

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 10, 2017
MORRO BAY VETERAN'S HALL – 3:30 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 DISCUSS FISCAL YEAR 17/18 PROGRAM OBJECTIVES ASSOCIATED WITH THE ADOPTED CITY GOALS

ADJOURNMENT

DATED: January 5, 2017



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.

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AGENDA NO: I

MEETING DATE: January 10, 2017

Staff Report

TO: Honorable Mayor and City Council **DATE:** January 3, 2017

FROM: Dave Buckingham, City Manager

SUBJECT: Study Session to Discuss Fiscal Year 17/18 Program Objectives Associated with the Adopted City Goals

BACKGROUND/DISCUSSION

The purpose of the January 10, 2017 study session is to begin a community discussion that will result in the City Council adopting our City of Morro Bay Program / Budget Objectives for the Fiscal Year (FY) July 2017 – June 2018.

- a) The City of Morro Bay strategic planning framework, adopted by the City Council on December 8, 2015, directs the timings for development of City Goals and Objectives.
- b) In accordance with that policy, as part of this goal setting process, the City Council is being asked to consider and reaffirm, or modify, the City's ten existing goals.
- c) On December 13, 2016, City Council determined for FY 17/18, like the past two years, the City would consider and adopt 1-year objectives, not 2-year objectives as envisioned by the December 2015 policy.
- d) Study sessions in January 2017 and Council agenda items in February 2017, both informed by robust community input, will result in the City's 2017/18 Program / Budget Objectives.
- e) The objectives associated with each goal identify a number of specific objectives the City intends to accomplish in the July 2017 to June 2018 time period. Accomplishing those objectives, however, is dependent on adequate resourcing – both staff time and money. Thus, some objectives may not be completed if adequate resources are not allocated during the fiscal year 2017/18 budget process. The following cut from the City's strategic planning framework (attached) provides some additional explanation on how objectives fit into our goals and core tasks:

- **City Core Tasks.** Core tasks are functions that we should always be doing well and they should be addressed in our City mission statement. A core task might be: "Maintain City Infrastructure", or "Provide Public Safety."
- **City Goals.** Goals are broad projects we want to accomplish over a long-term (4-6 year) period, usually because they are big enough and broad enough they can't be accomplished in a year or two. An example of a goal is: "Improve Streets."
- **City Objectives.** Objectives are specific, discreet, medium-term (1-2 year) projects that support a more general goal, are feasible and achievable if appropriately resourced, and can be directly budgeted against. An example of a "City Objective" for the "Goal: Improve Streets" could be: "Resurface 10% of streets in FY 18."

Prepared By: DWB

City Manager Review: DWB

- f) City staff intends to develop simple action plans, including milestones and basic metrics, for each adopted objective. Thus, objectives should be discreet and measurable.

The January 10th study session will be an initial discussion, beginning with a review of our ten City goals, and then with Council, staff and the public recommending specific objectives associated with each goal.

Staff is encouraging community input consistent with Council direction at the Dec 13 Council meeting, including:

- Sending a full page, color, “Help Steer Your City” mailer to the account holders of ~5500 utility account holders in Morro Bay. (essentially, every resident, business owner or property holder who receives a water/sewer bill will receive the mailer in early January.)
- Setting up a special goals@morrobayca.gov email address to receive input directly from community members.
- Putting a “Help Steer Your City” update on “Hot Topics” on the City webpage.
- Informing the community of the upcoming goal-setting sessions using the City’s Facebook page.
- Bay News article informing the community of the ongoing process to be published on 1/12.
- City Newsflash informing the community of the ongoing process.
- Based on council guidance, staff is prepared to set up a survey using Survey Monkey after the first goal setting session to get community input on items discussed at that session.

The City’s Strategic Planning Framework is attached. An initial list of recommended objectives from staff will be published on Monday, January 9th. Many of the possible objectives to be presented by staff were generated by numerous and various inputs the staff has received from residents, visitors, Advisory Boards, and the City Council.

ATTACHMENTS

1. City of Morro Bay Strategic Planning Policy (Framework)
2. Initial draft list of possible FY 2017/18 Goals and Objectives (to be published January 9th)

RESOLUTION NO. 72-15

**RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF MORRO BAY, CALIFORNIA,
ESTABLISHING THE STRATEGIC PLANNING FRAMEWORK POLICY**

**THE CITY COUNCIL
City of Morro Bay, California**

WHEREAS, at the August 11, 2015, City of Morro Bay regular City Council meeting, the Council unanimously approved the Strategic Planning and Budgeting Framework concept presented and directed staff to develop a Strategic Planning Framework policy to be adopted at a future meeting; and

WHEREAS, in accordance with City Council direction, staff has prepared a Strategic Planning Framework White Paper which is attached as Exhibit A.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Morro Bay, the Strategic Planning Framework Policy is named and established as defined in the attached Exhibit A.

PASSED AND ADOPTED by the City Council of the City of Morro Bay, at a regular meeting thereof held on the 8th day of December, 2015, by the following vote:

AYES: Irons, Headding, Johnson, Makowetski, Smukler
NOES: None
ABSENT: None



JAMIE L. IRONS, Mayor



DANA SWANSON, City Clerk



WHITE PAPER

Strategic Planning Framework

November 5, 2015

I. PURPOSE

The purpose of this paper is to describe the City of Morro Bay Strategic Planning framework. This framework, to be adopted by the City Council, provides direction on annual, biennial and quadrennial planning and budgeting tasks and processes the City will follow.

II. OVERVIEW

The City has many plans, including a General Plan (GP), Local Coastal Plan (LCP), Economic Development Strategic Plan (EDSP - under development in 2015/16), Parking Management Plan and other particular plans. Those plans are essential to provide long-term guidance for the City. And, in particular, the GP/LCP provides strategic direction not only in land-use but in many other areas.

However, the City also needs a regular process to set more general goals, and to identify specific, measurable objectives to reach those goals. This process must also ensure those objectives are considered in the annual budgeting process.

This Strategic Planning Framework does that. In general, the City Council will set / refine broad goals every four years. Every two years the Council will identify specific objectives associated with each goal for staff to complete. Every year during the budget process, those objectives will be budgeted against.

In addition to this Strategic Planning Framework, the City is developing fresh Vision, Values and Mission statements that should inform all of our planning efforts, and goal / objective setting in particular.

III. DEFINITIONS

The following definitions are important to understand the City's Strategic Planning Process:

- **City Mission Statement** – The Mission Statement is a Council-approved statement that describes the basic / essential tasks the City must provide, and a statement toward the purpose of executing these tasks. The mission statement is focused on the purpose of the City Government, not the broader community. The City mission statement might begin something like: "The City of Morro Bay provides Public Safety, Recreation, and other key municipal services in order to"
- **Community Vision and Values Statements.** Community vision and values are also Council-approved, semi-permanent statements, developed with significant community

input, that describe what we want our community to be (Vision) and what ideals our community considers of essential importance (values).

- **City Core Tasks.** Core tasks are functions that we should always be doing well and they should be addressed in our City mission statement. A core task might be: "Maintain City Infrastructure", or "Provide Public Safety".
- **City Goals.** Goals are broad projects we want to accomplish over a long-term (4-6 year) period, usually because they are big enough and broad enough they can't be accomplished in a year or two. An example of a goal is: "Improve Streets".
- **City Objectives.** Biennial objectives are specific, discreet, medium-term (1-2 year) projects that support a more general goal, are feasible and achievable if appropriately resourced, and can be directly budgeted against. An example of an Objective related to the Goal "Improve Streets" could be: "Repave 10% of streets in FY16/17 and FY 17/18".

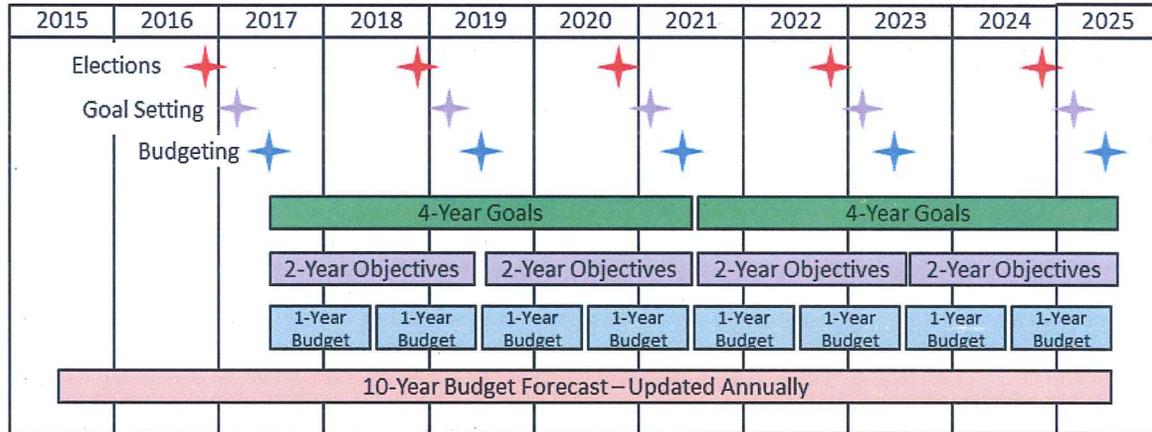
IV. PROCESS

Following is a written description of the City's Strategic Planning Framework depicted below in figure 1.

- The process begins in December of each election year with the seating of a new Council.
- The new Council begins a planning process to set biennial budget objectives for the upcoming two budget years.
- This objective-setting planning process normally occurs in January and February with two-year objectives set by the last Council meeting in February.
- Council-approved objectives are then used by staff and Council to develop the annual budget in March – May of each year.
- Every four years (Presidential election years) the new Council also reviews and updates the City's Goals. The City should work to ensure goals are items in which real improvement is needed and achievable. Generally, goals should not be "maintain", but should be "improve". Any new Council could, of course, resolve to deviate from this Strategic Planning Framework and modify City goals outside of the specified four-year window. However, for organizational efficiency and community stability, the City should strive to keep goals for at least four years, using biennial objective setting and annual budgeting to affect change and adjust priorities.
- On a semi-annual basis, normally in the fall of each year, staff updates the Council on the status of the two-year budget objectives in an Annual Goals Update report and special Council Meeting.
- In March – May each year, the staff and Council develop a 1-year budget for the upcoming fiscal year: July 1 to June 30 of the following year. The two 1-year budgets every 2-year goal/objective period provide the Council ample opportunity to reallocate resources to achieve, or "weight" specific City Goals and Objectives.
- This entire process is underpinned and informed by a continuing 10-year budget forecast process that is updated annually in Jan – Feb. Every other year the 10-year forecast is

updated by an external professional consultant. In the off years it is updated internally by staff.

Transition Plan for the Morro Bay Strategic Planning and Budgeting Framework



- ★ Elections – Nov of even years, new Council seated in early January
- ★ Biennial Planning – Every other year in Jan and Feb Council updates 2-year objectives. every 4th year Council also updates 4-year goals.
- ★ Annual Budgeting – Every year in May and Jun Council updates approves a 1-year budget.

Overview. Beginning in December 2016 the City of Morro Bay executes a 4-2-1 Strategic Planning and Budgeting process.

- Following each election, the new council meets in Jan / Feb to establish 2-year objectives supporting each existing City Goal.
- Every four years this process begins in December and includes renewal of the City’s goals.
- The staff then uses the new objectives to inform creation of the City’s annual budget.
- The entire process is underpinned by a 10-year budget forecast that is professionally (externally) updated every other year and internally updated every year.

Figure 1 – Strategic Planning and Budgeting Framework

V. SUMMARY

This Strategic Planning and Budgeting Framework is intended to complement the City’s broader and more specific plans, including the General Plan, Local Coastal Plan, Economic Development Strategic Plan and other land-use and issue-specific plans.

The above mentioned plans coupled with this Goals and Objectives process should serve, taken as a whole, as the City’s strategic plan. Following full implementation of the ongoing GP/LCP rewrites in 2017, and 10-year Economic Development Strategic Plan in 2016, the City could consider if an additional, formal, 10-year strategic plan is required.

*David W. Buckingham
City Manager
November 5, 2015*

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

The purpose of this document is to provide a starting point for the City Council's FY18 goal-setting process.

Public input is crucial to this process, and this document represents only a very early staff-compiled draft to spur conversation. This document will be refined by Council direction over the 8 weeks of goal-setting.

This document does include direct community input received to date. This input has been received at the City's goals@morrobayca.gov email address set up specifically to receive goals input. This address will remain active during the FY18 goal-setting process and community members are encouraged to continue using this address to communicate their input to the Council and staff.

While the process may be extended, the initial timeline is:

- Jan 10 - Initial Goal-Setting Study Session
- Jan 24 - Second Goal-Setting Study Session
- Feb 14 - Goals Discussion in Regular Council Meeting
- Feb 28 - Council Approves FY18 Goals and Objectives

Since this goal-setting session should include a review and consideration of the City's goals, this document begins with that. Section II considers some budget challenges and their impact on Goals. Section III contains some staff input on the Goals and section IV contains staff and advisory board input on objectives. Section V contains community member input received through Jan 9th and section VI are objectives considered last year but not adopted.

Importantly, staff just received (on Jan 5th) an initial brief on our 10-year budget forecast. While still a rough draft, the 10-year forecast is concerning. Due to CalPERS recently announced (Dec 22, 2016) discount rate reduction, City expenditures are going to increase to \$500-600,000 annually, above projections. Those increases start in FY19 and will be in full effect by 2023. Staff believes this info is important now to the goal setting process and thus is being provided initially here. Council is scheduled to receive the full, final, 10-year forecast on Feb 28th. Additional details on this forecast and its effects are below in the "Budget Forecast" section of this document.

Section I – Goals

Following are the City's 10 current Goals:

- Goal #1 - Develop New WRF
- Goal #2 - Improve Streets
- Goal #3 - Review and Update Significant City Land Use Plans
- Goal #4 - Maintain Core Public Safety Services
- Goal #5 - Ensure Fiscal Sustainability
- Goal #6 - Support Economic Development

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

- **Goal #7 - Improve City Infrastructure, Facilities and Public Spaces.**
- **Goal #8 - Enhance Quality of Life**
- **Goal #9 - Improve Water Supply Diversification**
- **Goal #10 - Improve City Operations**

Observations:

Goal Development, Number and Prioritization

- These 10 City goals were developed in early 2013 in an excellent process that included substantial community input and was facilitated by a paid external consultant. Thus, the goals are four years old and were reliably developed. It is not unusual for large organizations to have goals that are 6-10 year goals. Especially in light of the budget forecast concern noted above and detailed below, Council should consider adjusting our goals now.
- The goals were slightly modified and reaffirmed by the City Council with public input in Jan/Feb 2015.
- General staff assessment is that our existing 10 goals likely continue to represent many of the main priorities for our community.
- The goals are not prioritized. That is, the City has identified 10 goals which are in no particular order. While setting a priority order for a small set of goals (3-5) may not be essential, setting priority with 10 goals is important. “When everything is a priority, nothing is a priority” is a related truism.
- 10 goals may be too many. Best practices used by many teams and organizations result in 3-6 goals.
- Considering how we use our goals, however, it may be fine to keep a larger number of goals but to reduce the number of, and perhaps prioritize, the annual objectives associated with those goals. Considering our revenue concerns, however, Council should consider reducing the number of goals and perhaps focusing one on the revenue side of the budget equation.

Goals and Money

- Generally, 7-8 of our goals consume revenue, while 2-3 goals are at least tangentially related to increasing revenue. So, we have many goals that identify the things we want to improve (Infrastructure, Streets, Quality of Life, City Operations, etc.) but only “Support Economic Development” and “Ensure Fiscal Sustainability” begin to address our revenue challenges.
- Our revenue challenges are substantial. We currently do not have the revenue to provide some of the basic services our residents expect. And, we do not have the revenue to

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

maintain our facilities in effective condition over a 10-30 year period. For example, we do not have enough revenue to improve our streets, and we do not have enough revenue to set aside the amount needed to replace facilities such as park bathrooms, or various City buildings when they reach the end of their useful life. There is no reason to expect this situation to change if the City does not take some action directly related to improving revenues. (This could include, but should not be limited to, tax increases.)

- Our revenue vs expense challenges are getting worse. As noted above, staff's initial analysis of the recent CalPERS discount rate change is that beginning next budget year, our required retirement contributions will begin a sharp increase that within 5 years requires \$500-600,000 more in annual retirement contributions than was projected last year.
- If our revenues are not addressed, this projected increase in expenditures will require an equal cut in services in the few years ahead.
- Even if we did not have this significant projected increase, there is no reason to believe that without some measurable change we will be able to provide many of the improvements or additional services requested by our community members.

Removing / Combining Goals

- Some of our goals may be better included in our City's mission statement instead of as a "goal". For example, "Maintain Core Public Safety Services" is arguably not a "goal" but is one of the core missions of the City. *Maintaining* infrastructure is also a core mission, not a goal.
- To address this, the City might adopt a mission statement that clearly defines our core task(s) as a City and purpose of that task. Perhaps something like:
 - *The City of Morro Bay provides essential public safety and infrastructure services, and selected non-essential services, to provide a safe and organized place for residents and visitors to live, work and play.*
- Several goals are related to Infrastructure. Goal 7 - Improve City Infrastructure, Facilities and Public Spaces speaks directly to infrastructure. Goals 1 (WRF), 2 (Streets) and 9 (Water) are also infrastructure related goals. These might be combined with WRF, Streets and Water objectives under a broader infrastructure goal.

Projects vs Programs, and Number of Objectives

- If we think about the routine services the City provides as "programming", we might consider processing building permits, running existing recreation programs, developing a budget and providing basic public safety services all as programs. These are the things we do each day, and should do well. Projects, then can be described as additional projects we accomplish above and beyond running our basic programs. Most of our objectives the past two years have been more like projects than programs.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

- **In FY16 the City had 10 goals and 73 objectives. This year we have 10 goals and 88 objectives. As noted, most of those objectives are new / special projects.**
- **In order to retain good employees, sustain good performance and achieve excellence both in our programs and new projects, it is likely important to substantially reduce the number of new projects for staff to work on. Running excellent programming, and completing a manageable number of special / new projects in a year, with excellence, is likely better than trying to accomplish 88 objectives while also working to keep our programming / services running at a basic level.**

Summary

- **The Council might consider keeping our existing 10 goals. If so, we should consider reducing the number of objectives. We should also consider prioritizing either the 10 goals, or prioritizing the projects associated with each goal.**
- **The Council might consider reducing the number of goals to provide the City clear focus. This should naturally decrease the number of objectives.**
- **The Council should consider our structural budget challenge with respect to goals and consider a goal that is focused clearly on increasing revenue above our expense curve, and perhaps far enough above our projected expense curve to begin to address some of the things we would like to do that we do not have funding to consider.**

Section II – Budget Forecast Challenges

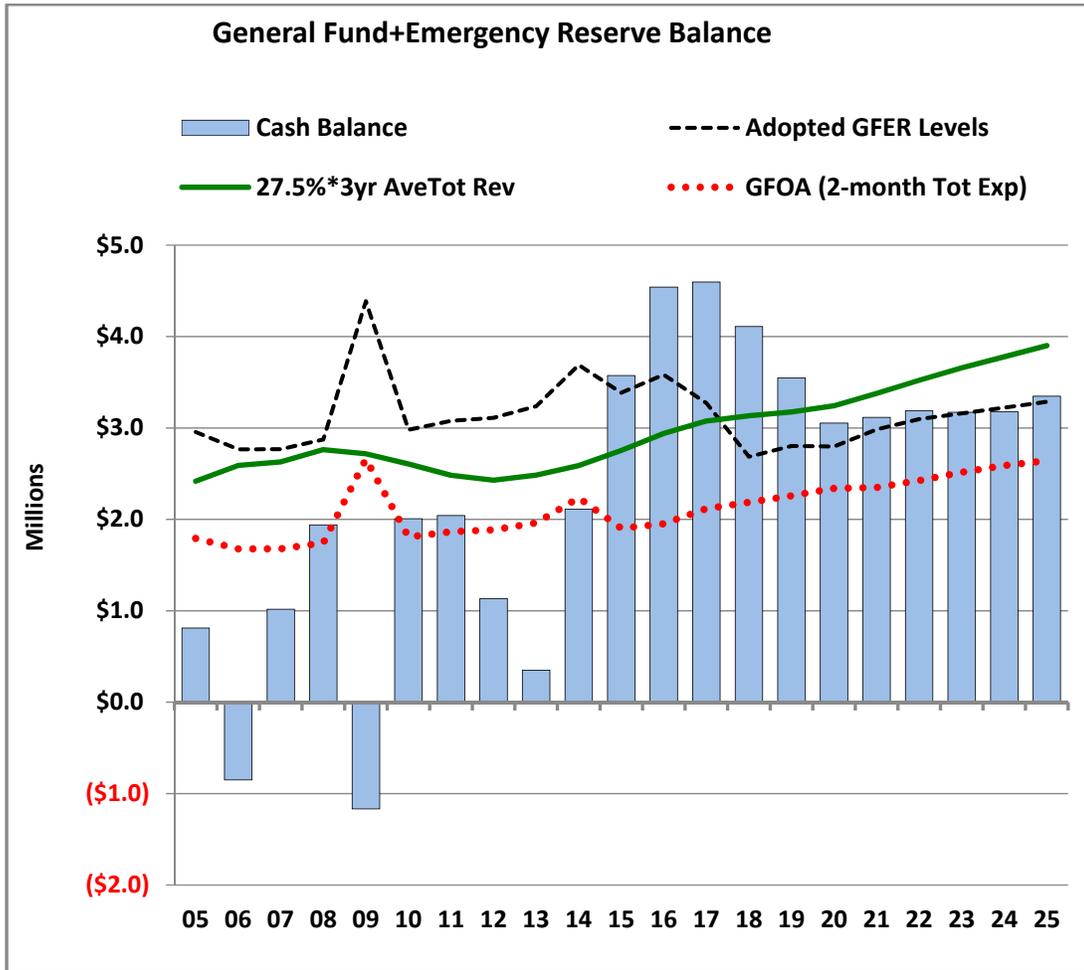
As noted above, the city has some significant structural challenges with regard to our budget. In short, the City has been living with a \$3M shortage between what we can do, and what we believe our residents want us to do. This gap has existed for many years and is one reason why our streets are in poor condition, and why we are not able to replace old facilities such as the bathroom at Del Mar Park.

This problem is now exacerbated by the recent CalPERS Discount Rate change. The CalPERS discount rate reduction is going to have a substantial effect on the City's budget in the decade(s) ahead. Our analysis is that our contribution will increase significantly beginning in FY19 and be \$500-600K higher than are previous projections by 2023. Should a further reduction from 7% to 6.5% be enacted, the required expenditure will continue to increase in the 2024-2029 period. While the city should see some moderation of those numbers as we continue to transition employees from Tier I to Tier II/III, the hit to our budget will still be significant. This is a substantial, un-forecasted, ongoing (not one-time) increase in our expenses.

Staff held an initial review our of new 10-year budget forecast with Bob Leland from Management Partners on Jan 5th, then a 3-hour staff internal prep for goal-setting on Jan 6th. While the Forecast is still a rough draft, it is likely pretty accurate, and, since it includes the CalPERS change, is pretty concerning.

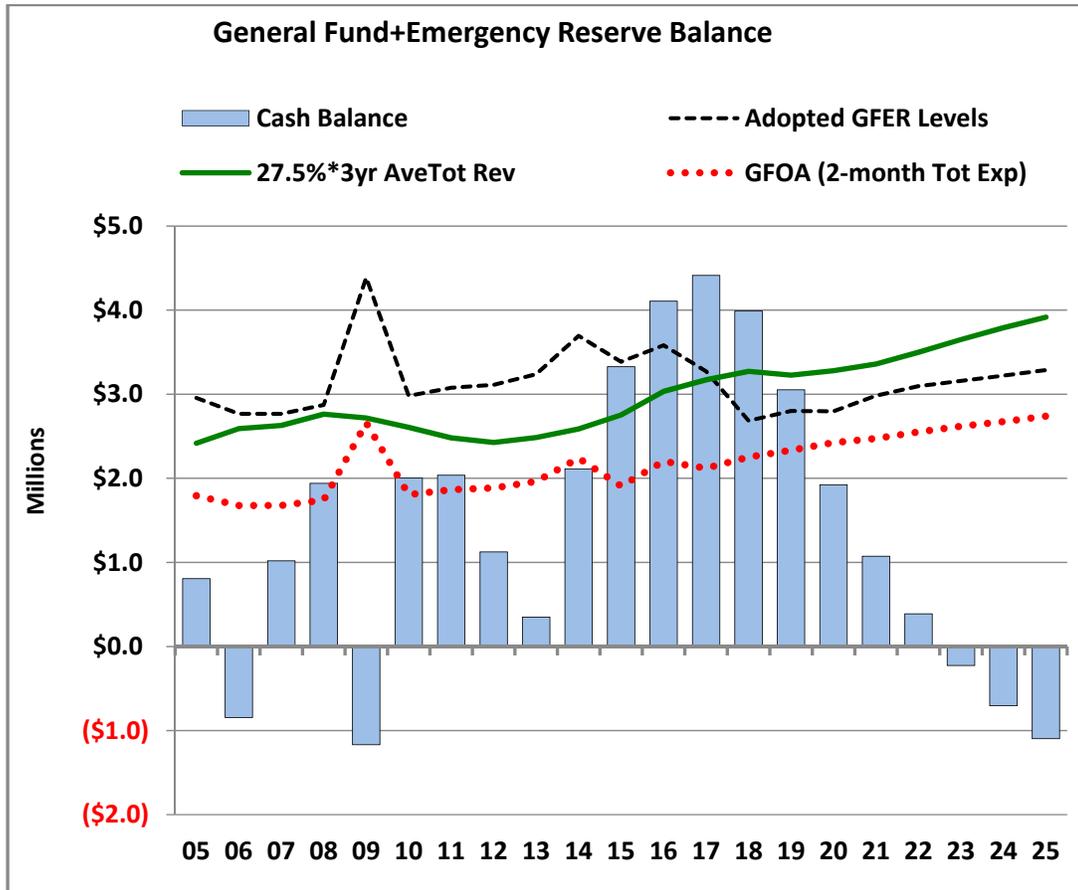
City of Morro Bay
 FY18
 Initial Draft Program / Budget Objectives
 as of: Jan 5th, 2017

Below is last year's forecast. It shows our General Fund emergency reserve (the blue bars) dropping (as planned) over three years due to a previously expected CalPERS spike and a projected moderate recession, and then stabilizing in FY20 at above \$3M and growing slightly in the out years.



City of Morro Bay
 FY18
 Initial Draft Program / Budget Objectives
 as of: Jan 5th, 2017

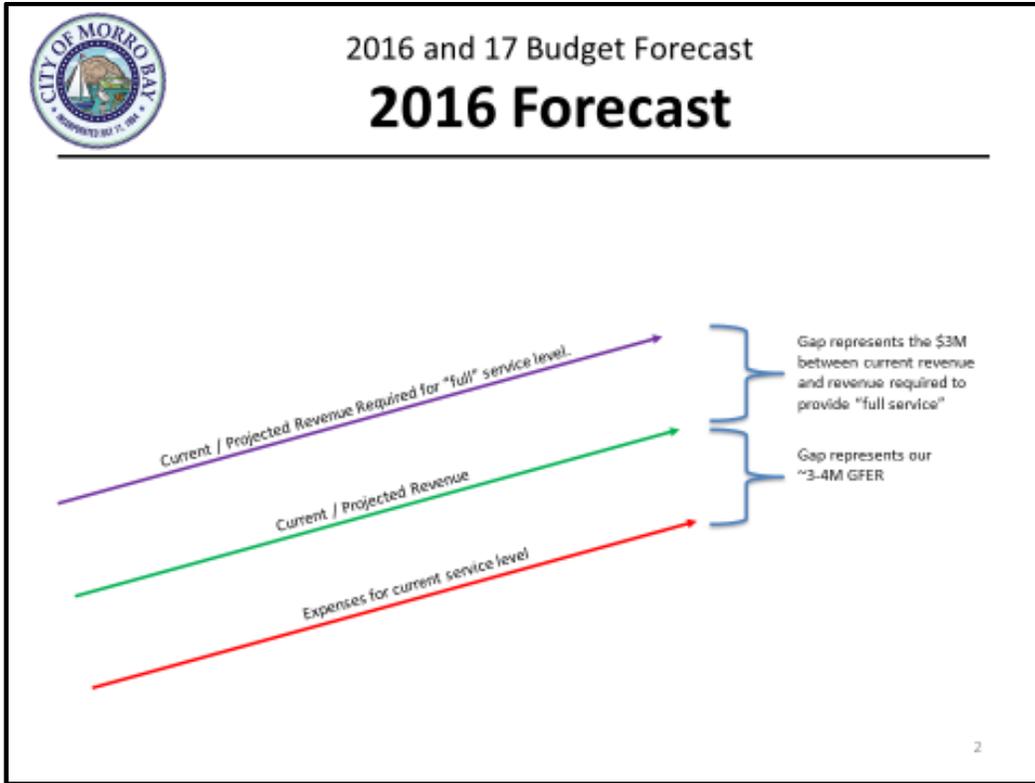
Below is the new forecast which includes the CalPERS rate change. While it is draft, and we are looking at a few areas where there may be double-spending, it is clearly problematic as the GFER is drawn significantly over the 5 years ahead and then drops below zero in 2023. This forecast assumes we retain our current level of services (no cuts), add no services, and the significant change is due completely to CalPERS changes over which we have little control.



While this is draft and will be refined in the month ahead as we prepare to present the final forecast to Council on Feb 28, staff strongly recommends the Council and community see this picture now since it may, based on Council direction, play an important role in our thinking about our City's goals.

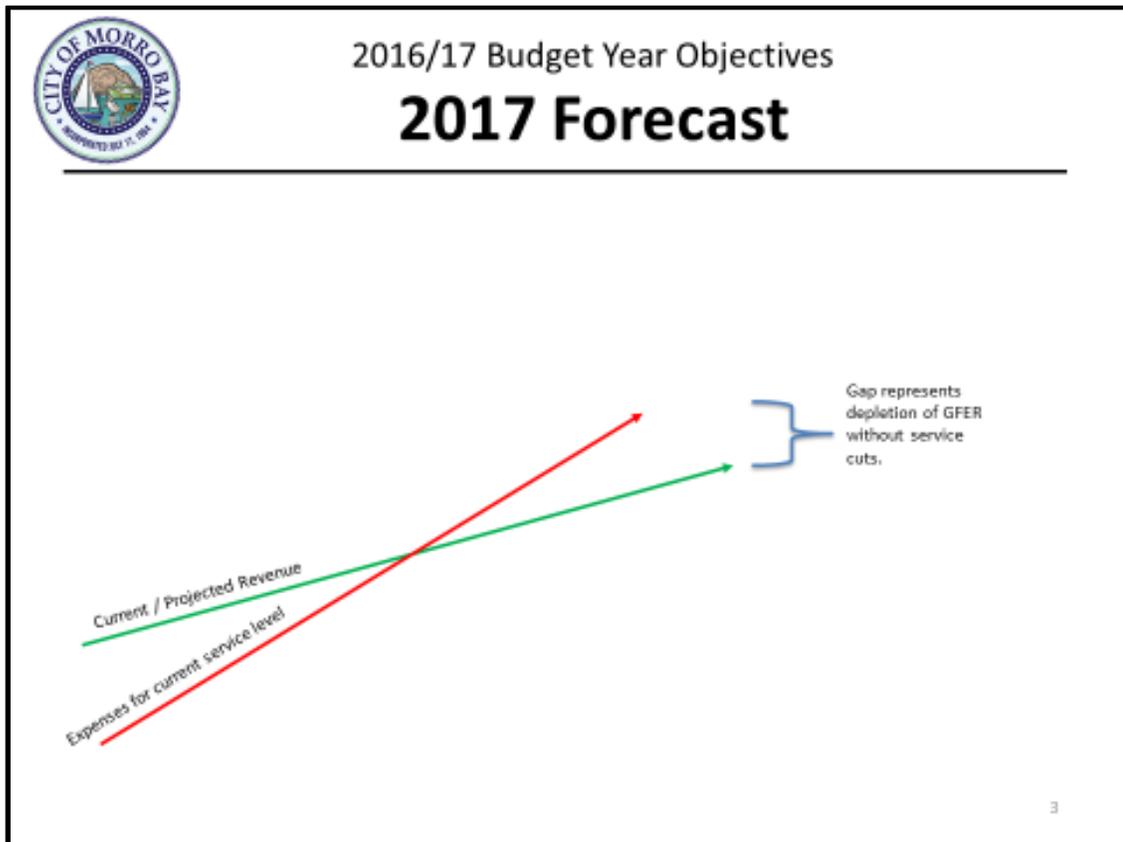
City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

The slide below shows a simplistic forecast picture from the 2016 forecast. It shows our revenues (green) increasing over time at about the same rate as our existing expenses (red). The gap between green and red is our existing \$3-4M GFER. The purple line represents the higher level of revenue required to overcome our existing \$3M "budget gap". One summary of this slide is that while our revenues *were* keeping pace with expenses, there was no reason to believe that revenues would ever increase fast enough to begin to fill in the budget gap unless we did something different.



City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

The slide below shows a simplistic forecast of the current, Jan 2017 forecast picture. This slide shows that our expenses are now increasing faster than our revenues and that without some change, the two lines will cross and we will eat through our GFER into deficit.



What could we change? Considering both slides above, we could change one of two things. (Actually we may need to change some on both)

- First we could cut services (around \$500,000 a year) which would decrease the slant of the red line and keep revenues above expenses. Without other action, this will be essential.
- Second, we could make increasing revenue a priority. Considering the 2016 forecast, as noted, without making some change to increase revenue, the city was not going to be able to close the \$3M budget gap. Considering the 2017 forecast, if we don't increase revenue we will be using goal-setting in part to prioritize which services to cut

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Section III – Staff Input to Goals

Goal #1 – Develop New WRF

- If the Council retains this goal as written, staff will provide the 3-4 key objectives for this year. These will include objectives relating to completing the master reclamation plan, completing a new prop 218 rate increase process, and completing / approving the EIR.
- Alternatively, the Council might remove this goal. Since we are now on a clear construction timeline, it is reasonable to say that we have actually accomplished the goal of “developing” a WRF project and we are now on the construction path. Thus, council might remove this goal and identify the 3-5 key WRF-related objectives for this year under a broader “Infrastructure” goal.

Goal #2 - Improve Streets

- Council might retain this goal and (to be discussed initially at the 1/10/17 Council Meeting) have an objective related to a streets funding ballot measure.
- If there is no substantial increase to streets funding forthcoming, then retaining this goal may not be best since there is little more we can do to “improve streets” more than our current bi-annual street paving program without additional funding.
- The council might consider removing this goal and add 1-3 key streets objectives under a broader infrastructure goal.

Goal #3 - Review and Update Significant City Land Use Plans

- Council might retain this goal. If so completing the GP/LCP will be the key objective this year. Due to the amount of effort the GP/LCP requires, that one project will likely take most of the Community Development Department staff’s available time. A couple other limited projects may be achievable, but most should wait on the completion of the GP/LCP.
- Since the GP/LCP was the primary focus of this goal, and is it fully funded and on a good schedule toward completion, the council might consider removing this goal and adding an objective related to the GP/LCP under another goal.

Goal #4 - Maintain Core Public Safety Services

- Staff believes “maintaining” core public safety services is a core mission of the city, one that should be explicit in our mission statement. Thus, since our public safety services are alive and well and clearly going to be maintained, we should consider removing this goal.
- Staff can and will continue to bring budget items related to public safety in the budget process.
- Council could maintain this goal.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Goal #5 - Ensure Fiscal Sustainability, and, Goal #6 - Support Economic Development

- These goals are the only goals that relate fairly directly to addressing our core structural fiscal challenge. As noted earlier, those challenges are significant.
- Council may consider combing these two goals into a single goal that explicitly addresses increasing revenue, and then identifying a set of objectives to help accomplish this goal.
- Considering our budget forecast, we likely have a \$4M gap in a \$13M budget. Thus, council might consider a goal like: Within 7 years, increase revenues \$4M higher than current projections.
- Objectives might address areas of greatest potential such as:
 - Proactively pursue all opportunities and relationships that may result in demolition, remediation and complete redevelopment of the MBPP in a way that will substantially increase TOT, property tax, and sales tax revenue.
 - Develop a plan and proactively pursue relationships that will result in redevelopment of the 26-acre Atascadero Road site (current WWTP) in a way that will substantially increase TOT, property tax, sales tax and possibly lease revenue.
 - Increase shoulder season and off season visitor nights by 10 % over FY17.
 - Encourage renovation of some existing hotel stock to result in higher ADRs.
 - Work with the business community to encourage the addition of X hotel rooms.
 - Identify all operating vacation rentals and ensure they are submitting appropriate transient occupancy tax reports.
 - Revitalize underused and unused parcels in commercial districts encouraging sale-tax producing businesses and businesses providing multiple head(s) of household jobs.
 - Encourage development of a consumer goods shopping area(s) for north coast residents.

Goal #7 - Improve City Infrastructure, Facilities and Public Spaces.

- Council might modify this goal to include WRF, Streets and Water as noted previously, or, might keep this goal for Facilities and Public Spaces and create another goal for improvement of failing / critical infrastructure.
- This goal might be reteamd: “Improve City Facilities and Public Spaces”
- A new goal may be developed titled: “Improve Failing / Critical Infrastructure.

Goal #8 - Enhance Quality of Life

- While this is a great goal, and we can continue to make progress in certain areas, we will need to focus on getting our fiscal house in order before we are able to complete some QOL costly items. That said, some items are low-cost, and / or the City can *facilitate* with money comes from elsewhere.
- Also, in many cases, QOL also relates to improved tourism which is our easiest path to increasing on sector of revenues.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Goal #9 - Improve Water Supply Diversification

- Council might keep this goal.
- However, since this goal is closely related to construction of the WRF / critical infrastructure, and the key item we need to work on this year is completing the “One-Water” plan, this goal could be removed and the key items included in a broader infrastructure goal.

Goal #10 - Improve City Operations

- Council might choose to keep this goal to identify specific areas for staff to continue to improve customer service and community serving processes.
- Or, council could remove this goal to further focus the staff on critical goals and projects.

Considering all above, the Council might consider a goals and objectives framework as shown below:

Goal #1 (Essential Goal) – Increase Revenues 25% Above 2017 Projections by Dec 2024

- Include Objectives Related to Revenue Enhancement
- Include Objectives related to economic development

Goal #2 (Essential Goal) – Improve / Replace Failing or Critical Infrastructure

- Include WRF Objectives
- Include Streets Objectives
- Include Water Objectives

Goal #3 (Important Goal) - Improve City Facilities, Public Spaces and Mobility

- Include City Beautification objectives
- Include bike / pedestrian objectives
- Include parking objectives

Goal #4 (Important Goal) - Review and Update Significant City Land Use Plans

- Include GP/LCP Objective
- Include Other key planning objectives

Goal #6 (Desired Goal) - Enhance Quality of Life

- Include all QOL Objectives

Goal #5 (Desired Goal) - Improve City Operations

- Include all City Operations Objectives

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Section IV – Staff Input to Objectives

Following is a rough list of possible objectives compiled by Advisory Boards and / or staff (including from community input) received over the past 8 months. These are arranged by our existing 10 goals.

- **Goal #1 - Develop New WRF**
 - List of 3-5 key objectives to be compiled by program management staff for next meeting.

- **Goal #2 - Improve Streets**
 - Pass Street Funding Ballot Measure

- **Goal #3 - Review and Update Significant City Land Use Plans**
 - Complete GP/LCP
 - Complete code enforcement
 - Implement DWSP
 - Complete sign, wireless and other planning stuff
 - Flagpole and antenna ordinance
 - Solar and graywater ready- already incentives
 - Parking
 - Manufactured home policy.
 - Tree mitigation bank policy
 - Concept review process
 - Sustainable subdivision policy
 - Boat haul out facility
 - Independent vetting of cell towers
 - Affordable housing and homelessness
 - Increase code enforcement
 - Revise compact infill ordinance
 -

- **Goal #4 - Maintain Core Public Safety Services**
 - List of 3-5 key objectives could be compiled by safety staff for next meeting.

- **Goal #5 - Ensure Fiscal Sustainability**
 - List of 3-5 key objectives could be compiled by safety staff for next meeting.

- **Goal #6 - Support Economic Development**
 - List of 3-5 key objectives could be compiled by safety staff for next meeting.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Goal #7 - Improve City Infrastructure, Facilities and Public Spaces.

- Visitor center??
 - Underground utilities
 - Improve city street lighting
 - Replace del mar park bathroom
 - Continue ADA improvements
 - Electric vehicle charging stations
 - More pickleball courts
 - Research converting MB elementary fields to pickleball / multi use and long term rec field plan
 - Market plaza / centennial
 - Parking
 - Paid parking
 - Repair/repave access road at fish dock
- **Goal #8 - Enhance Quality of Life**
 - Is this a goal?
 - Santa's house
 - Concerts at the rock
 - Downtown farmers market concert series
 - Complete the opening of the community pool.
- **Goal #9 - Improve Water Supply Diversification**
 - Complete the "One-Water Plan"
- **Goal #10 - Improve City Operations**
 - Customer service
 - Workforce development
 - Records Management
 - Employee wellness
 - Records Cloud Backup
 - Complete server disaster protection move

Section V – Community Input to Objectives

This input was received by City Staff to the City's goals@morrobayca.gov email address between Jan 5 and Jan 9. It is printed exactly as received with few edits and names redacted.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Input #1

1. Finish WRF include anaerobic digester, exclude Cayucos or obtain commitment.
2. Repair streets, dedicate larger portion of city revenues to streets.
3. Fiber optic high speed internet access for all businesses and citizens.
4. Smart Water Meters installed for all and monitored as network.
5. Do billing for city services in house
6. Identify water wasters and assist in lowering their bills
7. Roundabout at 41 and Main St.
8. Remove all telephone poles and bury cables.
9. Identify Traffic arteries traffic count volume as well as feeders.
10. Solicit investors for Centennial Stairway.
11. Plan for Dynegy facility use. (maritime museum, office complex for high tech
12. Plan for property area around Dynegy
13. Bridge arched walkway over harbor to Sand Spit to enhance tourism.
14. Wind Turbines off shore to increase city income and enhance fishing.
15. Increase water storage to 4 days.
16. Divert and save water runoff to ponds or tanks to enhance water table.
17. Create Morro Bay ISO (independent systems operator) to manage electricity.
18. Permit residential small wind turbines.
19. Something fun to do for kids with tourists.
20. 40 foot + Ferris wheel next to Rock.
21. Parking garage on east side of embarcadero.
22. Establish paid parking on embarcadero after 1hr. like slo.
23. Pave lot next to Morro Rock, sell parking for close parking.
24. Widen parking lot on south side of rock so emergency vehicles can turn around, leave gate open
25. Walkway on harbor side of embarcadero
26. Increase use of Desalination plants.
27. Remove ineffective stop signs and other unwarranted traffic control devices.
28. Neighborhood energy collectives for sharing wind and solar power.
29. Complete streets for bicycles and pedestrians.
30. Bike connection to Cayucos and Los Osos.
31. Disc Golf goals at Del Mar and Cloisters park.
32. Involve more residents, Register 90% of citizens with the city, talk about registration at all meetings.

Input #2

In response to your "Help Steer Your City" call for ideas, I'm including 27 for your consideration, some of which may be too specific for a general policy document, but all of which feel ripe for immediate and feasible implementation. That said, I do agree with other commenters who've mentioned that a "laundry list" of goals isn't necessarily the best approach here. Instead, please consider creating parent categories under which some of these items will hopefully fall.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Please see list below:

- 1. Provide more readable/navigable City website, document database, and email correspondence*
- 2. Provide clear listing/database of all current waterfront leases w/ City including leaseholders, subleaseholders, occupancies, term length, expiration dates, parcel map, permit applications, parking spaces, parking credits, and relevant contact information*
- 3. Provide clear timeline to City residents as to when Digital West's high-speed fiber optic internet will be connected and available to public (re: Feb 2016 RFP), and make this process a City priority*
- 4. Consider undergrounding every available above-ground utility along Digital West's new fiber optic loop downtown at the same time as new cable installation (Public Works, PG&E, Digital West collaboration)*
- 5. Consider forming Dynegy Parcel Strategic Planning Committee (buyer outreach #1, exhausting of all City purchase options, City risk/return on investment, long term economic and community planning, integration with City and neighborhoods, public works access points, public input surveys, timeline/deadline creation, public relations, active and public Dynegy participation, keep residents informed, etc -- similar to WRFCAC), as this parcel will make or break the City's future.*
- 6. Continue developing ideas for boat repair facility near triangle lot but await new General Plan prior to RFP process*
- 7. Add one (1) or more vacation rental owners to TBID*
- 8. Consider a moratorium on new hotel room development (similar to vacation rental permit moratorium) such that every new room approved by Community Development opens up one new vacation rental permit (net effect: protect existing hoteliers, encourage only worthwhile development, maintain a fair and appropriate balance between tourists and residents)*
- 9. Enforce removal of "temporary" storage units (shipping containers) that have become permanent on public-facing private parcels (if businesses/residences need permanent storage, Community Development has a process in place for constructing)*
- 10. Enforce RV/boat storage as written OR create special City-wide election w/ enforcement options if the issue becomes too contentious to resolve by Council/staff*
- 11. Enforce/encourage waterfront lines of site and public access along Embarcadero; a few waterfront businesses have made great strides; others should follow suit*
- 12. Connect and beautify pedestrian path between Harbor Hut and Mother's Beach (North Embarcadero)*
- 13. Bridge all pedestrian boardwalk gaps along water (2017: Tidelands Park to Harbor Hut (South and Central); 2018: MB Landing to the Rock (North))*
- 14. Require all new development along Embarcadero to submit pedestrian plan on BOTH west/east sides of building*
- 15. Connect bike/pedestrian path from Morro Creek to Cloisters WEST of MBHS*
- 16. Install security lights every 100' or so along North-South bike path from Main to Atascadero Rd along back side of power plant (unsafe at night)*
- 17. Solidify traffic plan for Atascadero Rd intersection (w/ public input) that prepares City for inevitable development in the coming years*
- 18. Inform public of new zoning changes (General Plan 2017) well in advance of implementation (1 year?)*

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

19. *Retake downtown right-of-ways for curb continuation; consider staking or marking undeveloped right-of-ways 30 to 60 days in advance of curb construction to allow parcel owners to make landscaping changes on their own; do not mark/disturb parcels where curb construction is not imminent*
20. *Complete only those curb continuation sections readily available for completion (i.e. don't start on new streets; simply fill in the gaps on streets that are almost complete/continuous already; cost/feasibility/practicality)*
21. *Create 4-way stops at every problematic/confusing downtown intersection (ex. Harbor St., Market St, Monterey St., Dunes St., etc) to encourage safety and pedestrian friendliness*
22. *Consider forming a North MB committee of business/resident mix to report comments/concerns/ideas semi-annually to Council as a cohesive group (rather than loose collection of individuals)*
23. *Begin to more specifically seek public input from North Morro Bay residents regarding top long-term priorities (transportation, finance, general well being, etc) to develop similar long-term approach as downtown/waterfront has (yes, we do have some of this info already, but more clearly identifying the region's needs should help prevent geographic rifts in the long run)*
24. *Seek downtown/waterfront business and employee input regarding employee parking solutions (longer employee shifts, especially on weekends, tend to fill up high demand parking and hurt potential City/business revenue opportunities); this way we hear first from those most affected by lack of available parking before reaching out to residents for further input*
25. *Continue to develop long-term parking solutions for high demand central corridor in the form of tourist-facing, fee-based parking structures, lots, and meters (\$1/hr; centralized machines; self-enforcement except weekends); annual permits to MB businesses/residents at low or no cost to override fee areas*
26. *Scale back parking-in-lieu fee exceptions, or at least have a plan to scale back in the near future (these fees aren't the limiting factor for large commercial projects); channel existing parking-in-lieu funds toward actual parking progress*
27. *Stress creativity, transparency, and feasibility in all aspects of City governance*

Input #3

Stop the fiscal bleeding. Cut excessive consulting costs in City Hall

- evaluate where a full time employee could replace expensive professionals on retainer. Example: city attorney
- publish a pie chart of revenue sources on the website. Update it every year.
- publish a pie-chart of how our tax money is being spent. Update it every year.

Give people more options (not just more locations) about the proposed Sewage Plant.

- fully disclose: what are the pros and cons of expanding/modernizing existing sewer treatment plant?
- explain how much the various sewage options will cost on a per-citizen basis. I've heard that the proposed new plant will cost \$250/month for every homeowner!
- stop producing fancy color brochures to promote the sewage treatment plant. A simple black and white mailer and a prominent link on the website would suffice.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Clamp down on unlicensed short term rentals.

- Provide an incentive for neighbors to report repeated violations.

Improve Streets

- create an online mechanism for citizens to report areas needing attention

Long Range

- Proposal for removal of above ground utilities while at the same time adding modern broadband access via fiber.

Input #4

> *We would like an update on code enforcement, and what has been accomplished. My surrounding neighbor still has boats and RV's in the driveway. A lot of the downtown retail stores have their windows covered in advertising..... is this a code enforcement issue and can the City take care of this problem?*

>

> *What is going to happen to the three stacks on the Duke Energy property? Could you give us an update.*

>

> *We would like to see more recycling bins.*

>

> *Have you been in touch with our new congressman to see what funds Morro Bay could qualify for to help with the cost of our much needed infrastructure and the new sewer plant?*

>

> *Graffiti is everywhere. Who is responsible for the removal? For instance the retaining wall between the church and Albertsons. If it's not the City's then is it the responsibility of the City to make whoever is responsible remove the graffiti?*

>

> *When are the restaurants required to provide eight foot sidewalks in front of their establishment? Wasn't that a 2015 goal?*

>

> *Is it necessary for the City Manager to have two (or is it three) people to assist him in his job, when our town is only 10,000 plus. That could save the City money if he would handle his job in its entirety. The money could be used to repair sidewalks.*

>

> *What is the City paying the outside law firm? Could you bring the exact figures with you to the meeting. How much money would be saved with a full time City Attorney.*

Input #5

Dear Goals preparer: Please add the following:

Please forgive me but I don't know and can't seem to find a list of improvement of our Quality of Life goals that would indicate we as a City will recognize our precious wildlife, specifically our sea otter with a day of appreciation?

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Eliminate the fireworks permit as this activity is unhealthy for our wildlife, birds and animals are hurt and injured and need to be taken to Pacific Wildlife care center after these fireworks 'are shot off'. Also , people with Autism are scared by the booming noise/flashes of light, and seniors are upset with the activity.

Shooting birds in our bay needs to be reexamined as our population of tourists and locals who enjoy our bay, bird watching, kayaking, boating and killing birds in the bay seems to be an activity of the past. Our City needs to oppose this activity.

Input #6

You need to cut down the number of annual goals and objectives. Having 10 goals and a total of 89 objectives for the year results in nothing but a laundry list of things. This does nothing to focus the city's limited staff and financial resources. Your annual goals and objectives should give both the city staff and financial resources focus!

A well functioning organization has 3-5 goals and no more that 10-15 total objectives.

Input #7

I was reading in a workshop dating to 2014 the city considered having cruise ships stop in Morro Bay.

<http://www.morro-bay.ca.us/documentcenter/view/8313>

I am wondering is the city still considering this? I think it would be possible like how Monterey and Santa Barbara have ships in the distance and they have passengers come in by tug boats? Catalina is also similar as it's small area, but it has cruise ships drop passengers off by tug boat. I imagine it has to be possible since the Russian billionaire that came in 2010 was in the distance and came in by a small boat.

Input #8

Here are some goals I would like to see reached:

Create a historical overlay zone in the Heights area of Morro Bay preserving and protecting a section of the historical bungalows, cabins, vintage beach homes. This is to preserve an area that highlights the area's past and creates a small pocket for tourists to enjoy and get a taste of a simpler time ensuring Morro Bay preserves some of its post WWII architecture.

Reduce the glare of the newly installed street lights that are too bright. These lights are far too invasive and there are many more options for energy efficient "warmer" light bulbs.

Input #9

DATE: January 7, 2017

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

SUBJECT: City Goals & Objectives Process

We recommend that you consider altering the current structure of the goals/objectives process.

There were eighty-nine (89) goals approved for the fiscal year ending June 2017. Of these some were: 1) meaningful short term goals; 2) goals that were long term projects which require multiple years to complete; and 3) goals that should have never been included for a City Council review, because they were tasks which should be completed as part of various City Department's day-to-day functions and/or responsibilities.

In our opinion there were too many items on the current year's list to be properly managed and/or achieved.

It seems to us that the utilization of taxpayer dollars for City staff time and consultant time, as well as the use of City Council time, should be predicated on realistic and achievable City Goals and Objectives. There are infinite possibilities for City goals and objectives at any point in time. The overriding goal should be to identify incremental goals and objectives that will produce results that benefit the residents, and can be realistically achieved over a defined period to time. Other "Blue Sky" goals may be interesting to contemplate, but do not justify the incremental outlay of taxpayer dollars, or the City Council's time in reviewing them during formal meetings.

Our suggestion would be to create two lists, one for objectives and one for goals. The first list (objectives) would include only projects that have a reasonable chance of being completed by June 2018. The second list (goals) would include long term projects, i.e. projects requiring multiple years to complete.

Suggested Definition of Near Term Goals – i.e. "City Objectives"

- ☐ It is our belief that each Department should have no more than four objectives, each of which could be executed in the stated time frame.
- ☐ The objective must be adequately funded during the 2017/18 City budget process, or it would be removed from the list.
- ☐ Items that should be completed as part of a City Department's day-to-day functions and/or responsibilities would NOT be included. Example: 2016 Goal 2.f. - Refresh street markings.
- ☐ Objectives to be completed no later than the end of the 2017/18 fiscal year.
- ☐ Department Heads responsible for their specific objective(s) would sign off on the objective prior to the final list being approved. The success or failure of each Department's objectives included in the final list would be included in the Department Head's annual review.

Suggested Definition of Long Term Goals – i.e. "City Goals"

This set of goals would include projects to which the City commits, but require more than one fiscal year to complete. This list would include only items which for which funding has been committed, or where a realistic potential source of funding has been identified. The funding does not necessarily need to be secured, but it must have been identified, and must be realistic. A goal item could be added once a solid source of potential funding is identified. 2

It is generally assumed that senior managers can spend no more than 5% of their available working hours pursuing long term goals. The January 3, 2016 staff report defines the time required for completion of these goals as four to six years. Since the City of Morro Bay's table of organization has only one senior manager (i.e. the City Manager), there should be no more than five goals on this list, to ensure a reasonable chance these goals can be achieved.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

By developing two separate lists of objectives and goals, Department Heads, under the direction of the Deputy City Manager, can concentrate on the objectives that pertain to the specific Departments. Removing these short-term projects from the City Manager's oversight would allow the City Manager to concentrate on developing strategies for completing the City Council's defined long-term goals.

Input #10

- 1. Reduce overhead telephone, cable wires. Enact an ordinance to make utility companies responsible for securing loose cables, removing old unused cables. If they don't comply charge them. This is a huge eyesore for the neighborhood.*
- 2. Build a barrier between main st and highway 1. This is very dangerous as highway travelers can easily plow through fence. Also, the fence is an eyesore.*
- 3. Build a cement skatepark where the old miniature golf course is or by the rock by the old location or the old elementary school. This is needed for kids to have an outdoor activity, a place to socialize and be active. The slo park is crowded. We need one in our backyard!*
- 4. Fix the streets. Ironwood, Avalon, Elena, etc. are horrible.*
- 5. Put a roundabout on main and Atascadero 41 intersection. The roundabout on morro bay blvd works well and keeps traffic moving.*
- 6. Provide an underground tunnel to access beach from other side of freeway. Would add value to neighborhoods on opposite side of beach tract.*
- 7. Plant more trees*
- 8. Come up with a plan to bury power lines.*
- 9. Public pool*
- 10. Create more public multi-use trails. Maybe behind Delmar park up the creek and back in the hills. Would be great to have local mountain biking trails easily accessible from north morro bay. Chevron land?*

Thanks!

Input #11

Hi,

I am writing in regards to the letter asking for ideas.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

What about offering a program to high school students where they could follow around a city employee one day a week. Hopefully this could help students get an idea what they want to do for a living and maybe the city could benefit from student aids

Kind regards,

Input #12

*> There are NO public trash cans along Main St. in north Morro Bay. It
> should be one of the goals in 2017.*

Input #13

Please add the list of prospective objectives that was produced by the Citizens' Beautification and Heritage Committee (CBHC) to the January 10 meeting packets for members of city staff and city council. The CBHC consists of representatives from the following groups: Morro Bay Art Association, Morro Bay Public Art Foundation, Historical Society of Morro Bay, Guerrilla Gardening Club, Morro Bay Citizens' Bike Committee, Morro Bay Chamber of Commerce, Morro Bay in Bloom, CMB Public Works Department, CMB Public Works Advisory Board, and the public at-large. The minutes of CBHC meetings are submitted to the Public Works Advisory Board.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

2017-18 Unmet Beautification and Heritage Preservation Needs: Priority Needs

Public Art

- 1.) Request of city staff to investigate options of assessing contractors of municipal-construction projects 1% of the bid amount to a fund for public-art projects. **2017-18 Funding Need:** City staff time.
- 2.) Request of city staff to develop, with public input, a public-art master plan that includes an inventory of all current public art and a plan for maintenance and conservation of existing art. **2017-18 Funding Need:** City staff time.

Parks

- 1.) Request of city staff to determine the extent to which existing adopt-a-park agreements are still valid and to review the language of these agreements for the applicability of current liability and safety regulations, scope of work and the expectations of the parties involved. **2017-18 Funding Need:** City staff time.
- 2.) Request of city staff to conduct an inventory and needs assessment for the repair and replacement of equipment and fixtures in public restrooms, public showers and related signage and to publicly report the outcomes. **2017-18 Funding Need:** City staff time.
- 3.) Request of city staff to formally establish a city park in honor of Franklin Riley at the proposed location. **2017-18 Funding Need:** City staff time.

Heritage Preservation

- 1.) Request of city staff to develop and draft a historic-building recognition and preservation ordinance. **2017-18 Funding Need:** City staff time.
-

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Overall Impression and Tidiness

- 1.) Request of city staff to request proposals for the development of graphic design standards for signage purchased by CMB in order to convey Morro Bay's identity and ensure a consistent presentation of that identity across all forms of directional and informational signage purchased by CMB. **2017-18 Funding Need:** Contract for design services.
- 2.) Request of city staff to coordinate a no-smoking in public places campaign with San Luis Obispo County Tobacco Control Program to help enforce existing municipal-code smoking restrictions and address cigarette-butt litter pollution. **Coalition partners:** Morro Bay National Estuary Program and Morro Bay Art Association (proposed for a school-based art contest to design campaign posters). **CMB role:** Reach out to San Luis Obispo County Tobacco Control Program to determine what resources are available to design and conduct a no-smoking campaign. Consider participating in National "Kick Butts Day 2017," www.kickbuttsday.org. **2017-18 Funding Need:** Funding, possibly from the Tobacco Control Program, to fund the production of campaign posters and to make media advertising buys, etc.

Landscaped Areas

- 1.) Request of city staff to manage the process of constructing a Peace Garden in place of the front landscaping at the Veterans' Hall, including request for design proposals that include specification of plant and hardscape materials and a reliable budgeted cost. **2017-18 Funding Need:** City staff time for preparation of RFP, pre-installation removal of lawn and ornamental plants, and installation of appropriate irrigation and hardscape (per the winning design). Volunteer groups could install the plants. A budget for materials and any contracted labor would need to be proposed and approved.
 - 2.) Request of city staff to manage the process of constructing a view deck at the western end of Surf Street and a new stairway connection to Front Street in order to correct unsafe conditions at those locations. **2017-18 Funding Need:** A budget for the project would need to be proposed and approved.
 - 3.) Request of city staff to coordinate with San Luis Coastal Unified School District the process of constructing a welcoming space between the dirt parking lot and the western driveway for the high school. This area eventually will be the entrance area to the community swimming pool. The principal of the high school is interested in a partnership with the City of Morro Bay to design and complete the project. **2017-18 Funding Need:** City staff time.
-

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

Urban Forestry

- 1.) Request of city staff to improve the existing interactive online walking tour of heritage trees by increasing access to the tour as a smart-phone application that can be publicized to visitors and residents. **2017-18 Funding Need:** City staff time.

Environmental Efforts

- 1.) Request of city staff to consult with California State Parks on the cost of a dunes-restoration project on city property adjacent to the bike/pedestrian bridge and extending to Atascadero Road on the north and Coleman Park on the south. **2017-18 Funding Need:** City staff time.

Gateway Improvements

- 1.) Request of city staff to prepare for prospective federal “shovel ready” infrastructure funding to improve the gateways at the northern and southern boundaries of the city and to improve the appearance of the Highway One corridor from Zanzibar to the Morro Bay Boulevard exit. Other recommended improvements include a new service-organization sign with a “Welcome to Morro Bay” message and a mural at the Highway 1/41 overpass. **2017-18 Funding Need:** City staff time to develop pre-RFP information including budgets to make these projects “shovel-ready” for funding.

Section VI –Objectives Considered and not Adopted in FY17

- **Employee Health Options.** Begin research and update Council on alternatives to provide more responsive and more affordable health care delivery. (remove and await League of CA Cities Employee Health Care program options being developed this year.)
- **Fall Concerts.** Research, partner, and bring to Council a proposal for an autumn concert series.
- **Downtown Friday Series.** Research, partner, and bring to Council a proposal for a summer “Downtown Friday Night” series that could include street closures for concerts, other entertainment and food and beverage opportunities for local businesses in the public right-of-way.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

- **Parks Master Plan.** Update the parks master plan. (remove and have GP/LCP make initial assessment.).
- **RV Camping Areas.** Research and bring to council for direction proposals for establishing paid RV/camping areas in the city. (MP Rec.) (Removed – to be considered with North Waterfront Master/Implementation Plan.)
- **Trolley Program Evaluation.** Evaluate the popularity of the trolley program among residents, tourists, and business owners and bring recommendations to Council for that may redirect some funding to street improvement. (MP Rec.) (remove – consider in FY17/18)
- **Northern Waterfront Implementation Plan.** Update the Northern Waterfront Implementation Plan and/or consider integration into the Waterfront Master Plan/General Plan/Local Coastal Plan process. (Wait for GP/LCP to identify this as a need in FY17/18)
- **Green Building.** Update the Green Building Incentive program. (Included in 3.f.)
- **Greywater & Solar Ready.** Develop and implement a "Greywater" Ready initiative for new construction + "Solar Ready" (included in 3.f)
- **Develop and Implement a City "Integrated Pest Management" policy.**
- **WRF Solids.** Public comment indicated disagreement with an apparent decision on composting of solids at the new WRF. This decision has not been made and will be made by WRFCAC / Council in the ongoing WRF construction process.
- **Undergrounding Power Lines.** Comment suggested adding undergrounding powerlines to the objectives. MB has an effective policy regarding undergrounding for new projects. We agree undergrounding existing powerlines would be a great thing for Morro Bay, but recent work on this indicates the cost is prohibitive based on the city's current budget. As the budget improves in the years ahead (and existing priorities like streets are funded, this item should be reconsidered.
- **Recycling and Organics.** Include Recycling and consider potential opportunities to include organics. Comment recommended adding an objective addressing recycling and organics. Morro Bay Garbage Company is in the process of distributing household trash cans for the mandatory collection of organics. That is already under implementation. The city has also recently added recycling containers to most / all public trash cans. Staff believes specific steps have been / are being taken to improve recycling and organics and does not recommend an additional general objective.
- **Develop an Art Policy.** The City has an existing policy for public art. It does need updating, however, based on other priorities this year, staff recommends this item be delayed to next year.
- **Establish a Tree Committee.** The Public Works Advisory Board has advisory input to the City's tree policies and the recently established Urban Forest Management Plan is a strong existing policy. Establish a Creek maintenance plan for Morro Creek. Comment suggested establishing such a maintenance plan. Staff is already working on this item which must be complete in two years. Staff recommends adding this to objectives next year if it is not complete this year.

City of Morro Bay
FY18
Initial Draft Program / Budget Objectives
as of: Jan 5th, 2017

- **Ban hunting in the Back Bay.** With other major public discussions such as continued debate on the the proposed marine sanctuary coming this year, staff recommends this questions not be considered this year.
- **Ban All Fireworks, Including Public Fireworks.** Existing policy gives staff effective control over public fireworks displays, and there is significant interest from our visitor-serving business to not ban fireworks. There was one display in 2015. Staff recommends continuing with our current policies.
- **Ban Most signs and Banners.** Comment recommended banning most signs and banners in the city, including existing displays such as the banners in City Park, the “Conserve Water” signs on city property, event banners such as the recent “Winter Bird Festival” welcome signs, and other public info such as the radio station notification. Existing policy gives staff effective control on the use of banners on city property and staff believes these displays are important ton continuing good community info sharing.
- **Chronicle and Recognize City's Environmental Stewardship Projects / Initiatives / Accomplishments.** Comment recommended adding this specific objective. The City's accomplishments are often noted in the news, on the website and facebook as they occur. Staff recommends continuing this practice without a specific objective to maintain a specific list.