

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 13, 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 7, 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 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, measureable 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
Working Draft – Staff Initial Draft

1. Develop New WRF

- Ensure robust WRFCAC and public input on all WRF decisions brought to City Council. (PW)
- Bring recommendation to City Council for the governance structure of the future WRF. (PW)
- Bring recommendation to City Council for an interim agreement with Cayucos Sanitary District defining the roles and responsibilities for preliminary engineering and environmental review phase of the WRF project. (PW)
- Complete facilities master plan including: consultant team selection, decision regarding direction for use of reclaimed water and a robust analysis of new treatment technologies that meet the anticipated requirements for use of reclaimed water. (PW)
- Complete initial study for the preparation of an appropriate environmental review document. (PW)

2. Improve Streets

- Research and bring to City Council for decision a ballot measure for a district transaction tax that would provide revenue to secure financing to rebuild / repair all Morro Bay streets in 5 years (PW)
- Prepare and bring to City 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, bikes, and pedestrians. (PW)
- Implement five specific, discreet, traffic safety / calming measures as recommended in the adopted Traffic Management Plan. (PW)
- Prepare an asset database for all traffic control devices, including signs, signals, feedback devices and pavement markings.
- Write and implement a plan that addresses the inspection and maintenance of all traffic control devices.
- Complete re-striping / marking of all crosswalks, all stop bars and all legends in the City, and lane lines in the downtown, Embarcadero, North Main areas, and on all routes to schools and parking stall markings. (PW)
- Replace 20-percent per year of the regulatory signs that do not meet FHWA’s retro-reflectivity requirements. (PW)
- Using Pavement Management System software and inspection verification, evaluate streets for maintenance needs and crack seal all applicable streets in the east beach tract. (PW)

3. Use Urban Planning and Targeted Action, to Refresh / Revitalize the City’s Public Spaces

- Complete GP / LCP update not later than December 2017.
- Assess the acceptance and effectiveness of the Main Street demonstration parklet and present findings to Council. If successful, bring to Council for decision a standard permitting and operations process for future parklets. (PS)

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- Write and bring to Council for approval a specific plan to link the Embarcadero with Downtown. If approved, begin work as soon as resources allow.
- Develop constraints and cost analysis, then pilot and bring to Council for decision, an Embarcadero Promenade project to widen the west side Embarcadero sidewalk to ~15 feet.
- Develop and bring to Council for approval a specific plan for the cleanup and redevelopment of all City-owned / interested property in the current WWTP area.
- Leverage/update 2007 Parking Management Plan for identification of areas where additional parking is needed, and areas where pay parking would be appropriate. Consider implementation of 45 degree angle-parking, 90 degree parking, and center aisle parking for those streets where parking is deficient. Mark and way-sign all major parking areas. Plan for use of the “triangle lot” to replace parking lost to possible widening of the Embarcadero sidewalk.

4. Maintain Core Public Safety Services

- Complete CERT training for City employees and volunteers (FD)
- Complete the drought annex to the FD disaster preparedness plan (FD)
- Research and implement measures, focused on IT solutions, to improve public information during disasters. (FD)
- Develop and implement a training plan for EOC positions (FD)
- Complete the implementation of the Police Department Mobile App.
- Research and bring to Council for implementation a disciplined code enforcement program.
- Complete all City “Tsunami Ready” tasks
- Implementation of body-worn camera technology for all PD officers.
- Establish Police Chief’s Neighborhood Advisory Committees for all neighborhoods.
- Research and bring to Council for consideration, ordinances related to emerging trends, such as, panhandling, prohibition of Psychoactive Bath Salts (SPICE), illegal fireworks, marijuana dispensaries and transient persons.
- Implement annual public safety community surveys.
- Complete a PD strategic plan to improve organizational efficiency, develop trust and rapport amongst public safety staff and the community, and strengthen community-police relationships.

5. Ensure Fiscal Sustainability

- Improve the transparency and simplicity of the City’s annual budgeting process.
- Research and bring to Council a proposal to begin program-based budgeting in FY 16/17 (AS)
- Research and bring to Council a proposal for biennial budgeting (AS)

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- Develop a detailed capital replacement plan for all major capital assets and begin contributing to capital replacement accounts in FY 15/16. (AS)
- Research and decide on City vehicle leasing vs. ownership policy (AS)
- Begin quarterly contract review boards process (CM)
- Research and bring to Council for decision a fee study and recommendation for balanced cost recovery for City fees and charges (AS)
- Research and implement, or bring to Council for adoption or rejection, all Management Partners recommendations (AS)

6. Support Economic Development

- Participate in the Local Economic Action Plan process and bring appropriate actions to Council for consideration (CM)
- Coordinate and bring to Council for decision options for a public / private partnership to deliver high-speed fiber connectivity to selected business areas in Morro Bay (CM)
- 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)
- Evaluate and bring to Council for consideration the current Tourism Bureau organization and relationship, including specific proposals for better integrating Tourism Bureau operations with City operations (CM)
- Evaluate the ongoing boatyard studies and bring to Council for guidance the feasibility and/or proposals for establishing a boatyard in Morro Bay (HD)
- Research and propose appropriate measures or processes to provide better coordination and support for events in Morro Bay (RP)
- Research and bring to Council for decision a non-staff Events Coordinator position/relationship.
- Consider and bring to Council for decision and possible incorporation into the GP/LCP, a proposal for a parking structure with retail and park components in the City parking lot located at 714 Embarcadero (CD)
- Include in the GP/LCP update identification of a location for a possible parking structure in the Embarcadero area. Structure to include retail along portion of ground floor, flexible public use space (area for bands, Farmers Market, Art shows etc.).
- Research and bring to Council for decision and possible incorporation in the GP/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)

- Complete Harbor Department needs assessment for a new department building.
- Complete Police Department needs assessment for a new department building.

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- Design and bring to Council for decision a distinctive design that captures Morro Bay's image for new street name signs. (PW)
- Update / replace X% of "wayfinding" signs across all of Morro Bay. (PS)
- Research and bring to Council for consideration best future use of all City properties (CM)
- Develop a plan to prioritize and budget for parking lot repaving (PS)
- Research and implement, as appropriate, further energy-saving measures in all City facilities (RP)
- 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. (PS)
- Resource dependent, complete one or more projects from the "unmet bike needs" list.
- Complete a full ADA compliance assessment of all City facilities and develop a plan to address issues, budgeting and executing an appropriate amount for ADA compliance in FY 15/16 (PS)
- Research and complete a bike path maintenance plan compatible with the Morro Bay Bicycle and Pedestrian Master Plan. (RP)

8. Enhance Quality of Life

- Research and bring to Council for decision, proposal for City involvement to facilitate community use of the new Morro Bay High School swimming pool.
- Implement annual community quality of life/customer service surveys.
- Research and bring to Council for decision a general policy on the use of City funds to support non-City events, and a disciplined process for requesting such support.
- Conduct a community needs assessment to reestablish recreational priorities for residents and visitors.
- Implement recreational program improvements based on program evaluations to enhance participant experience.
- Improve marketing and execution of core recreation programs.

9. Improve Drinking Water Diversification - Moving to sustainability and toward independence

- Conduct an assessment of the long term requirements for State water.
- Complete the permitting of the City's existing desalination plant.
- Complete the ongoing water rate study and bring to Council for decision a balanced plan to ensure the fiscal sustainability of City water.
- Research and bring to Council for decision a contracted arrangement for automated water meter reading and billing.
- 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.

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- Research and, if appropriate, bring to Council for information the potential of a public-private partnership to design, build and operate a regional desalination facility that could sell drinking water into regional / state water system.

10. Improve City Operations

- Develop and bring to Council for adoption City of Morro Bay Vision, Values and Mission Statement.
- Develop a City of Morro Bay master events calendar that is synchronized with key groups and events in the City.
- 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.
- Measurably improve public information and public outreach, maximizing IT solutions while ensuring residents less tech-oriented have appropriate access to public information.
- Research and implement an automated, standardized work order system
- Take Customer Service to an “A”. Develop and implement employee customer service standards. Develop and implement an employee recognition system for great customer service oriented performance.
- Research and bring to Council for adoption a City strategic planning framework.
- Complete a review of Chapter 5 (Business Licenses) of the Morro Bay Municipal Code and bring recommended changes to Council for adoption.
- Leverage outside resources. Consider applying for grants including: Habitat Conservation Fund (HCF) grant for Morro Cove improvements; Land and Water Conservation Fund (LWCF) grant to Master Plan the Northern Waterfront Improvement Plan – Coleman Park, Target Rock and Morro Rock Areas; Office of Traffic Safety grants, various DBW grants (derelict vessel demolition, equipment, facilities, boater amenities); Coastal Conservancy, Cable and other grants to further study and possibly implement a Morro Bay boatyard.