

City of Morro Bay

City Council Agenda

Mission Statement

The City of Morro Bay is dedicated to the preservation and enhancement of the quality of life. The City shall be committed to this purpose and will provide a level of municipal service and safety consistent with and responsive to the needs of the public.

**NOTICE OF
SPECIAL MEETING
TUESDAY, JANUARY 27, 2015
MORRO BAY VETERAN'S HALL – 4:00 P.M.
209 SURF STREET, MORRO BAY, CA**

ESTABLISH QUORUM AND CALL TO ORDER

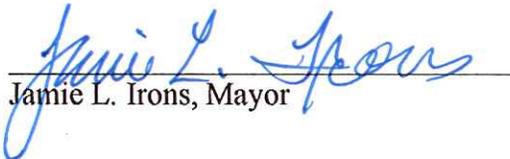
PUBLIC COMMENT RE: ITEMS ON THE AGENDA

SPECIAL MEETING AGENDA ITEM:

- I. STUDY SESSION TO AFFIRM, AND AS REQUIRED, MODIFY AND REPRIORITIZE THE CURRENT 10 CITY GOALS AND EXTEND THOSE GOALS THROUGH JULY 2016

ADJOURNMENT

DATED: January 21, 2015



Jamie L. Irons, Mayor

MATERIALS RELATED TO AN ITEM ON THIS AGENDA SUBMITTED TO THE CITY COUNCIL AFTER DISTRIBUTION OF THE AGENDA PACKET ARE AVAILABLE FOR PUBLIC INSPECTION AT CITY HALL LOCATED AT 595 HARBOR STREET; MORRO BAY LIBRARY LOCATED AT 625 HARBOR STREET; AND MILL'S COPY CENTER LOCATED AT 495 MORRO BAY BOULEVARD DURING NORMAL BUSINESS HOURS.

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN A CITY MEETING, PLEASE CONTACT THE CITY CLERK'S OFFICE AT LEAST 24 HOURS PRIOR TO THE MEETING TO INSURE THAT REASONABLE ARRANGEMENTS CAN BE MADE TO PROVIDE ACCESSIBILITY TO THE MEETING.



AGENDA NO: I

MEETING DATE: January 27, 2015

Staff Report

TO: Honorable Mayor & City Council **DATE:** January 23, 2015
FROM: David W. Buckingham, City Manager
SUBJECT: Study Session to Affirm, and as Required, Modify and Reprioritize the Current 10 City Goals and extend those Goals through July 2016

BACKGROUND/ DISCUSSION

At the January 13, 2015 City Council meeting, staff suggested Council focus on affirming or redefining the 10 goals. Six goals were identified that should remain as is:

- Develop New WRF
- Improve Streets
- Maintain Core Public Safety Services
- Ensure Fiscal Sustainability
- Support Economic Development
- Enhance Quality of Life

The remaining goals were redefined:

- Improve City Infrastructure and Facilities
- Review, update and begin implementation of significant City Land Use Plans
- Improve Water Supply Diversification
- Improve City Operations

Staff has further analyzed the initial program objectives under each of these 10 goals and provides those for Council review and direction. Based on the discussion tonight, Staff will bring final City Goals and Program Objectives for 2015-16 for adoption at the February 10 City Council meeting.

ATTACHMENTS:

1. Staff Report from January 13, 2015 Goal Setting Session
2. 2nd Draft Long-Term Goals with 2-Year Program Objectives

Prepared By: DWB

Dept Review: _____

City Manager Review: DWB

City Attorney Review: _____



AGENDA NO: I

MEETING DATE: January 13, 2015

Staff Report

TO: Honorable Mayor & City Council **DATE:** January 12, 2015
FROM: David W. Buckingham, City Manager
SUBJECT: Study Session to Affirm, and as Required, Modify and Reprioritize the Current 10 City Goals and extend those Goals through July 2016

BACKGROUND/ DISCUSSION

At the December 9, 2014 City Council meeting, Council passed a motion to:

- Hold two, 2-hour study sessions in January 2015 to refine, affirm and reprioritize (as required) the current 10 city goals.
- Identify three to five 18-month program objectives for each goal.
- Extend the current goals through July 2016.

Based on the discussion at the December 9 City Council meeting, the following might be considered appropriate guiding principles for the study sessions:

- This is an opportunity to refine our goals and set some specific medium-term (18 month) program objectives.
- It is agreed the current set of goals were the result of a good process – we don't want to start over since many remain valid.
- It is also agreed that some refinement of our goals is in order.
- Bottom line -- refine, not re-invent -- make adjustments as required, but not a wholesale rewrite of the goals.
- Add several specific program objectives to each goal to provide the staff clear resourcing and execution objectives for the next 12-18 months.
- Extend these goals through June 2016 and plan now for a robust goal setting process in the spring of 2016 to develop the City's July 2016 – Jun 2018 goals and program objectives.

At the scheduled January 13, 2015 study session, Council and staff, with public input, will:

- Focus primarily on the 10 goals, considering which, if any, should be modified or refined.
- Discuss if any important long-term goals should be added.
- Discuss current and future prioritization of the goals.

Prepared By: DWB

Dept Review: _____

City Manager Review: _____

City Attorney Review: _____

As time allows, on January 13, Council and staff will also discuss possible program elements to be included under each of the ten goals.

To facilitate discussion, staff has assembled the attached draft goals and program objectives for discussion. Staff is hopeful Council and the public will bring additional program objectives for discussion at both the January 13 and 27 study sessions. The goal and program objectives included on the draft are the result of two robust staff discussions, considering previous and current Council direction, public discussions and staff observations.

Since the study sessions are for discussion, not decision, this staff report will not go into the detail of making recommendations. However, following are some staff considerations relating both to the 10 goals, and to potential program objectives.

Goals.

- Staff believes the goals are good but a moderate amount of modification / refinement should be considered. Some goals are too broad and are really part of the City's core mission. Other goals may be too narrow. Others may be close enough to completion they can be included as program elements under other goals – allow space in a “top 10” for other critical goals.
- As one example, the City has made good progress on the current goal “Boost Disaster Preparedness” and there are a discreet number of tasks remaining to have effectively boosted the City's disaster preparedness to an adequate level. Therefore, staff recommends Council discuss the possibility of including the remaining disaster preparedness tasks under the existing “Maintain Public Safety” goal, and replacing the “Boost Disaster Preparedness” goal with another very high priority concern, such as improving drinking water sustainability.
- Similarly, staff would like Council to discuss the possibility of broadening existing goal #3 (Update GP/LCP for Current / Future Land Use Needs) to also include further urban planning and targeted action to refresh and revitalize all of the City's public spaces. Staff would also like Council to consider modifying existing goal #10 (Leverage Outside Resources) to become “Improve City Operations”, and then include the leveraging of outside resources as a key program objective under the new goal “Improve City Operations.”

Program Objectives.

- Following a discussion of our goals on January 13 and 27, Council and staff should discuss several program objectives to include under each goal. These program objectives, when approved, will provide specific guidance from Council to staff for planning, resourcing and execution in the next 18 months. While Council certainly remains able to modify or add to these program objectives during the year, they will provide an important tool for executive staff to plan and execute City operations in the year ahead.
- In the study session discussions, staff recommends Council and staff work to ensure the program objectives are neither too broad nor too restrictive. That is, the program objectives

should be feasible, measurable tasks that can be “checked off” versus amorphous statements of broad intent. On the other hand, Council should not typically be too far down in the weeds but generally maintain a policy-level view. For example: “Improve Streets” is a great 6-year goal but is too broad to provide effective resourcing guidance to staff in the next 18 months. Conversely, “pave X Street between Y Avenue and Z Avenue” would generally be too proscriptive – more executive direction than general policy. An appropriate program element under “Improve Streets” may be something like: “Prepare and bring to Council for adoption a neighborhood / commercial district traffic management plan that addresses the State of California’s ‘Complete Streets’ requirements and provides safer access for all users: vehicles, bicycles and pedestrians.”

CONCLUSION

The Council study sessions on January 13 and 27 will provide a great opportunity for the Council, staff and public to discuss our current goals, consider refining them, and then determine what particular objectives under each goal staff should complete in the next 18 months.

The study sessions are discussions, and neither designed nor allow Council to provide specific direction. Based on the outcome of the two goal-focused study sessions, staff will bring the refined goals and program objectives to Council for approval at upcoming meetings.

City of Morro Bay
Long-Term Goals with 2-year Program Objectives
2nd Draft

1. Develop New WRF

- a) **Public Input.** Ensure robust WRFCAC and public engagement for all WRF decisions brought to City Council. (PW)
- b) **Governance.** Bring a recommendation to City Council for the governance structure with the Cayucos Sanitary District for the future WRF (PW)
- c) **MOU for Now.** Bring a recommendation to Council for an interim agreement with the Cayucos Sanitary District defining the roles and responsibilities for the preliminary engineering and environmental review phase of the WRF project. (PW)
- d) **Fatal Flaws.** Complete the detailed “fatal flaws” analysis of the “Rancho Colina” site including: Geotechnical, Cultural Resource, Biological studies
- e) **FMP.** Complete the first phase of Facilities Master Plan including: consultant team selection, decision regarding direction for the use of reclaimed water and a robust analysis of new treatment technologies that meet the anticipated requirements for the use of reclaimed water (PW)
- f) **ER.** Complete the Initial Study for the preparation of an appropriate environmental review document (PW)

2. Improve Streets

- a) **Streets Ballot Measure.** Research and bring to council for decision a ballot measure for a district transaction tax, Bond measure or other financing mechanism that would provide the revenue to secure ~\$32 Million in financing to rebuild/repair all Morro Bay streets in 5 years. (PW)
- b) **Traffic Management Plan.** Prepare and bring to council for adoption a chapter of the future Circulation Element that addresses neighborhood traffic management for both residential and commercial neighborhoods and is consistent with the State of California’s “Complete Streets” requirements and provides safer access for all users: vehicles, bikes, and pedestrians (PW). Implement five specific, discreet, traffic safety and/or calming measures as recommended in the adopted neighborhood traffic management plan (PW)
- c) **Traffic Control Measures.** Prepare an asset database and maintenance plan for all traffic control devices, including signs, signals, feedback devices and pavement markings.
 - i) Refresh marking of all crosswalks, all stop bars, legends, parking stall markings and bicycle lane marking in commercial districts, collector and arterial streets; designated pedestrian routes and on all routes to schools and. (PW)
 - ii) Replace 20-percent per year of the regulatory signs that do not meet FHWA’s retro-reflectivity requirements. (PW)
- d) **Pavement System.** Update the pavement Management System Software and inspection verification evaluate streets for maintenance needs. and crack seal all applicable streets in the East Beach Tract, AKA Island Streets. (PW)

City of Morro Bay
Long-Term Goals with 2-year Program Objectives
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- 3. Review, update and begin implementation of significant City Land Use Plans.**
 - a. **GP/LCP.** Complete GP / LCP update and integration by December 2017.
 - b. **Downtown Link.** Design and bring to Council for approval a specific plan to link the Embarcadero with Downtown at Centennial Parkway. If approved, begin work as soon as resources allow.
 - c. **Embarcadero Promenade.** Develop constraints and cost analysis, then pilot, design and bring to Council for decision, an Embarcadero Promenade project to widen the west side Embarcadero sidewalk to ~15 feet.
 - d. **Embarcadero North Tract.** Develop and bring to Council for approval a specific plan for redevelopment of all City-owned / interested property in the Embarcadero North (WWTP) tract.
 - e. **Parking.** Leveraging the 2007 Parking Management Plan, begin implementation of specific parking management and improvement actions including enforcement and targeted use of pay parking. Consider implementation of 45-degree angle, 90-degree angle, and center aisle parking to increase parking density. Consider lease of vacant lots for parking. Convert the “triangle lot” to temporary parking and plan for its future use.
 - f. **Sign and Secondary Units.** Complete revision / update of the City’s Sign and Secondary Unit Ordinances.
 - g. **Neighborhood Design.** Develop and implement neighborhood design guidelines.

- 4. Maintain Core Public Safety Services**
 - a. **CERT and EOC.** Complete four regional Community Emergency Response Team (CERT) courses with bi-monthly continuing education for our citizens and enhance our Emergency Operations Center (EOC) position training for our City employees, volunteers, and City Council.
 - b. **Drought Annex.** Complete the drought annex to part II of our City's Multi-Hazard Emergency Response Plan.
 - c. **IT Communication.** Create and implement IT solutions to enhance public safety communication to the community.
 - d. **Code Enforcement.** Bring a proposal for a proactive code enforcement program to Council for decision and immediate implementation.
 - e. **Emergency Plan Updates.** Complete all emergency plan updates presented by San Luis Obispo County Office of Emergency Services that affect our Mass Casualty, Nuclear, Hazardous Materials, and Tsunami events.
 - f. **Body-Worn Cameras.** Complete implementation of body-worn camera technology for all police officers.
 - g. **PD Strategic Planning.** Establish Police Chief’s Advisory Committee and complete Police Department Strategic Plan to enhance organizational efficiency and community collaboration.
 - h. **Public Safety Ordinances.** Bring to Council ordinances related to emerging public safety trends.

City of Morro Bay
Long-Term Goals with 2-year Program Objectives
2nd Draft

- i. **FD Strategic Plan.** Complete a Fire Department strategic plan update to improve organizational efficiency.

5. Ensure Fiscal Sustainability

- a. **Budget Process.** Retool the City’s budgeting process, improving transparency and simplicity while considering biennial and program-based budgeting.
- b. **Capital Replacement.** Establish capital replacement accounts in FY 2015/16 for all major capital assets and include a minimum contribution to each account in the 2015/16 budget.
- c. **Fee Recovery.** Review and bring to Council for decision balanced cost recovery for City fees and charges (AS)
- d. **Management Partners.** Research and implement or bring to Council for adoption or rejection all Management Partners recommendations (AS)
- e. **Vehicle Leasing.** Research and decide on City vehicle leasing / vs ownership policy (AS)

6. Support Economic Development

- a. **High-Speed Fiber.** Coordinate and bring to Council for decision, options for a public / private partnership to deliver high-speed fiber connectivity in Morro Bay (CM)
- b. **Chamber of Commerce Relationship.** Evaluate and bring to Council for decision the current Chamber of Commerce relationship and additional approaches to improving the City’s business climate, including internal vs. external economic development personnel. (CM)
- c. **Tourism Board Relationship.** Evaluate and bring to Council for consideration the current Tourism Bureau organization and relationship, including specific proposals for better integrating Tourism Bureau activities with City operations (CM)
- d. **Boatyard.** Evaluate the ongoing boatyard studies and bring to Council for guidance the feasibility and/or proposals for establishing a boatyard in Morro Bay (HD)
- e. **Event Coordination.** Implement, or bring to council for decision, appropriate measures to improve event coordination and support in Morro Bay, including an events coordinator function. (RP)
- f. **Tri-W Property.** Research and bring to Council for decision and possible incorporation in the General Plan / LCP partial business development of the “Tri-W” property while preserving a large portion of the space as a green belt and dedicating a portion to affordable housing. (CD)

7. Improve City Infrastructure and Facilities (PW)

- a) **Needs Assessments.** Complete Harbor and Police Department’s needs assessment for recapitalization of department buildings.
- b) **Corp Yard.** In Conjunction with the WRF Facilities Master Plan, include relocation of the City Operations Center (Corp Yard) to the Rancho Colina site.

City of Morro Bay
Long-Term Goals with 2-year Program Objectives
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- c) **Street Signs.** Design and bring to City Council for decision a distinctive design that captures Morro Bay's image for new street name signs.
- d) **Way-Finding Signs.** Update and/or replace 20% of "way-finding" signs across all of Morro Bay.
- e) **City Property.** Research and bring to City Council for consideration best future use of all City properties (PW/CM)
- f) **ADA Compliance.** Complete a full ADA compliance assessment of all city facilities and develop a plan to address issues, budgeting and executing for an appropriate amount for ADA compliance in FY 15/16.
- g) **Sidewalk Improvement.** Conduct a complete assessment of all city sidewalks and develop a plan for grinding and/or replacement with a focus on parks, school zones and business districts.
- h) **Sidewalk Responsibility.** Bring to City Council for decision a process for implantation of the California Streets and Highways requirements for street frontage maintenance.

8. Enhance Quality of Life

- a. **New Pool.** Amend current Joint Use Facilities Agreement with the San Luis Coastal Unified School District (SLCUSD) to include community use of the proposed swimming pool and any new facilities to be built at SLCUSD.
- b. **QOL Survey.** Implement annual community quality of life/customer service surveys
- c. **Funding of Non-City Events.** Develop and bring to Council for approval, a policies and procedures regulating the use of city funds for non-city events.
- d. **Community Needs Assessment.** Conduct a community needs assessment to reestablish recreational priorities for residents and visitors.
- e. **Rec Program Improvements.** Improve marketing and execution of core recreation programs.

9. Improve Water Supply Diversification –

- a. **State Water.** Conduct an assessment of the long-term requirements for continued participation in the State Water Project and what level of participation is appropriate.
- b. **DeSal Permit.** Complete the Coastal permitting of the City's existing desalination plant's support infrastructure including the seawater wells and the outfall.
- c. **Rate Study.** Complete the ongoing water (and sewer) rate study and bring to City Council for decision a balanced plan to ensure the fiscal sustainability of City Water (and Sewer) Funds
- d. **WRF Water Usage.** Develop a reuse plan for WRF recycled water that protects and enhances the City's current water supply while considering additional appropriate uses of recycled water in accordance with the City's approved Local Coastal Plan policies.
- e. **Regional DeSal.** Research and if appropriate bring to council for information the potential of a public-private partnership (3P) to design, build and operate a regional

City of Morro Bay
Long-Term Goals with 2-year Program Objectives
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desalination facility (eg Poseidon Facility) that could sell drinking water into regional / state water system.

10. Improve City Operations

- a. **Vision, Values and Mission.** Develop and bring to Council for adoption City of Morro Bay Vision, Values and Mission Statement.
- b. **Strategic Planning.** Research and bring to Council for adoption a City strategic planning framework.
- c. **Information Technology.** Fundamentally remake IT operations in the City - consider every approach, system, platform, software solution and best practice to gain efficiency, effectiveness, collaboration and transparency using IT solutions. Write IT master plan.
- d. **Public Information.** Measurably improve public information and public outreach, maximizing IT solutions while ensuring residents less tech-oriented have appropriate access to public information.
- e. **Water Metering and Billing.** Research and bring to City Council for decision a contracted arrangement for automated water meter reading and complete billing operations
- f. **Customer Service.** Take Customer Service to world class level. Develop and implement employee customer service standards. Develop and implement an employee recognition system for providing great customer service.
- g. **Grants.** Research and apply for all possible grants to help fund renewal, operations and capital improvements.