

STAFF REPORT

TO: HONORABLE MAYOR AND CITY COUNCIL
FROM: JIM COPSEY, POLICE CHIEF/ACTING CITY MANAGER
**SUBJECT: CITY COUNCIL GOAL SETTING FOR DEVELOPMENT OF THE
FY14 BUDGET**

BACKGROUND

Setting organization goals and identifying the work program is an important component of the budget process. Once adopted by the Council, staff will utilize the goals and any identified tasks as a guide in finalizing the draft budget documents. In order to assist the Council, staff is providing background material for Council consideration. This material includes a status report regarding progress made to date in meeting the goals and work program identified for the development of the FY 13 Budget and the list of staff's goals / work tasks for presentation to the Council.

This year staff is recommending the Council follow a two-step process. The first step to be completed during this meeting would include the review of the current work program, and the completion of a discussion of modifications and changes to the existing program to be implemented in FY 14. The reconstituted draft Goals and Work Program would then become the subject of a public hearing during the Council meeting to be held on March 18th. Following the public hearing, the Council would finalize the Goals and Work Program for the coming fiscal year.

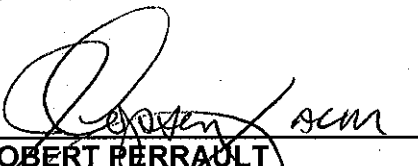
DISCUSSION

As noted, the setting of goals and a work program is an important component of the budget development process. The current list of goals and work program were developed for the FY 13 Budget. During the Council meeting held on January 14, 2013, the Council was provided with a status report regarding the goals and work program. That status report is attached (please see Attachment 1) and is recommended to be used as background material for the discussion regarding identifying and setting goals for FY 14.

In order to assist the Council, staff has identified a list of suggested goals/ work-tasks. (Attachment 2)

In developing the suggested goals for FY 14, staff is aware that the City Council has consistently identified key projects that need to be brought to fruition. These projects include:

APPROVED FOR FORWARDING


ROBERT FERRAULT
CITY MANAGER

Please Review for the Possibility of a Potential Conflict of Interest:

- None Identified by Staff** **Lee**
 Peterson **Marshall**
 Bright **Nicolls**

Meeting Date: March 4, 2013

Agenda Item No. 7

Staff Report; Goal Setting for FY 14
March 4, 2013

- (1) The completion of the entitlement process for the Grover Beach Lodge and Conference Center. Presumably this process, including Coastal Commission review, should be completed by the end of the current fiscal year. Next year the focus of the project would change to include the implementation of a Financing Plan, project plan check review, and preparing the project for construction.
- (2) The City Council has directed that further progress be made with the implementation of the Grover Beach Municipal Network.
- (3) West Grand Avenue Enhancement Phase III has grant funding programmed and the Train Station Expansion Project preliminary design and funding opportunities.

Economic development has continued to be recognized as an overarching goal of the Council.

In developing the City Council's goals for FY 14, staff would suggest that updating the Economic Development Strategy is extremely important. The current Strategy was adopted in 2008 and was project based. Most of the projects incorporated in the document have been completed. The Council may therefore want to change the City's approach to economic development to be less project specific.

In developing the Goals and Work Program for FY 14 staff would ask the Council to bear in mind our ongoing fiscal constraints, and reduced staffing, the City will be continuing to address in the coming years. Additionally, it is critical that the Council consider filling key vacant positions and ease employee concessions.

In order to facilitate the Council discussion, staff would suggest the following steps:

1. Review and discussion of the 9 Goals and determine any needed changes or augmentation.
2. Review of existing work tasks, determine which tasks can be dropped from the list.
3. Incorporate specific work tasks to be added to the Work Program from staff input and Council discussion.
4. Develop a draft Goals and Work Program to be the subject of further review for the public hearing to be held on March 18th.

ALTERNATIVES

The City Council has the following alternatives to consider:

1. Identify a list of draft goals and work program to be the subject of further review for a public hearing and for use in the development of the FY 14 Budget;
2. Continue the discussion of goal setting to another meeting; or
3. Provide staff with additional direction.

RECOMMENDED ACTION

It is recommended that the City Council identify a draft Goals and Work Program to be the subject of further review for a public hearing and for use in the development of the FY 14 Budget.

FISCAL IMPACT

There is no immediate fiscal impact resulting from the goal setting process. The actual fiscal impact will be identified in the subsequent budget document.

PUBLIC NOTIFICATION

The agenda was posted in accordance with the Brown Act.

ATTACHMENTS

1. Status Report Goals and Work Program FY 13 Budget
2. Staff Goals for Presentation to the Council.



City of Grover Beach

Goals and Work Program - FY 13

Status Report – Goal Setting
(March 4, 2013)

1A ECONOMIC DEVELOPMENT

Goal: Strengthen the City's economic base by promoting the City for business and tourism, and working cooperatively with economic organizations and business owners to retain existing jobs, create employment opportunities, and implement the City's Economic Development Strategy.

- Complete the City's entitlement process for the Grover Beach Lodge and Conference Center, including the completion of the Coastal Commission entitlement process.
 - **Hearing at Coastal Commission anticipated in early 2013.**
- Complete engineering design of the Grover Beach Municipal Network.
 - **Preliminary engineering completed. Currently in discussions with Digital West.**
- Construct Phase I of the Grover Beach Municipal Network.
 - **Currently in discussions with Digital West. Depending on outcome of discussions with Digital West Construction could be initiated before the end of the fiscal year.**
- Maintain a comprehensive marketing program to promote City resources and business opportunities.
 - **Completed Savor the Central Coast promotion, need to identify specific program and identify resources to fund program.**
- Strengthen the City's economic base by supporting existing businesses, and modifying existing goals and policies to facilitate the development of business.
 - **Procedures contained in Zoning Code have been modified.**
 - **Establish program to meet with new businesses at the time Business Tax Certificate is issued.**
 - **Look to revise undergrounding and infrastructure requirements to be more business friendly.**

1B STREETS

Goal: Develop a continuous network of streets and sidewalks that provide for the safe and efficient movement of automobiles, pedestrians, and cyclists.

- Adopt short- and long-term strategy for the rehabilitation of streets.
 - **Council reaffirmed the short- and long- term strategy at the City Council meeting held on 11/19/12.**

- Continue to install Class II Bike Lanes, consistent with the adopted Circulation Element and Bicycle Trails Master Plan.
 - **Ongoing.**
- Design and install a continuous sidewalk along 13th Street from West Grand Avenue to Atlantic City Avenue when resources permit.
 - **No resources have been identified.**

2 PUBLIC SAFETY - POLICE DEPARTMENT / FIVE CITIES FIRE JPA

Goal: Maintain a safe community by providing well trained and equipped public / safety / emergency medical services personnel (police and fire).

- Maintain staffing levels in the Police Department in order to ensure the sense of a safe community.
 - **Anticipate filling two vacant positions by end of the calendar year.**
 - **Full staffing has been identified as 19 sworn positions. With the recruitment and hiring of officers to fill two vacant positions, the total number of sworn personnel is now 16.**
- Support the Five Cities Fire Authority in the Authority's efforts to establish a long-term and stable funding source for the Authority.
 - **Consultant has completed review of assessment / parcel tax alternatives and has made initial recommendation to Five Cities Fire Authority. Recommendations were presented to Council and other member agencies in late February. Authority will be discussing next steps.**
- Continue discussion and review options regarding the delivery of law enforcement services.
 - **Completed at this time.**

3 FINANCE

Goal: Increase City revenues in order to sustain core City services.

- **No new revenue sources identified.**

4 UTILITIES AND INFRASTRUCTURE

Goal: Develop a modern utility and infrastructure system that anticipates future demands for water distribution, wastewater, and storm water collection, and drainage.

- Update the Master Drainage Plan and investigate credits from storm water recharge.
 - **Staff has reviewed the Master Drainage Plan and determined additional update is unnecessary at this time.**
- Complete final design for the undergrounding of utilities on West Grand Avenue between Highway 1 and the Pacific Ocean.
 - **Final design will be consolidated with the Lodge project schedule.**

*FY 13 – Approved Goals and Work Program
Status Report for Goal Setting – March 4, 2013*

- Install shadow conduit as a part of all major infrastructure projects, where feasible and practical.
 - **Ongoing.**
- Complete Storm Drain Project along West Grand Avenue from 4th to 12th Street.
 - **Project is on hold due to a lack of identified resources.**

5 COMMUNITY DEVELOPMENT

Goal: Develop plans consistent with the community's vision for the future of the City, for balanced land uses, and for economic and community vitality.

- Complete a comprehensive update to the Zoning Code to implement the adopted Land Use Element.
 - **Completed.**
- Complete code amendments to streamline the permitting process.
 - **Completed.**

6 HOUSING

Goals: Provide for a variety of opportunities to meet citizen needs, including low- and moderate-income and senior housing units.

- Complete the development of an affordable housing project at South 10th Street and Farroll Road.
 - **City Council approved project on 11/19/12. Successor Agency appeal was denied by the Department of Finance in December 2012. Available options are being evaluated.**
- Partner with a non-profit organization to develop an affordable housing project.
 - **To date, no discussions with non-profits have taken place.**
- Develop a CDBG Grant Application Program in support of a housing project.
 - **Application for Home Funds - First Time Home Buyer Program is complete.**

7 TRANSPORTATION

Goal: Develop a multi-modal transportation system with various modes of transportation (automobile, transit, rail, etc.) and support facilities that facilitate the safe movement of goods and people through the community and the South County area.

- Prepare construction and bid documents and secure additional funding for the Train Station Expansion Project.
 - **Staff is in process of retaining consultant to complete documents. Expect Consultant will be onboard by March of this year.**
- Work with South County Area Transit (SCAT) to implement an alternative bus route to improve service from the Ramona Garden Transit Center along 4th Street to the Pismo Beach Outlet Center.

- Discussions with South County Area Transit (SCAT) and Regional Transit Authority (RTA) are underway.

8 PUBLIC ADMINISTRATION

Goal: Facilitate the implementation of the City Council's vision for the community through an effective and efficient use of the City's resources and personnel.

- Complete the successful transition to a consolidated public counter at City Hall, including function, physical space, and delivery of services to the public.
 - **First Phase of interior improvements has been completed. On 2/19/13, Council authorized funding for construction of improvements to south parking lot and sidewalk area.**
- Complete the process of placing a ballot measure for the conversion of the City's form of government from General Law to a Charter.
 - **Completed.**

9 Parks

Goal: Develop park facilities that will contribute to improving the quality of life for residents and visitors to Grover Beach.

- Update the City-approved street tree list.
 - **List approved by Parks, Recreation & Beautification Commission and needs to be forwarded to the City Council and partnerships formed for implementation.**
- Explore other opportunities to locate community gardens in park sites spread throughout the community.
 - **Future discussion at Parks, Recreation & Beautification Commission. Discussion is expected to begin in coming months.**

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Staff's Suggested Goals for Presentation to the City Council**City Council Meeting – March 4, 2013**

1. Continue to support efforts to move the Grover Beach Lodge and Conference Center project through the Coastal Commission process.
2. Update the City's economic strategy to focus on economic development efforts based on available resources, identifying one or two defined project areas.
3. Continue to work on the implementation of the Grover Beach Municipal Network and complete negotiations with Digital West.
4. Fill key vacant positions and ease employee concessions by minimizing budget impacts to City staff and either reducing or eliminating furloughs for FY 14.
5. Secure the safety of the community's residents and visitors by providing for adequate police, fire, and communications facilities and personnel.
6. Develop plans consistent with the community's vision for the future of the City for balanced land uses and for economic and community vitality.
7. Continue the comprehensive update of the Zoning Code as prioritized by the Council. (e.g. Sign Ordinance, Planned Unit Development Standards, Parking Standards, etc.)
8. Apply for transportation funding to construct the Train Station expansion project.
9. Continue to maintain a water system that complies with State Health requirements, and maintain the sewer system that complies with Water Board requirements.
10. Continue to implement the short- and long-term street rehabilitation strategies.
11. Identify ways to improve the maintenance of City facilities.
12. Meet State-mandated updates for the Housing Element, the Building and Fire Codes, and the Climate Action Plan.
13. Increase staffing at the Police Department.
14. Promote City image and opportunities through City resources and social media.
15. Increase participation on the ActiveNet registration program.
16. Explore other opportunities and/or partnerships to locate a community garden.
17. Continue to explore options to revise the Business Tax Certificate program.