



MEMORANDUM

TO: CITY COUNCIL

FROM: JAMES BERGMAN, CITY MANAGER

SUBJECT: CONSIDERATION OF UPDATE TO 2007 STRATEGIC PLAN

DATE: JUNE 11, 2019

SUMMARY OF ACTION:

The City Council will review and discuss progress information related to the 2007 Strategic Plan and provide direction to staff.

IMPACT ON FINANCIAL AND PERSONNEL RESOURCES:

No impact to financial or personnel resources associated with this review.

RECOMMENDATION:

It is recommended the City Council review and discuss the 2007 Strategic Plan Update and provide direction to staff.

BACKGROUND:

On March 12, 2019, Council Member George requested, and the Council concurred, that items be placed on a future agenda regarding Council priorities. On May 14, 2019, the Council received information about visioning and strategic planning options and unanimously agreed to direct staff to provide an update to the 2007 Strategic Plan and bring it back to the Council for review and discussion.

ANALYSIS OF ISSUES:

Attachment 1 is an annotated copy of the 2007 Strategic Plan. Each Tactical Goal and Strategy has been numbered for ease of discussion. Staff comments related to status, term (short, medium, or long) as well as pertinent information is listed in a box below each tactical goal.

The table below indicates the overall indicator of progress.

Status	Count	Percent
Accomplished	34	43%
Significant Progress Accomplished	17	22%
Some Progress Accomplished	15	19%
No Progress Accomplished	11	14%
Removed	2	3%

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Not all of the Tactical Goals and Strategies have finite or objective standards, which makes assigning an “Accomplished” label difficult. Additionally, many of the goals and strategies have constraints that might make them difficult or impossible to achieve such as needed funding or staff having to wait until an opportunity presents itself by a private property owner.

Staff looks forward to direction regarding updating the Strategic Plan and outreach to the community for input. Staff believes that this update can be accomplished in-house if so desired by the Council.

ALTERNATIVES:

The following alternatives are provided for the Council’s consideration:

1. Receive and file the report and provide direction to staff regarding the Strategic Plan Update; or
2. Provide other direction to staff.

ADVANTAGES:

This item will allow the Council to openly discuss and provide direction related to the 2007 Strategic Plan Update.

DISADVANTAGES:

No disadvantages identified.

ENVIRONMENTAL REVIEW:

The project is categorically exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guideline Section 15301(c) covering the repair and maintenance of existing streets, sidewalks, gutters and similar facilities.

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.

ATTACHMENTS:

1. Annotated 2007 Strategic Plan

2019 UPDATE – 2007 10-YEAR STRATEGIC PLAN

ECONOMIC DEVELOPMENT

Strategic Directions:

- An ongoing and comprehensive effort shall be implemented aimed at job creation, business retention and expansion, and new business development.
- The Redevelopment Agency will be utilized as a proactive tool to meet economic development objectives. This will require continued efforts to ensure that the Redevelopment Agency is financially solvent. Priority shall be placed on utilizing revenues from the Agency to finance projects that will generate future tax increment, increase other City revenues, and accomplish multiple established City goals.
- While City revenue shall be an important goal of economic development efforts, equally important shall be an emphasis on attracting businesses that meet the needs of the community, maintain the character of the community, and enhance overall quality of life.
- The importance of agriculture to the local economy and the unique challenges faced by this industry to remain viable shall be recognized. This will require creative efforts by the City to support the needs of agricultural enterprises.
- Tourism is a key industry in San Luis Obispo County, yet Arroyo Grande has historically not received a proportional benefit from this industry. As a result, the City shall target efforts to develop visitor-serving businesses in the community.

General Notes:

The Redevelopment Agency was dissolved in 2012. Great Recession 2008-2010+. The City works with the South County Chambers of Commerce on initiatives that support the business community and Visit SLO for tourism promotion.

Tactical Goals and Strategies:

ED-1 Efforts shall be facilitated by the City to maintain and expand automobile dealerships. Efforts are targeted at supporting existing businesses at current locations during the future short and mid-term periods and potential relocation to enhanced sites as a long-term strategy. Specific goals include assisting auto dealerships in acquiring property to address space needs, enable expansion, and achieve potential attraction of an additional dealership to the Traffic Way corridor.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

- *2012, Mullahey Ford 27,000 sq. ft. RV center Expansion; 2015-17, approved modification to façade of dealership, removing mansard roof, returning look to 1950s design; new signage, RV shade structures.*
- *2017-18, supported Chevrolet effort to expand dealership; 2019, approved Chevrolet 20,000 sq. ft. dealership expansion.*

- ED-2 Sites identified in the Hotel/Motel economic development strategy shall be marketed to potential developers. The goal shall be to attract and approve three new hotels for development in the City over the next 10-year period.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

- *Hampton Inn and Suites approved in 2005; modified in 2009; occupancy in 2011 with adjacent Panera Bread restaurant opening in 2013.*
- *2015-2016, facilitated Hotel site at Traffic and E. Cherry; In 2016, Council removed from Specific Plan project.*
- *Agrarian Hotel approved in 2016; occupancy in 2019.*

- ED-3 Retail recruitment strategies shall be developed and implemented to attract new restaurants and retail businesses to E. Grand Avenue meeting unmet needs.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

Some business attraction has occurred due to working to assist with infrastructure needs and/or project phasing.

- *2009-2010 - Worked with developer for shopping center at S. Courtland and E. Grand, 2011 - 50,000 SF Food-4-Less Center pulled from consideration due to impending denial*
- *2007-2015 - Temporary uses, then phased tenant improvements for restaurant at Brisco and E. Grand, (eventually Ember Restaurant) retail space (phased sewer, parking and fire sprinkler improvements with various stages of tenant improvements)*
- *Facilitated moving drainage basin on E. Grand frontage in 2006-2007 for restaurant pad, originally Applebee's, eventually Figueroa Brewing, 2015*
- *Approved phasing plan to facilitate 2016-2019 Arroyo Grande Shopping Center with Gross: 10,000 sq. ft. Net: 6,700 sq. ft. (includes tenants Starbucks, Chipolte, 5-Guys and Aldi's)*
- *2012 - McDonalds remodel approved*
- *2015 - Trillium on Grand project; approximately 16,000 sq. ft. commercial pads with horizontal mixed use housing development*
- *2014 - Christian's Mattress retail project constructed behind the ARCO station on E. Grand Ave.*

- ED-4 The Redevelopment Agency shall pursue incentives to attract redevelopment projects to the southwest corner of E. Grand Avenue/Courtland Street, the southwest corner of E. Grand Avenue/Elm Street, the northwest corner of E. Grand Avenue/Brisco Road and the southwest corner of El Camino Real/Oak Park Boulevard.

No Redevelopment Agency, See notes on page 1.

- ED-5 Efforts shall be facilitated to promptly implement developer driven improvements necessary to complete development of the Five Cities Center.

Accomplished; Ongoing goal.

Circulation, parking and landscape improvements completed approximately 2009; In-N-Out Burger 2010; Petco 2012; Pier 1 2013 (one smaller available pad remaining).

- ED-6 The City shall work with owners of the Fredericks and Williams family properties to develop and approve specific plans that will generate revenue necessary to help meet long-term needs of the community, including an interchange in the vicinity of El Campo.

Some Progress Accomplished; Ongoing goal; Complex goal with opportunities to make progress in the short and medium timeframe.

Ongoing discussions with property owner. Technical memorandum prepared in 2014 relating to circulation for a phased approach to development. Ongoing discussions with SLOCOG, the County and Caltrans regarding a new interchange. Development of Central Coast Blue project to develop water resources.

- ED-7 Measures shall be implemented to attract visitor serving businesses, as well as tourism promotion to increase the level and success of tourism activities in the community.

Significant Progress Accomplished; Ongoing goal.

Established Arroyo Grande Tourism Business Improvement District (AGTBID) in 2013. Several development projects have occurred in the Village as a prime tourist draw, including the Shops at Short Street project adding new buildings, narrowing Short Street and creating outdoor dining opportunities in 2010-2011. Additionally, the Le Point Street Parking lot was expanded in 2014-2015, and Car Corral partially rehabilitated in 2016. When JJ's Market closed, a major tenant improvement project was approved that is now the Mason Bar and Kitchen.

- ED-8 Efforts shall be developed and implemented to encourage office development on Halcyon Road and medical uses adjacent to the hospital that will help support and enhance the long-term economic success of the hospital.

Accomplished.

Approved a Zoning Overlay zone in 2007 to ensure medical mixed use on parcels adjacent to the Hospital; Hospital interim overflow parking approved in 2016; Hospital expansion Emergency Room approved in 2017; 45,000 sf Medical Office Building approved in 2016, occupancy in 2019.

AFFORDABLE HOUSING

Strategic Directions:

- A proactive approach shall be taken by the City to address the need for housing necessary to accommodate an adequate workforce and provide for a community with people from different ages, backgrounds and income levels.
- Opportunities shall be created for increased density consistent with “smart growth” principles.
- The City shall collaborate with all levels of government, the construction industry, lending institutions and non-profit organizations to develop effective affordable housing strategies and efforts.

Tactical Goals and Strategies:

AH-1 Policies and programs shall be implemented to increase inclusionary affordable housing units constructed by housing development projects.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

Development Code Amendment repealing and replacing City's Inclusionary Affordable Housing Requirements approved in 2007. Housing Element Updates approved in 2011 and 2016.

AH-2 Utilizing affordable housing in-lieu fee and Redevelopment Agency housing set aside funding, the City and Redevelopment Agency shall work with the San Luis Obispo Housing Authority, People's Self Help Housing, Habitat for Humanity and other agencies and developers to coordinate development of, and provide financial assistance for, the construction of low and very low income housing units. The goal shall be for the City to assist a minimum of three new affordable housing development projects over the next 10-year period, including at least 50 units.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

Facilitation and approval of agreements with People's Self Help Housing (2007-2011), Habitat for Humanity (2010-2013, funding) & (2016-2018, project) and the Housing Authority of San Luis Obispo (2011-2018) to approve three new housing projects with a total of 64 affordable units, of which 36 are constructed. Additionally, 4 moderate units constructed in 2011 at Grace Lane and one special needs housing development project approved in 2015 at James Way near Oak Park that will include 16 independent living units, 26 memory care units, and 44 assisted living units.

AH-3 The inclusion of housing in "mixed-use" projects shall be encouraged to create new housing opportunities and utilize land as efficiently as possible.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

Nine (9) Mixed-Use housing projects have been approved since 2007 creating a total of 148 units, of which 67 are constructed.

AH-4 Incentives shall be developed to promote an increase in construction of both affordable and market rate rental units.

Significant Progress Accomplished; Ongoing goal; Combination of active staff actions and seizing opportunities as they are presented.

Reduced in-lieu fee for undergrounding of utilities for affordable housing and small housing projects in 2008; Upzoned four properties at Old Ranch Road, Rodeo Drive and Pearwood Ave. for increased housing opportunities in 2009; In 2012 and 2017, amended Accessory Dwelling Unit standards to provide flexibility and relaxed development standards and parking; In 2013-14, amended the MOU and annexed Heights at Vista Del Mar to conserve water and increase density; In 2014-2016, strategy and approval for cultural use/housing/commercial project for the E. Cherry Specific Plan; In 2015, Berry Gardens Specific Plan Development Agreement to allow high density housing near Courtland and E. Grand (Trillium).

AH-5 New programs shall be studied and developed by the City designed to offer financial assistance to first-time homebuyers.

No Progress Accomplished; Long-term goal.
Deferred to outside housing agencies.

AH-6 Programs to provide housing assistance for City employees shall be developed and funded in order to provide an ongoing effective workforce, particularly available within an effective distance at all times for emergency response.

No Progress Accomplished; Long-term goal.

AH-7 Permit processing shall be streamlined to minimize application processing time and development review costs.

Some Progress Accomplished; Ongoing and short-term goal.
Revised regulations to include administrative approval for commercial tenant improvements, small multi-family projects, and accessory dwelling units.

AH-8 Modest sized houses and lots shall be encouraged in many instances in order to promote “affordability by design” and “smart growth” principles.

Accomplished; Ongoing goal.
The majority of all subdivision applications include either Conditional Use Permits for Mixed-Use or Planned Unit Developments for clustered small lot design. It is estimated that average single family lot sizes have decreased from 7,000-8,000 sf to 5,000-6,000 sf.

AH-9 New green build techniques shall be encouraged in new housing construction.

Accomplished.
California Green Building Code was adopted in 2010.

CITY BEAUTIFICATION

Strategic Directions:

- Due to financial constraints, the City’s operations have historically been devoted primarily to basic City operations and the potential for many beautification efforts has been limited. It shall be the City’s goal to enhance the community’s quality of life through efforts to beautify both residential and commercial areas. To do this, the City shall pursue creative ways to finance these efforts through grants, community volunteer support and regulatory policies.
- Beautification efforts shall be accompanied by good planning principles to ensure that improvements can be effectively maintained in the long-term and be water efficient.
- Rising property values and changing demographics in the community will likely result in increasing expectations and demands regarding the maintenance of private and public properties. The City shall prepare to proactively respond to these demands through increased code enforcement services, while maintaining the City’s customer service approach of enforcement through a cooperative approach.

General Notes:

The City has approved Design Guidelines and Standards for the Village, Traffic Way and E. Grand Avenue and utilizes the Architectural Review Committee for design review, including capital projects.

Tactical Goals and Strategies:

- CB-1 Streetscape improvements shall be expanded on E. Grand Avenue and new streetscape projects on E. Branch Street in the Village, Traffic Way and El Camino Real shall be designed and implemented.

Some Progress Accomplished; Ongoing goal; Short-term and medium-term.

2008-2009, Traffic Way streetscape improvements; 2009-2010, East Branch Streetscape Improvements (Phase I); 2010-2011, El Camino Streetscape and roadway rehabilitation. East Branch Streetscape Improvements (Phase II) is in design; Halcyon Road Complete Streets draft plan is complete; East Grand Ave. Master Plan is in process.

- CB-2 Programs shall be facilitated to increase planting of new street trees in both commercial and residential areas, along with implementation of new efforts to ensure appropriate ongoing trimming and maintenance.

Some Progress Accomplished; Ongoing goal.

Non-Profit Tree Guild formed in 2005 by volunteer citizen group to help maintain and improve the volume and quality of City trees through education and outreach. City approved tree list and planting practices have been revised.

- CB-3 The City shall encourage cooperation and provide support to private groups and community organizations in their efforts to beautify private and City-owned properties.

Accomplished; Ongoing goal.

Arroyo Grande In Bloom, non-profit volunteer organization, formed in 2007; Arroyo Grande Public Art formed in 2012; and several other volunteer groups including Helping Hand, Just Serve, and We Heart AG greatly assist with various beautification projects throughout the city.

- CB-4 Creative approaches shall be utilized to maintain and protect the City's existing tree inventory.

Accomplished.

Community Tree Program Ordinance was amended in 2013 to provide additional flexibility for tree removal mitigation.

- CB-5 The City's code enforcement program activities shall be enhanced to proactively address issues impacting the appearance of neighborhoods and commercial areas.

Accomplished.

The Neighborhood Services Division became jointly managed between the Police Department and the Community Development Department in 2013 with two part-time staff members who can cover various times during the week including weekend hours.

- CB-6 City entry signs shall be renovated and enhanced and an agricultural, directional and historical signage program shall be implemented.

Accomplished.

Sign improvements were completed in 2008-2009.

CB-7 A public art program shall be implemented.

Accomplished.

Public Art program was amended in 2011 to facilitate public art. Seven public art projects have been completed, one additional project is approved but not yet constructed.

RECREATION

Strategic Directions:

- The City shall be committed to providing recreational services, opportunities and facilities for all sectors of the community.
- The City shall invest in its future through a commitment of supporting development of its youth by meeting recreation demands of youth sports and activity programs.
- The community's demographics have, and are projected to continue to, transition toward an aging population. The City will respond to the needs of active adults through increased sports and activity opportunities.

Notes:

The Recreation Services Department has continued to provide a full service recreation department for all City of Arroyo Grande community members and residents of the Five Cities area. Services have been inclusive of:

- *Preschool accommodating children in various stages of development, ages 3-5*
- *Youth Wrestling*
- *Enrichment classes for all ages (art, music, dance, gymnastics, fitness, soccer, reading/writing, Spanish, math, gardening, cooking, quilting/sewing and travel)*
- *Special Events (Family Egg Hunt & Festival, Father Daughter Dance, Summer Concert Series, Diaper Derby and Movie Night at the Harvest Festival, Halloween Carnival & Haunted Maze and the Turkey Trot)*
- *Before and after school childcare at three separate locations (Mark M. Millis Community Center, Branch Elementary, Ocean View Elementary)*
- *Adult sports leagues for softball and basketball*
- *Community Garden plot rentals*
- *Park and BBQ rentals (inclusive of tennis courts, green space for sports groups, and space for special events)*
- *Community Center rentals (Woman's Club Community Center and the Mark M. Millis Community Center) and ongoing group scheduling/staffing*
- *Arroyo Grande Pickleball Club, associated classes, clinics and tournaments*
- *Volunteer opportunities to adopt-a-park, participate in special events/projects and assist with special projects*
- *Liaison for the Elm Street Dog Park Association*
- *Coordination of facilities for local sports associations:*
 - 5-Cities Tennis Association*
 - 5-Cities Girls Softball*
 - Arroyo Grande Valley Little League Condors*
 - 5-Cities Youth Baseball*

The Recreation Services Department continues to offer Youth Wrestling and partners with the Lucia Mar School District's wrestling coaches as volunteers to keep the cost of the program minimal.

The Recreation Services Department continues to offer sports fields at minimal cost to youth agencies in order to support baseball, football and soccer.

The Recreation Services Department offers sports classes for youth development, skill building and exposure to new sports (tennis, soccer, Pickleball, Knockerball and more).

In response to an increased demand and trend in sports for active adults, the Recreation Services Department partnered with the Five Cities Men's Club to build four Pickleball courts in 2015. These courts have been widely popular, and most recently, leagues for men and women have been established for tournament play within the county. The Arroyo Grande Pickleball Club is administered by the Department and averages over 100 members annually.

The Recreation Services Department continues to offer specialty classes such as: Zumba, Senior Fitness, Adult basketball leagues for 40+, quilting/sewing classes, art classes, and most recently added cooking classes.

Tactical Goals and Strategies:

REC-1 Community fundraising efforts to construct a recreation center facility at the City property on W. Branch Street next to the Woman's Club Community Center shall be supported and encouraged. The City shall also pursue ways to supplement community fundraising through grants and the sale of a portion of the property.

Some Progress Accomplished; Ongoing long-term goal.

This project has since changed direction and a recreation center on W. Branch Street is no longer being considered. However, an MOU has been established with the Five Cities Community Foundation in regards to the Camp AG property and includes ties to the W. Branch Street property for potential development.

Coordinated the 'Buy a Brick' fundraising campaign to fund the renovation of the kitchen at the Woman's Club Community Center.

The Soto Sports Master Plan is currently being developed and includes the priority for the development of a new recreation center.

The Recreation Services Department and Public Works Department are working together to apply for potential grant funding through the State of California to assist with the Soto Sports Master Plan.

REC-2 Recreation programming shall be increased for seniors in the community. In the short term, efforts shall focus on the existing community center facilities. In the immediate future, the City shall coordinate with the YMCA on activities to be offered at the community senior center at the Ocean Oaks senior condominium project. In the long-term, efforts shall be centralized at a new senior center to be provided at the recreation center.

Some Progress Accomplished; Ongoing long-term goal.

The Recreation Services Department continues to respond to the needs and wants of the community, including the active adults of Arroyo Grande. The coordination of senior programming did take place for several years at Ocean Oaks until the HOA changed policies and began charging \$100/hour for use of the facility (yoga classes, senior fitness classes, writing for seniors, etc.). At that time, all programming was moved to the Woman's Club Community Center where available. Some programming was lost due to this change (yoga and writing for seniors).

The Soto Sports Master Plan includes the priority for a new recreation center which would include classrooms to offer additional classes for active adults and seniors.

The Woman's Club Community Center currently provides space to host activities such as Bridge for Seniors, Senior Fitness and clubs/group activities.

The South County Seniors Pool Club uses the Jaycee Room at Soto Sports Complex and meets weekly.

REC-3 Increased community swim programming at the new Arroyo Grande High School pool shall be facilitated and/or provided by the City.

Some Progress Accomplished; Long-term goal.

The Recreation Services Department schedules field trips during the summer to the Arroyo Grande High School pool.

The City does not facilitate programming at the Arroyo Grande High School pool.

REC-4 Special needs/integrated programs shall be increased.

Accomplished.

All programming for youth is inclusive. Access for youth of all abilities for programming and facilities is continually examined.

REC-5 Lighting of the Soto Sports Complex fields shall be expanded and improvements to the facility shall be constructed to enhance accessibility and usage.

Some Progress Accomplished; Ongoing goal.

Lighting upgrades were made to fields at Soto Sports Complex in 2015. It was decided based on cost and use that the Don Roberts field not be funded in FY 2015-2017. Evaluation and upgrading of current lighting will be part of the Soto Sports Master Plan.

REC-6 Creekside paths within the Village and other areas shall be improved and expanded to create an interconnected network.

No Progress Accomplished.

REC-7 The Village Green Master Plan improvements shall be implemented.

No Progress Accomplished. *Note: In 2009, the Village Green, bordered by Arroyo Grande Creek, Short Street, Nelson Street and Mason Street, was renamed Heritage Square. It contains buildings of significant historical value and a general use park area, called Heritage Square Park, which features the Rotary Bandstand. The City has entered long-term leases with the South County Historical Society for use of three properties located at Heritage Square.*

INFRASTRUCTURE

Strategic Directions:

- Strategies and funding sources shall be developed to implement the City's master plans that have been created for each area of the City's infrastructure.
- Improvements to the City's infrastructure shall be planned to meet the demands of the community's future and to avoid unfairly passing on financial burdens to future generations.
- Infrastructure improvements shall be planned and prioritized to prevent hazards and ensure safety.

General Note:

The Bridge Street Bridge Project became programmed in the Highway Bridge Program for 100% funding. A design alternative was selected after extensive stakeholder outreach and technical study that keeps its historic eligibility. Construction programmed in 2020 or 2021. Without the project, the bridge would eventually have to be closed.

Tactical Goals and Strategies:

INF-1 The addition of a long-term supplemental water source shall be successfully implemented. While the City shall continue to study and assess a number of alternatives, the primary focus shall be on analysis, planning, permitting and funding for a desalination plant.

Significant Progress Accomplished; Ongoing and medium-term goal

After feasibility studies were completed for Desalination, purchasing outside sources of water including Nacimiento and State water, and increasing water storage by raising the spillway at Lopez Lake; Central Coast Blue, a water reclamation project, is the most feasible option, and currently in design through an Memorandum of Understanding with neighboring agencies.

In 2016, the voters approved Measure E, which provides the ability to purchase State Water during local water emergencies declared by the City Council.

INF-2 Water conservation efforts shall be expanded to include a landscape retrofit program, landscaping design guidelines, demonstration projects, and other measures.

Accomplished.

INF-3 El Camino Real, Brisco Road, Farroll Road, W. Branch Street and other streets identified as priorities shall be upgraded.

Significant Progress Accomplished; Ongoing and short-term goal. *Accomplished and Ongoing. Each of the streets listed above have been upgraded and James Way has partially been upgraded; slurry seal, striping and ADA ramps to be completed in the near future depending on Council direction.*

INF-4 The annual pavement management program shall be fully funded.

No Progress Accomplished; Ongoing and short-term goal. *Not yet a fully funded program. Other funding sources must be approved or secured to accomplish full funding.*

INF-5 Improvements to address drainage deficiencies and storm water pollution prevention from Newsom Springs, on Valley Road, on Halcyon Road, and widening of the box culvert at Route 227/Tally Ho Creek shall be planned and constructed.

Some Progress Accomplished; Ongoing and medium to long-term goal. *The Newsom Springs EIR and Drainage Plan was approved in 2011 and stone culvert modified and drainage swale constructed and completed during the Cherry Creek development project. Corrugated Metal Pipe (CMP) lining project on West Branch, Oro Drive, and Huasna Road contract awarded and work is about to begin.*

INF-6 Undergrounding of utilities on E. Grand Avenue shall be completed, as well as encouraged throughout the community.

No Progress Accomplished; Ongoing and medium-term goal. *Rule 20A monies are available. Undergrounding projects not yet identified as a priority for completion or capacity for a project manager.*

INF-7 Improvements identified in the Sewer and Water Master Plans shall be fully funded and constructed.

Significant Progress Accomplished; Ongoing and short-term. *The Rate Study identifies a 5-year window of projects to be fully funded. Projects are being completed through the CIP program.*

INF-8 Street lighting shall be reviewed citywide and new street light technology shall be implemented.

Some Progress Accomplished; Ongoing and long-term. *All PG&E street lights have been switched to LEDs. Some City owned lights on traffic signals have been switched; however, a majority are still pending.*

FACILITIES

Strategic Directions:

- City facilities shall be maintained and improved to meet both current and future projected needs in order to provide services in an effective manner.
- In planning improvements to City facilities, the City shall balance the need to provide facilities in a cost efficient manner, while ensuring design is consistent with the character of the community.
- A “life cycle” approach shall be utilized for planning and funding City facilities to ensure that maintenance costs are minimized and facilities are constructed in the most cost efficient manner over the life of the facility.

Tactical Goals and Strategies:

FAC-1 Recommendations of the City Hall Complex Needs Assessment and Feasibility Study shall be implemented with the goals of continuing to maintain central City operations in the Village, to design structures consistent with the character of the Village, and to organize operations so that services can be provided as efficiently and responsively as possible.

Accomplished.

City Hall moved to 300 East Branch Street in 2010.

FAC-2 The Police Station shall be expanded to address existing and future space needs of the Police Department, to upgrade communications facilities, and to provide an effective Emergency Operations Center (EOC) for coordination of disaster response activities.

Accomplished.

The Police Station was expanded and upgraded in 2015 and is now the location for the Emergency Operations Center (EOC).

FAC-3 Remodeled facilities shall utilize a combination of design, materials and alternative energy solutions to increase energy efficiency.

Accomplished.

The City Hall tenant improvement project, Police Station remodel project, Corporation Yard additions, and Woman’s Center improvements all were designed and constructed to greatly increase energy efficiency.

FAC-4 The Corporation Yard shall be upgraded to ensure facilities are sufficient to meet the future needs of the City’s maintenance operations, which shall first include an analysis of potential relocation sites and/or consolidation with other agencies.

Accomplished.

A remodel in 2015 for the locker rooms and Lead Workers office, which is one of several improvements identified for the Corporation Yard. Since a new office along with the remodel was completed, relocation sites have not been pursued.

FAC-5 Structural issues identified at the Woman’s Club facility will be studied and addressed.

Accomplished. *Significant structural improvements were completed as part of the kitchen remodel and lighting improvements in 2018.*

TRANSPORTATION

Strategic Directions:

- Transportation improvements shall be planned on a proactive basis to ensure infrastructure is in place to accommodate the impacts of growth and development consistent with the City's General Plan.
- Connectivity shall be emphasized in ongoing City planning.
- Improvements shall be planned to facilitate and balance multi-modal transportation, including motor vehicle, pedestrian, bicycle and transit.
- Federal and State grant funding shall be pursued for infrastructure improvements to maximize leverage of City funding.

Tactical Goals and Strategies:

TRN-1 Improvements to the Brisco Road/Halcyon Road interchange shall be funded and constructed.

Significant Progress Accomplished; Ongoing medium-term goal.

Programmed for \$6.6M in State Transportation Funds in 2012. Project Alternative selected and approved in 2019.

TRN-2 Plans and funding strategies for El Campo Interchange improvements shall be studied and developed.

No Progress Accomplished; Ongoing; Long-term but short-term may be possible.

Deferred until after Brisco Project Approval and Environmental Determination (PAED phase). The closing of Highway 101 crossings has negatively impacted congestion on City roads and efforts to prioritize an El Campo interchange project may be an opportunity.

TRN-3 A connection to Valley Road from Orchard Street shall be constructed to reduce traffic on Orchard Street and at the Orchard Street and Fair Oaks intersection.

Significant Progress Accomplished; Ongoing and short-term.

Funding and Right-of-Way secured in MOU for Vista Del Mar and Heights at Vista Del Mar 2008 and 2014 for the Castillo Del Mar Road Extension; Plans complete. Construction slated Summer/Fall 2019.

TRN-4 A goal is established to install a minimum of 5 new bike lanes to provide an effective citywide bikeway network consistent with the City's bikeway plan over the next 10-year period.

Accomplished.

Class II bike lane installation completed on Fair Oaks Ave., a portion of East Branch Street by the Paulding wall, East Grand Ave., a portion of South Elm Street, El Camino Real, and West Branch Street.

TRN-5 Halcyon Road shall be widened from E. Grand Avenue to E. Camino Real.

Removed.

Studied in 2014 and determined not to be a priority given projected future traffic volumes and circulation improvements.

TRN-6 A signal shall be installed at Traffic Way and Fair Oaks.

Significant Progress Accomplished; Ongoing short-term goal.

Approved as part of the East Cherry Specific Plan development. Installation is scheduled for Spring/Summer 2019.

TRN-7 The signal at the Fair Oaks/Halcyon Road intersection shall be widened.

Significant Progress Accomplished; Ongoing medium-term goal.

Studied with two design alternatives in the Halcyon Road Complete Streets Plan. Alternative selection slated for Summer 2019.

NATURAL AND HISTORICAL RESOURCES

Strategic Directions:

- Efforts shall be continued to protect the City's environmental resources.
- Environmental impacts of new development shall be mitigated.
- The creek system is a valuable drainage, biological and aesthetic resource. As a result, the City shall manage and protect that resource in a responsible way.
- Prime soils and agricultural operations are both a key economic resource in the community and a critical component of the City's heritage. As such, efforts shall be taken to preserve and protect these resources.
- History is a key resource to the community's quality of life and tourism economy, which shall be preserved and protected through City activities and support of organizations dedicated to these goals.

Tactical Goals and Strategies:

NHR-1 Collaborations shall be established with regional agencies to leverage grant funds to implement key creek protection projects and programs. Specific goals include a Tally Ho/Corbett Canyon Creek restoration project, Arroyo Grande Creek restoration project, Meadow Creek sedimentation project, and Arroyo Grande Creek overflow retention project.

Significant Progress Accomplished; Ongoing and long-term goal.

Easement for the Clark property at Tally Ho Creek and Hwy 227 secured. Restoration project designed; however, deferred due to lack of maintenance funding available. Partial restoration on a segment of Arroyo Grande and stream gauge Creek completed with the Cherry Creek project in 2011. Meadow Creek restoration mitigation included in the Tract 1998 project plans approved in 2009.

NHR-2 Programs will be established to fund, encourage and establish ag conservation easements on existing agricultural properties. The goal of creating a minimum of two additional ag conservation easements has been established.

Some Progress Accomplished; Ongoing and long-term goal.

Agricultural mitigation policies included in the Development Code in 2010. One new agricultural easement secured near Strother Park.

NHR-3 The Local Historic Resources Committee, program and inventory shall be fully implemented.

Some Progress Accomplished; Long-term goal

Historic Resources Committee that was formed in 2005 was disbanded in 2018. Prior to that, three (3) historic designations were approved and a Historic Context Statement was approved with partial surveys.

NHR-4 The City shall coordinate Arroyo Grande Creek activities with the Habitat Conservation Plan.

Accomplished; Ongoing and long-term goal.

The Arroyo Grande Creek Watershed MOU was approved in 2007 and an interagency technical committee meets quarterly to discuss and coordinate creek related projects. Additionally, the Zone 3 Technical Advisory Committee (TAC) receives updates regularly on the Habitat Conservation Plan.

FINANCIAL/HUMAN RESOURCES

Strategic Directions:

Policies shall be established consistent with the City's long-range financial plan to ensure long-term fiscal stability and the ability to meet future needs.

Note:

Financial policies are in place with the most recent policy updated in 2016. This is a long range goal with continuous updating needed.

- Efforts shall be implemented to ensure local sales tax revenues are utilized consistent with the purposes communicated to the community and outlined in the long-range financial plan.

Note:

Annually the City prepares and sends out the Local Sales Tax Allocation Report to inform residents of how Measure O-06 funds are spent.

- Personnel is the City's most valuable resource and shall be managed in a way to create a stable and effective workforce responsive to the community, to create a quality working environment, and to ensure a consistent high level of productivity.

Tactical Goals and Strategies:

FIN-1 Funding strategies outlined in the City's long-range financial plan shall be implemented.

Accomplished.

10-year long range financial plan was developed and is updated annually. Administrative Services is streamlining accounting processes to increase efficiencies using technology.

FIN-2 A vehicle replacement fund shall be established.

No Progress Accomplished; Medium-term goal.

Vehicles are currently purchased through debt service and paid for over a 4-year period.

FIN-3 Long-term liabilities shall be funded on an ongoing basis or adjusted to ensure they can be funded.

Some Progress Accomplished; Ongoing and long-term goal.

Due to the economic change in 2008, deferred maintenance of City infrastructure continues to increase. Currently the City is taking a proactive approach to pay down the CalPERS unfunded liability and looking at ways to increase revenues to address continuing ongoing long-term liabilities.

FIN-4 A comprehensive annual financial report shall be prepared on an ongoing basis.

Accomplished.

This report is prepared annually.

FIN-5 A succession planning program shall be implemented to ensure an ongoing effective workforce.

Some Progress Accomplished; Medium-term goal.

An informal process has been created.

FIN-6 Development of staff shall be supported through continuing education and training.

Some Progress Accomplished; Ongoing goal.

This is based on budget availability.

TECHNOLOGY

Strategic Directions:

- Technology shall be utilized to increase customer service and efficiency. However, it shall be managed in a way to ensure appropriate resources exist to maintain data and systems on an ongoing basis.
- On-line and cablecasting resources shall be utilized to enhance communication, information and interaction with the public.

Tactical Goals and Strategies:

TCH-1 The City's website shall be expanded to include online payments and online permit applications.

Accomplished.

At the time the Strategic Plan was adopted in 2007, online payments from the City's website were available when signing up for Recreation activities and classes. In 2009, online payments were implemented for customer utility bills. In 2019, online payments were implemented for business licenses, as well as building and planning permits. Future initiatives include implementation of online payments for various Police Department permits and services (i.e., Alarm Permits, Public Safety Welfare Permit, etc.)

TCH-2 Automated permit application and tracking shall be expanded to increase customer service and reduce staff demands.

Accomplished.

In 2019, the City expanded the use of its CitizenServe Community Development software to include an online permit and license portal, to provide the public with the following online services accessible from the City's website: Business Licensing (submittal requirements, online application, pay license fees, and view the status of the application); Building and Engineering Permits (submittal requirements, online application, view review status, pay permit fees and schedule inspections); and Planning Permits (planning and zoning for land use entitlements, documentation requirements, online application, view plan review status, pay fees, and view project status).

TCH-3 Citywide geographic information system applications shall be expanded and integrated with existing databases.

Accomplished; Ongoing goal.

Over the years, the increasing development and implementation of technology, combined with ever increasing Federal and State mandates, highlighted the need to prioritize GIS in the City. From maintaining data on the City's water and sewer systems, updating accurate property information, to mapping of crime activity, GIS is a single tool to address needs across many City departments. With higher demand for this type of data came the need for a dedicated staff member to develop, maintain, and display that data to help the City as a whole. As a result, in 2015, the Council approved the creation of a full time GIS Technician position, which allowed a dedicated staff member to move the City GIS program forward and supply continuity to the data created. GIS technology is being utilized to better track the City's existing infrastructure, program management, land use, affordable housing, City capital, and crime activity. Creation and maintenance of data related to items such as these allows staff to better track maintenance activities, forecast infrastructure replacement needs, respond to changing economies and trends, increase enforcement presence, and respond to customer service requests.

TCH-4 Document imaging shall be expanded to provide for ongoing efficient storage and access to City records.

Accomplished; Ongoing goal.

Document imaging of City records has continually expanded over the years and continues to expand as time, training, and resources permits. In addition to expanded document imaging, multiple workforce efficiency projects utilizing the document imaging system are currently underway and planned as future initiatives, to include Accounts Payable and Agenda Management solutions.

TCH-5 Webcasting of City Council meetings shall be developed and implemented.

Accomplished.

In 2011, live webcasting of Planning Commission and City Council meetings was implemented and made accessible to the public from the City's website. The City's current contractor, AGP Video, Inc. (AGP), provides the City with an additional format of archiving the files with Key Point Indexing (KPI). KPI allows on-demand access to archived meetings 24/7 over the internet. The web-page opens with a video-viewer on the left side of the screen and the meeting's agenda on the right. Each agenda item, motion and vote is tagged with an icon, and by clicking on the icon, the video is advanced to that point in the meeting, providing members of the public with the ability to quickly and easily locate a specific agenda item, motion, and/or vote.

TCH-6 Utilization of the City's cable channel shall be increased to provide public information and education regarding City issues and efforts.

Accomplished.

The City's cable channel 20 has consistently provided accessible public proceedings and events to Arroyo Grande residents by providing live, gavel to gavel coverage of City Council and Planning Commission meetings; and provides subsequent replay of those meetings to ensure additional opportunities for viewing. The channel has been utilized to increase community awareness of City services; provide more extensive information on key City issues and activities; promote City sponsored or City co-sponsored special events; produce and maintain information on seasonal recreational activities and classes; and can serve as a source of information during local emergencies. On occasion, the City has programmed special Departmental videos on the channel such as those to promote police recruitment efforts and building/safety education.

TCH-7 A Citywide automated citizen request tracking system shall be developed and installed.

Accomplished.

In 2013, in conjunction with the launch of a new website, the City implemented the built-in Citizen Request Tracker (CRT) module. CRT is used as a reporting and tracking tool to report issues or problems in a community. Once an issue is submitted online, it is routed and emailed to the assigned department/staff member. Staff can reply to the citizen about the problem they submitted through the CRT. The CRT maintains a date and time history of the communication. The CRT can also keep stats on issues/problems submitted (i.e., street light outages, potholes, neighborhood services, etc.) how many are still open, how many are closed, and the average time it takes to close/fix the issue/problem. An upcoming training has been scheduled for users of the system to ensure that it is being utilized effectively.

TCH-8 A computer kiosk shall be made available at City Hall to facilitate public access to website and application/permit tracking data.

No Progress Made; Medium-term goal.

This goal has not yet been completed. Network and security enhancements have been implemented that will allow the project to move forward; however, specific guidelines regarding data access have not been established.

TCH-9 Enhanced firewall and spam filtering capabilities shall be implemented on the City's computer system.

Accomplished.

In 2010, an upgraded firewall and threat management system was implemented to protect City and Police network environments. In 2017, that device was replaced with a Next-Generation firewall and threat prevention system providing enhanced security for modern day threats, and enhanced network capabilities. In addition, off-site spam filtering has been implemented, along with an enhanced anti-virus endpoint security system to provide a multi-layered approach to securing the City, Police, and Five Cities Fire Authority (FCFA) network and computer assets.

TCH-10 The City's broadband Internet connection shall be upgraded.

Accomplished.

Over the years, Internet usage has expanded in the City to include multiple hosted applications, email services, remote network access, and general browsing access. To better support the increased demand, it became imperative to implement an Internet solution that would ensure maximum availability and performance. In FY 2015-16, the Council approved the addition of a dedicated Internet connection to supplement the existing connection. The dedicated connection increased Internet access speeds, and provides redundancy in the event of failure on the carrier (Internet provider) level.

TCH-11 Capability of use of mobile devices and services shall be expanded to improve service and efficiency.

Accomplished.

In 2012, the City implemented the use of mobile devices (iPads) for members of the City Council and designated members of the City Executive Team. In 2013, usage was expanded to all members of the Executive Team, and in 2015, expanded to designated members of the Public Works Department for field use. To support the expanded usage, the City wi-fi network was upgraded in 2016, providing added security, functionality, and increased connection speed. In addition to increased mobile device usage, the City has improved and expanded secure remote access to City network resources to include email, calendaring, and the internal City network as approved.

PUBLIC SAFETY

Strategic Directions:

- Coordination with neighboring jurisdictions shall be pursued to increase effectiveness of public safety services.

Notes:

AGPD Chief of Police (COP) meets every other Wednesday with the COP's from GBPD and PBPD to discuss public safety services.

FCFA working with regional partner (CAL FIRE) for joint training to enhance effectiveness in response.

- Partnerships will continue to be pursued to solicit the participation of the community in accomplishing public safety goals, programs and the community based policing and government philosophy.

Notes:

This was addressed in the 2-year AGPD Strategic Plan by having two (2) town hall meetings per year with the community to share PD updates and solicit community feedback.

While efforts for increased community engagement will be ongoing, “Friends of Five Cities Fire Authority”, a 501(c)(3) non-profit organization has assisted with outreach, public education and financial donations to FCFA.

- Increased communication and interconnectivity shall be pursued to ensure effective multi-jurisdictional capabilities in response to disasters and major incidents.

Notes:

AGPD entered into contract with the SLOSO for Dispatch services, which increased communication and interconnectivity and provided cost savings to the City.

FCFA is now dispatched through the County of San Luis Obispo Emergency Communications Center, increasing communications efficiency. Additionally, FCFA, AGPD and Public Works have improved interoperability for unified command and response.

Tactical Goals and Strategies:

PS-1 The joint fire service relationship with the City of Grover Beach shall be expanded.

Accomplished.

In 2010, the relationship was enhanced to include the Oceano Community Services District. This resulted in the formation of the Five Cities Fire Authority.

PS-2 Opportunities for joint maintenance, purchase and utilization of Fire apparatus shall be pursued.

Accomplished.

The FCFA was formed in 2010.

PS-3 Disaster preparedness training and activities shall be expanded within the organization and community.

Accomplished; Ongoing goal.

PD and Fire will be instituting upcoming disaster preparedness training for all stakeholders. PD and Fire will continue to enhance the joint mobile command trailer to be utilized by Police, Fire and Public Works during disasters.

PS-4 Joint dispatch concepts shall be developed and implemented if feasible and cost effective.

Significant Progress Accomplished; Ongoing and short-term goal.

The SLOSO and CAL FIRE/County Fire are on schedule to break ground in the near future to construct a joint Dispatch Center off Kansas Ave.

PS-5 Neighborhood watch programs shall be expanded.

Accomplished; Ongoing goal.

The AGPD successfully instituted multiple Neighborhood Watch Programs throughout the years. However, there has been a decline in community requests which could be the result of social media platforms decreasing the need.

PS-6 The Neighborhood Officer program shall be enhanced.

No Progress Accomplished; Medium-term goal after up-staffing.

This program cannot be instituted until the AGPD staffing constraints are properly addressed.

PS-7 The Citizens Assisting Police program shall be enhanced.

Accomplished; Ongoing and continuous.

There has been an increase in membership which means an increase in service levels to the AGPD and an increase in service levels to the community.

PS-8 Fire staffing, administrative and training needs shall be planned for and addressed.

No Progress Accomplished; Long-term goal.

The FCFA is deficient in staffing and training resources. Negotiations with member communities will ultimately result in known resource availability.

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