



## MEMORANDUM

**TO:** CITY COUNCIL

**FROM:** WHITNEY McDONALD, CITY MANAGER  
BILL ROBESON, ASSISTANT CITY MANAGER/PUBLIC WORKS DIRECTOR

**SUBJECT:** DISCUSSION AND CONSIDERATION OF COUNCIL GOALS AND PRIORITIES FOR FISCAL YEARS 2021-23

**DATE:** APRIL 27, 2021

### **SUMMARY OF ACTION:**

Consider and establish the City Council's goals and priorities for Fiscal Years 2021-23 for incorporation into the upcoming Biennial Budget.

### **IMPACT ON FINANCIAL AND PERSONNEL RESOURCES:**

There are no financial impacts from discussing and establishing a list of goals and priorities for Fiscal Years 2021-23, which will frame the recommendations for the City's Biennial Budget for Fiscal Years 2021-23.

### **RECOMMENDATION:**

It is recommended the City Council discuss, modify as desired, and approve goals and priorities for Fiscal Years 2021-23 for incorporation into the upcoming Biennial Budget.

### **BACKGROUND:**

On September 22, 2020, Council adopted a list of Top 10 Council Priorities for Fiscal Year 2020-21 to help prioritize and focus staff work efforts for the year. On March 23, 2021, Council received an update regarding the City's progress toward completing the Top 10 Priorities and directed that a process be undertaken each year to establish goals and priorities. It is anticipated that these goals and priorities will be incorporated into the upcoming Biennial Budget for Fiscal Years 2021-23. Establishing Council's goals and priorities for this time frame will help ensure that the City's resources are directed to best meet the community's needs. It is proposed that goals and priorities be established for the two-year period covered by the upcoming biennial budget; however, these goals and priorities will be revisited and adjusted as part of the mid-year budget process in 2022.

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**ANALYSIS OF ISSUES:**

Staff has prepared a proposed list of Council Goals and Priorities for Fiscal Years 2021-23 for discussion and possible approval, as shown in Attachment 1. A number of key considerations supported the development of the proposed goals and priorities, including:

- Items remaining from the Top 10 Council Priorities for Fiscal Year 2020-21 that have not been completed or require longer-term commitments and work efforts were carried forward;
- Work items that were identified as priorities during discussions of other Fiscal Year 2020-21 Top 10 priorities were incorporated into the upcoming biennial list, such as the Comprehensive General Plan Update identified during discussions of the City's SB 1090 funding;
- The City's efforts to respond to the COVID-19 pandemic and to support economic recovery are incorporated into the list of new priorities as an ongoing need for the community and the organization;
- Certain studies that are necessary to ensure that the City receives sufficient revenue to continue providing core services to the community have been included in the Fiscal Years 2021-23 list of priorities, including a water and sewer rate study that was placed on hold during the pandemic;
- Regional efforts to address homelessness have resumed as the immediate impacts of the pandemic begin to recede, and the City's involvement in those efforts has been incorporated into this biennial list of priorities as the City looks to do its part to help address this significant community concern and need;
- The City's infrastructure assets, including its roads, bridges, and stormwater systems, are in increasingly urgent need of maintenance and replacement, and identification of viable ongoing and future funding sources for these needs will be necessary to ensure that City residents and businesses can continue to rely on these assets to move goods and services through the community; and
- The pandemic and turnover in key leadership positions have highlighted the need to increase efforts to support the City's workforce and modernize certain technologies and systems.

Each priority has been evaluated to ensure that it is specific, measurable, achievable, realistic, and time-bound (SMART). Some priorities that state larger, over-arching goals have been broken down into more discreet tasks that are intended to meet the SMART metrics. Staff has evaluated each item to ensure that it can be realistically achieved within Fiscal Years 2021-23. Goals and priorities will be revisited in the Spring of 2022 to allow for adjustments heading into fiscal year 2022-23.

The attached list of goals and priorities is not intended to be exhaustive of all of the work items that will be undertaken by the City Council or staff this year. Each City Department will continue to discharge the duties it is otherwise assigned to complete. The list of Council Goals and Priorities for Fiscal Years 2021-23 is intended to support the upcoming

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biennial budget process and to focus the City's efforts to meet the community's needs, as identified by Council, considering the City's existing and future resources.

It is recommended that Council discuss and consider the proposed Goals and Priorities of Fiscal Years 2021-23 set forth in Attachment 1, direct any desired modifications, and approve a list of priorities for incorporation into the upcoming biennial budget.

**ALTERNATIVES:**

1. Review and approve the proposed Council Goals and Priorities for Fiscal Years 2021-23 set forth in Attachment 1;
2. Review, modify, and approve the proposed Council Goals and Priorities for Fiscal Year 2021-23 set forth in Attachment 1;
3. Do not approve the proposed Top 10 Council Priorities for Fiscal Year 2020-21 set forth in Attachment 1 and provide direction to staff; or
4. Provide other direction to staff.

**ADVANTAGES:**

Consideration and direction to incorporate a list of Council Goals and Priorities for Fiscal Years 2021-23 will help ensure that the community's needs, as identified by Council, are supported through the development of the Biennial Budget for Fiscal Years 2021-23.

**DISADVANTAGES:**

Approval of a list of priorities will result in some desired work items not being completed during the upcoming budget cycle. However, given existing resource constraints, not all desired or potential work items are capable of being completed during this time frame, regardless of what is identified in the list of priorities.

**ENVIRONMENTAL REVIEW:**

No environmental review is required for this item.

**PUBLIC NOTIFICATION AND COMMENTS:**

The Agenda was posted at City Hall and on the City's website in accordance with Government Code Section 54954.2.

Attachment:

1. Draft Council Goals and Priorities for Fiscal Years 2021-23

## Council Goals and Priorities for Fiscal Years 2021-23

### Investing in the Future

- Begin comprehensive general plan update
- Initiate and/or complete housing initiatives funded by grant programs
  - Regional pre-approved ADU plans
  - Objective design standards
- Complete ADU ordinance amendments
- Evaluate water resiliency options available to the City
- Continue support for existing and new economic development initiatives
  - COVID Relief Program
  - Determine whether to conduct baseline analysis of existing and future business needs
  - Evaluate the potential to enable cannabis businesses in Arroyo Grande
- Support regional efforts to address homelessness and emergency shelter needs
- Review status of Five Cities Fire Authority 3rd Amendment to the Joint Powers Agreement, and consider cost analysis of service delivery models
- Evaluate options to pay down CalPERS unfunded accrued liability

### Investing in City Infrastructure and Facilities

- Identify and pursue short- and long-term funding mechanisms, such as a sales tax measure, for pavement maintenance and other infrastructure maintenance needs
- Complete design and/or begin construction of key infrastructure projects, including:
  - Brisco Interchange Project
  - Traffic Way Bridge Replacement
  - Swinging Bridge Rehabilitation
- Evaluate and select options for replacing the Mark M. Millis Community Center
- Complete a water and sewer rate study and consider implementing a rate adjustment
- Complete a comprehensive fee study and consider adjusting City fees, including impact fees

### Investing in People

- Adopt and implement Diversity, Equity, and Inclusion initiatives
- Maintain and increase public engagement with the City
  - Complete process to create voting districts in 2022
  - Increase public outreach through surveys, social media engagement, and events
  - Evaluate technology opportunities to enhance public participation in meetings
- Modernize technologies and systems in key areas, such as public safety cameras, human resources processes, and accounting and agenda management software systems
- Focus resources and implement efficiencies to ensure optimized service levels within core City functions
- Evaluate and implement employee retention, attraction, recruitment, development, and support strategies