



City of Morro Bay

Morro Bay, CA 93442

(805) 772-6205

NOTICE OF SPECIAL MEETING

NOTICE IS HEREBY GIVEN that the Morro Bay City Council will be holding a Special Meeting on **Tuesday, March 26, 2013 at 5:00 p.m.** to be held at the Veterans' Memorial Building, 209 Surf Street, Morro Bay, California.

The City Council will be discussing the **2013 Goal Setting Workshop Major City Goal Result Outlines.**

The City Council will adjourn to its regular City Council meeting at 6:00p.m.

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.

DATED: March 20, 2013

Jamie Boucher, City Clerk

FINANCE
595 Harbor Street

ADMINISTRATION
595 Harbor Street

FIRE DEPT.
715 Harbor Street

PUBLIC SERVICES
955 Shasta Avenue

HARBOR DEPT.
1275 Embarcadero Road

CITY ATTORNEY
595 Harbor Street

POLICE DEPT.
850 Morro Bay Boulevard

RECREATION & PARKS
1001 Kennedy Way

**City of Morro Bay
2013 Goal Setting Workshop
Major City Goal Results – Outline Goal 1**

1. **Objective** - Develop a New Water Reclamation Facility (WRF)
2. **Brief Discussion** - Develop and implement a long-term wastewater treatment and reclamation plan with specific project milestones for a new facility satisfying key partners, public, and regulatory agencies, with a short-term focus on site location, type of project, funding, and affordability
 - a. **Key factors driving the need:** Aging infrastructure at the end of its lifecycle
 - b. **What’s been accomplished:** Project manager RFP approved and released, draft project schedule created, WRF Study Session being planned for late April 2013
 - c. **Challenges/obstacles:** Funding, location of new facility, timeline
 - d. **Stakeholders:** Morro Bay residents and visitors, business owners
 - e. **Key assumption:** Plant to be moved, likely to accommodate both MB and Cayucos, reclamation to be included

3. **Action plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Hire Project Manager for the preliminary phase of the project	May 2013	Negotiations, contract signed	
b. Conduct WRF rate study	July 2013	Rate Analysis completed	
c. Determine Goals/Objs of WRF	Sept. 2013	Agreed upon goals and obj.	
d. Issue RFP for Facilities Master Plan	Dec. 2013	Document available	
e. Determine project site	Dec. 2013	Begin acquisition of site	
f. Pursue alternative funding (grants, loans)	Ongoing	Report to City Council	

4. **Responsible department** – Administration, Public Services
5. **Estimated financial and staff resources** – with the hiring of a project manager, no additional City staff are anticipated to be needed for the next two year period. Construction will necessitate additional funds and staff will be working to identify those resources on an ongoing basis.
6. **Desired outcome and community benefit** - both the communities of Morro Bay and Cayucos are ready to make progress on the goals/objectives, site selection and construction of a new WRF.

City of Morro Bay

2013 Goal Setting Workshop

Major City Goal Results – Outline Goal 2

1. **Objective - Improve Streets**

2. **Brief Discussion** - Increase the maintenance, functioning and safety of the streets within existing budget levels, while exploring short and long-term strategies and plans to fund more
- a. **Key factors driving the need:** Aging infrastructure at the end of its lifecycle
 - b. **What’s been accomplished:** Over the past 2 years, over 1.5 million has been allocated for street repair in accordance with the adopted Pavement Management Plan (PMP). A Street Summit was held in January to review the PMP and provide an avenue for the public to comment on the plan. The City Council will consider the results of the Street Summit at their 3/26/13 meeting
 - c. **Challenges/obstacles:** Funding, timeline in terms of tourist season and weather
 - d. **Stakeholders:** Morro Bay residents and visitors, business owners
 - e. **Key assumption:** Without an additional revenue infusion, significant and sustained progress will be difficult

3. **Action plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Review of the PMP/direction of future work	March 2013	Amended PMP	
b. Discuss revenue measures	July 2013	Review options provided in the 2008 Management Partners report/ others	
c. Review paving alternative, short term strategies (i.e. cape seal)	July 2013		

4. **Responsible department** – Administration, Public Services, Recreation and Parks

5. **Estimated financial and staff resources** – without an additional revenue measure, the City’s progress on streets maintenance will be similar to that of the past two years. City Staff’s efforts are mainly concentrated on pot hole issues, with the larger repaving and resurfacing projects contracted out.

6. **Desired outcome and community benefit** - ensuring well maintained, safe and drivable streets.

City of Morro Bay
2012 Goal Setting Workshop
Major City Goal Results – Outline Goal 3

1. Objective - Update Plans for Current and Future Land Use Needs

2. Brief Discussion - Develop a strategy and the resources to complete an update of the General Plan and Local Coastal Plan (GP/LCP).

- a. Key factors driving the need:** The General Plan was adopted in 1988 and has had a number of minor revisions in the subsequent years. The Local Coastal Plan was approved in 1983 and was last amended in 1994 to include a revised Water Management Plan.
- b. What’s been accomplished:** Over the past 4 years, a sub-committee has worked on updating several of the elements in the General Plan, this task has proved to be a significant drain on existing staff time and resources. Due to the complexity of the topic, there are several of the elements that will not be able to be done in-house such as the circulation element. Last year, staff applied for a grant for funds to have a consultant perform the update, unfortunately, the City was not successful in receiving a grant award. A grant submission is currently being prepared for this year’s round of funding. Additionally, staff will continue to work in house to process amendments and revisions to the GP/LCP as resources are available\ and is in the process of seeking outside clerical help to facilitate this process.
- c. Challenges/obstacles:** Funding, staff resources
- d. Stakeholders:** Morro Bay residents and visitors, City staff, business owners
- e. Key assumptions:** While the project can be done in a piecemeal fashion, it is unlikely this approach will be successful and timely in terms of the entire document.

3. Action plan

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Complete the application for grant funding		Completed grant document	
b. Discuss adding 20 hours of staffing to begin the update in-house (long range planning)	July 2013		
c. Search for alternative grants	Ongoing		
d. Establish quarterly meeting with the California Coastal Commission to discuss current projects including the GP/LCP update.	April, July, Oct, Jan.	Confirmed meetings	

4. Responsible department – Administration, Public Services

5. Estimated financial and staff resources – Staff is seeking a grant for the entire project which is estimated at approximately \$900,000. Alternative approach would be to augment staffing levels at the Public Services Department to begin work in-house with a long range planner.

6. Desired outcome and community benefit - an updated and usable document that will help guide the future of the Morro Bay Community.

City of Morro Bay

2012 Goal Setting Workshop

Major City Goal Results – Outline Goal 4

1. **Objective - Maintain Core Public Safety Services**

2. **Brief Discussion** - Maintain high standard of public safety in police, fire, and harbor. Ensure employees are properly equipped to perform their jobs safely, explore options and incentives to retain safety employees, develop an efficient training and development program for new employees, identify critical facility needs, and collaborate with community to build upon relationships, existing community policing and volunteer participation.
- a. **Key factors driving the need:** The public’s expectation is the City’ Police, Fire and Harbor Departments provide a high level of safety services. Recruitment and retention of employees as well as the provision of adequate, well maintained and modern safety equipment continues to be a challenge. City facilities housing both the Harbor Department and the Police Department are in need of significant renovation and more likely replacement.
 - b. **What’s been accomplished:** The Police, Fire and Harbor Departments have been successful in the use of reserves and volunteers (where appropriate) to augment and provide vital services. Training opportunities between the departments as well as training with other county organizations continues to be used and maximized. Community groups such as the Police Volunteers, “Friends of” organizations and CERT programs are continually being fine-tuned.
 - c. **Challenges/obstacles:** Funding, staff resources, vacancies, the expense of training new hires, and overtime backfill costs.
 - d. **Stakeholders:** Morro Bay residents and visitors, City staff, business owners
 - e. **Key assumptions:**

3. **Action plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Continue to work with lead on facility needs assessment for the Police Dept.	Ongoing	Completed agreement/document	
b. Begin process for a Harbor office needs assessment	Dec. 2013	Locate firm, pursue funding	
c. Ensure continued funding of SRO	July 2013	School District confirmation	
d. Engage FD/PD Volunteers in CERT	Oct 2013	Conduct initial training and recruitment for CERT membership	
e. Continue work on a boat haul-out fac.	Oct 2013	Form ad hoc committee	
f. Investigate the use of Social Media	Dec 2013	Staff report to City Council	
g. Continue to support Police Volunteers, Explorer Post, Neighborhood Watch	Ongoing	Stats/ new services (Nat. Night Out)	
h. Public Safety Town Hall Meeting(s)	Set Date	Public input re: safety needs	
i. Develop Succession Plan and Mentoring Program	July 2013	Completed document/training schedule	

- 4. **Responsible department** – Administration, Harbor, Police and Fire Departments
- 5. **Estimated financial and staff resources** – additional staff and funding resources will need to be identified for the needs assessments.
- 6. **Desired outcome and community benefit** - continuation of high functioning public safety services in Morro Bay.

City of Morro Bay

20121 Setting Workshop

Major City Goal Results – Outline Goal 5

1. **Objective** - Ensure Fiscal Sustainability

2. **Brief Discussion** - Continue commitment to a structurally sustainable budget with a five-year outlook to ensure adequate funding for essential services and employee contracts. Evaluate increased revenue, operational efficiency options, grant funding, opportunities to reallocate funds, and enhanced clarity of budget reporting.

- a. **Key factors driving the need:** The increased interest in transparency in local, regional and state government continues to necessitate a significant effort on the City’s behalf to make sure budget reporting is open, clear and understandable.
- b. **What’s been accomplished:** All City Departments have, over the past 5 years, been restructured to increase efficiently, avoid redundancy and maintain sustainable and static budgets. Each Department Head along with the City Manager, meet at least annually to review operations and implement changes accordingly. The City’s website has been enhanced and financial documents are readily available for review.
- c. **Challenges/obstacles:** Funding, staff resources
- d. **Stakeholders:** Morro Bay residents and visitors, City staff, business owners
- e. **Key assumptions:** While the revenues in the City continue to rise slowly, there is not an expectation of significant swings in either direction in the near future.

3. **Action Plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Provide a 5-year outlook	May/June 2013	Completed document	
b. Continue to be proactive in grant research	Ongoing	Report on grant awards	
c. Continue with budget workshops	Spring 2013		
d. Semi-Annual review of goal status	Dec 2013	Report to City Council	

4. **Responsible department** – All City Departments

5. **Estimated financial and staff resources** – additional staff time will be allocated within the existing budget to complete the key tasks

6. **Desired outcome and community benefit** - enhance clarity of budget operations and additional education to the general public on municipal budgeting.

City of Morro Bay

20131 Setting Workshop

Major City Goal Results – Outline Goal 6

1. **Objective** - Support Economic Development.

2. **Brief Discussion** - Continue to partner with and support the Economic Development Program and Tourism Marketing to ensure that the City and private sector are collaborating to help businesses thrive. Achieve measurable economic results and clear reporting on the expenditure of public funds. Develop a robust plan with public-private partnerships for commercial property development, including incentives to update the City's commercial inventory and improve our business districts.
- a. **Key factors driving the need:** The City needs to foster economic development to continue to grow opportunities in Morro Bay.
 - b. **What's been accomplished:** Morro Bay has committed to Economic Development by funding \$58,000 to the Chamber to foster a program headed by a designated staffer. The Chamber has provided a comprehensive Economic Development program that outlines clear milestones and reporting parameters as provided in the Chamber's Work Plan, budget and Economic Development Agreement. Also convened is an Economic Development Sub-committee in which a cross section of stakeholders participate to collectively help guide an economic development strategy for the City.
 - c. **Challenges/obstacles:** Funding, staff resources
 - d. **Stakeholders:** Morro Bay residents and visitors, City staff, business owners
 - e. **Key assumptions:** Economic growth and development is paramount to fiscal sustainability.

3. **Action Plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Fund Economic Dev. Program.	July 2013	Budget adoption	
b. Review Quarterly Econ Dev. Status reports	April/July, Oct, Jan	Report reviewed by City council	
b. Review Econ. Dev. Annual Report	Dec 2013	Report reviewed by City Council	
c. Determine future of Parking in Lieu fee	TBD	Schedule council hearing	
d. Work with Econ. Dev. to encourage public/private partnerships for improvements to aging commercial inventory	Ongoing		
e. Through collaboration with the Econ. Dev. Program provide impact report from athletic special events	Annually		

4. **Responsible department** – Administration, Administrative Services

5. **Estimated financial and staff resources** – additional staff time will be allocated within the existing budget to complete the above key tasks

6. **Desired outcome and community benefit** - economic development within the City, allowing continuing and enhance sustainability.

City of Morro Bay 2012I Setting Workshop Major City Goal Results – Outline Goal 7

1. **Objective** – Improve City Infrastructure

2. **Brief Discussion** – Focus on community improvements to enhance citywide mobility and connectivity, harbor facilities, recreation and open space opportunities, public restrooms, environmental stewardship and overall efficiency of utilities and facilities.

- a. **Key factors driving the need:** Aging infrastructure, lack of funds resulting in postponed repairs and difficulty in providing preventative maintenance.
- b. **What’s been accomplished:** The City has a 5-year Capital Improvement Project Plan which outlines capital improvements needed and that document is reviewed during the budget process. The City continues to work toward the provision of a restroom in the downtown area. Staff also has performed significant work in retrofitting facilities and continues with that push.
- c. **Challenges/obstacles:** Funding, staff resources
- d. **Stakeholders:** Morro Bay residents and visitors, City staff, business owners
- e. **Key assumptions:** The City Council will continue to need to prioritize improvements and look at unique as well as the traditional funding mechanisms.

3. **Action Plan**

<u>Key tasks</u>	<u>Schedule</u>	<u>Measurable milestones</u>	<u>Status</u>
a. Continue work on Morro Ck. Bridge	April 2014	Design, environmental complete	
b. Work on Sidewalk Gap closures	TBD	City Council action	
c. Bike Path Gap Closures	TBD	RFP Proposal Awarded	
d. Complete Shasta Street Open Space	July/2013	Adopt a Park Agreement complete	
e. Determine Downtown restroom feasibility	TBD	Agreement/Purchase complete	

4. **Responsible department** – Administration, Administrative Services, Public Services, Recreation and Parks, Harbor

5. **Estimated financial and staff resources** – additional staff time will be allocated within the existing budget to complete the above key tasks; there may be some projects requiring work to be contracted.

6. **Desired outcome and community benefit** – improved appearance, ride-ability and walk-ability throughout the city as well as additional and needed public facilities.