRESS AS RESOURCES PERMIT

ENVIRONMENTAL SUSTAINABILITY. Integrate environmentally sustainable principles, practices and projects into City operations and new development plans and standards; increase resource conservation and reduce carbon emissions through initiatives such as Central Coast Blue, Central Coast Community Energy and other technology opportunities to address and off-set climate impacts.

CODE COMPLIANCE. Continue to strengthen the code compliance program and related code sections to be more proactive in inspecting and addressing such issues as, short term rental violations, illegal advertising/business signage, overgrown landscaping and conflicting right-of-way encroachments; continue monitoring the cannabis industry.

RECREATION AND COMMUNITY PROGRAMS. Provide viable recreation, youth, childcare and special event programs designed to meet current and emerging needs, both directly and in partnership with other providers.