

TO: City Council
FROM: James L. App, City Manager
SUBJECT: Council Goals for Fiscal Years 2008-2011
DATE: March 20, 2007

NEEDS: For the City Council to confirm top goals for Fiscal Years 2008-2011.

- FACTS:**
1. Every two years, the City Council adopts goals, as well as a two-year budget and four-year financial plan.
 2. A new 2-year budget/4-year financial plan is under development for the 2008-2011 fiscal years.
 3. The budget & financial plan will be oriented around the City Councils' goals.
 4. The Council compiled candidate goals against objectives of the Economic Strategy (Exhibit A).
 5. The candidate goals were ranked in Council vote/point order (Exhibit B).
 6. The City Council, at the March 6, 2007 meeting, endorsed goals for 2008-11 (Exhibit C).

ANALYSIS &

CONCLUSION: The City Council developed and considered a list of 84 candidate goals on February 15, 2005. Goal development was the result of individual Councilmember suggestions, previously adopted goals, and extensive public input.

The candidate goals fit within the four components of the Economic Strategy (Exhibit A):

- People – increase the educational attainment and skills of, opportunities, and demand for local labor.
- Place – establish distinctive, quality, stable, safe and sustainable physical improvements and attractions.
- Positioning – promote the distinctive character, heritage and attributes of Paso Robles as a destination to visit, shop, invest, work and live.
- Partnership – collaborate to foster economic growth and improve quality of life.

Three exhibits reflect the Council's rankings and discussions:

- Exhibit A – Candidate Goal List (in Economic Strategy Format)
- Exhibit B - Goals in Point Rank Order (previously adopted goals shown in **bold** print)
Exhibit C – Goals Endorsed by the City Council March 6, 2007

NOTE: Exhibit A, the listing of all candidate goals in Economic Strategy format, will be retained, with the adopted 2008-11 goal list, as the evolving community-defined Economic Strategy Action Plan.

POLICY

REFERENCE: Council Policies; Economic Strategy; General Plan.

FISCAL

IMPACT: Varies for each goal; cost estimates will be developed as part of the 2008-2011 budget/financial plan.

- OPTIONS:**
- A. **City Council Confirm and Adopt Goals (Exhibit C) for Fiscal Years 2008-2011.**
 - B. **Amend, Modify, or Reject the Option Above.**

Attachments: Exhibit A - Candidate Goal List (in Economic Strategy Format)
Exhibit B - Goals in Point Rank Order (previously adopted goals shown in **bold** print)
Exhibit C – Goals Endorsed by the City Council 3/06/07

Exhibit A
Candidate Goal List
(In Economic Strategy Format)



City of Paso Robles
2008-2011 Goal Setting

Economic Strategy - People

I. Develop, increase educational attainment, and skills of people.

A. Support a full range of educational opportunities.		
1.	Support local schools.	
	<ul style="list-style-type: none"> • Cuesta College: <ul style="list-style-type: none"> ○ Aid development of the Trade & Technology Building ○ Support creation of a Dental Hygiene Program ○ Encourage expansion of bilingual education 	4
	<ul style="list-style-type: none"> • P.R. Unified School District: <ul style="list-style-type: none"> ○ Support upgrade & expansion of High School ○ Encourage joint development of Trade/Tech Building & Program with Cuesta College ○ Undertake road, frontage and landscape improvements for the Flamson Main Building project ○ Formulate development plan & budget for the joint Montebello School/Park site. ○ Assure adequate school facility impact mitigation from/by Specific Plan projects. 	6
	<ul style="list-style-type: none"> • First Five Commission <ul style="list-style-type: none"> ○ Aid in development of the proposed Early Care, Education & Family Resource Center ○ Relocate the Library Study Center to the First 5 facility 	1
2.	Expand Library, hours, and service.	10
3.	Work with Cal Poly and the Wine Industry to develop agriculture and viticulture education and information programs.	1
4.	Increase City staff cross-training and education.	7
5.	Increase after school education programs.	1

Exhibit A
Candidate Goal List
(In Economic Strategy Format)

Economic Strategy – Place II. Improve Quality of Place		
A.	<i>Implement development policies for greater infrastructure efficiency.</i>	
1.	Improve transit.	
	• Encourage compact, mixed use & pedestrian oriented development	12
	• Complete traffic circulation improvement plans: <ul style="list-style-type: none"> ○ Creston Road Plan Line, ○ HWY 101/46W Intersection, ○ HWY 46E/Airport Road Intersection, ○ 13th St. Bridge/Freeway Overpass & Access Improvements, ○ Southern River Crossing 	8
	• <i>Improve maintenance of streets & alleys (fund the Pavement Mgt. Program)</i>	6
	• <i>Increase/improve public transit services</i> <ul style="list-style-type: none"> ○ Add downtown trolley service ○ Evaluate light rail service between PR and SLO 	6
2.	Preserve energy and natural resources.	
	• <i>Complete & implement the Integrated Water Resources Plan</i>	4
	• Develop “green” building standards (LEED)	1
	• <i>Acquire alternate fuel vehicles</i>	
	• <i>Investigate alternatives to generate electricity</i>	1
	• Form an Energy Conservation Task Force <ul style="list-style-type: none"> ○ Perform energy audits ○ Encourage solar power ○ Encourage energy efficiency ○ Adopt US Council of Mayors’ Climate Protection Agreement 	4
	• Establish an in-town hazardous waste depository	3
	• Beautify Hwy 101 Corridor	
	• Expand litter control programs	2
3.	<i>Develop a technology utility master plan (example – fiber optic cable system)</i>	
		3

Exhibit A
Candidate Goal List
(In Economic Strategy Format)

Economic Strategy – Place II. Improve Quality of Place		
B.	<i>Develop distinctive design standards.</i>	
1.	Achieve design excellence.	
	<ul style="list-style-type: none"> • <i>Complete Chandler Ranch Area Specific Plan (CRASP) & Olsen/Beechwood Specific Plans (OBSP), Gateway Standards, and Purple Belt Plan</i> 	8
	<ul style="list-style-type: none"> • <i>Revise development & zoning regulations into a form-based code</i> 	10
	<ul style="list-style-type: none"> • <i>Complete the 4th Street Master Plan</i> 	4
	<ul style="list-style-type: none"> • Create infill development design standards 	5
	<ul style="list-style-type: none"> • Develop Historic Resources inventory and preservation plan 	7
	<ul style="list-style-type: none"> • Streamline permit process. 	12
	<ul style="list-style-type: none"> • Establish an Architectural Review Commission 	
C.	<i>Stimulate investment in strategic areas.</i>	
1.	Improve and expand the Town Centre	
	<ul style="list-style-type: none"> • Prepare a Town Centre Expansion/Revitalization Plan <ul style="list-style-type: none"> ○ Complete Salinas River Corridor Conceptual Plan ○ Partner with PREC to master plan Event Center facilities ○ <i>Master Plan City, Robbins & Pioneer Parks</i> ○ Master Plan Museums ○ Replace/expand City Park restrooms ○ <i>Expand the Redevelopment area.</i> ○ Establish Downtown gateway markers (example: arch) 	19
	<ul style="list-style-type: none"> • <i>Complete and implement Downtown Parking & Circulation Plan.</i> <ul style="list-style-type: none"> ○ Acquire land for expanded parking 	16
	<ul style="list-style-type: none"> • Complete Carnegie and Parking Lot repairs 	3
	<ul style="list-style-type: none"> • <i>Design and develop new City Hall.</i> 	11
	<ul style="list-style-type: none"> • <i>Develop Performing Arts Center Plan</i> 	2
	<ul style="list-style-type: none"> • Acquire/use the Fox Theatre (for performing arts) 	
	<ul style="list-style-type: none"> • Develop a Spring Street Master Plan 	4

Exhibit A
Candidate Goal List
(In Economic Strategy Format)

Economic Strategy – Place		
II. Improve Quality of Place		
C.	<i>Stimulate investment in strategic areas (continued)</i>	
2.	Revitalize Uptown.	
	• Prepare Uptown Plan.	10
3.	Develop the Airport	
	• <i>Prepare a Business Plan</i>	8
	• <i>Improve and expand infrastructure</i>	10
	• Develop gateway & entrance enhancement plan	3
	• Prepare industrial and aviation development sites	9
	• <i>Improve/expand general aviation, commercial & visitor service</i>	3
	• Hire an individual to promote development	12
D.	<i>Increase Housing.</i>	
1.	Prepare a comprehensive Housing Strategy	
		8
2.	Develop workforce & farm worker housing development incentive programs	
		3
E.	<i>Provide safe & sustainable community environ & services.</i>	
1.	Maintain and improve public safety	
	• <i>Complete Implementation of the Emergency Services Growth Management Plan</i>	7
	• <i>Maintain police staffing at 1.4-1.6 officers per 1,000 residents.</i>	5
	• <i>Enhance Code Enforcement Program</i>	1
	• <i>Continue clearing the Salinas River</i>	3
	• Provide regular disaster preparedness workshops	4
2.	Expand recreation opportunities	
	• <i>Upgrade the Municipal Pool</i>	1
	• <i>Plan for an Aquatics Center</i>	2

**Exhibit A
Candidate Goal List
(In Economic Strategy Format)**

Economic Strategy – Place II. Improve Quality of Place		
E.	<i>Provide safe & sustainable community environ & services. (continued)</i>	
2.	Expand recreation opportunities (continued)	
	• Implement another phase of the Sherwood Park Master Plan	6
	• Improve and expand trails	1
	• Enhance Centennial Park Teen Room	1
	• Expand Senior Services	2
	• Add tennis courts	2
	• Add play fields	
	• Establish a dog park	1
	• Reduce youth sport fees	1
	• Address needs of disabled and other underserved populations	3
	• Place historic merry-go-round	4
	• Develop pocket parks	
3.	<i>Maintain fiscal neutrality and stability</i>	
	<ul style="list-style-type: none"> • <i>Implement the Information System Strategic Plan</i> <ul style="list-style-type: none"> ○ Replace Finance system ○ Expand GIS applications ○ Implement e-commerce ○ Enhance web site ○ Deploy mobile data computers ○ Digitize City records/archives 	11
	• <i>Develop sufficient City staff, succession, and compensation.</i>	5
	• Expand City facility & infrastructure maintenance capacity	2
	• Install wireless, digital water meters City-wide	2
	• Promote bond measure for civic improvements	8
	• Develop funding for special event support	3

Exhibit A
Candidate Goal List
(In Economic Strategy Format)

Economic Strategy – Positioning		
III . Market the special attributes of the community.		
A.	<i>Promote viticulture, medical/health/wellness development, and local attractions.</i>	
1.	Promote tourism.	6
2.	Reinvent/restructure tourism promotion effort.	4
3.	<i>Better utilize (and promote) the P.R. Events Center.</i>	4
4.	Promote the PR Appellation, wine & vineyards <ul style="list-style-type: none"> o Promote special wine events o Develop wine country signage o Develop a Wine Center o Facilitate viticulture investment & industry 	3
5.	Promote medical, health and wellness development and services.	2
6.	<i>Establish economic development point person.</i>	4
7.	Commit resources to the Economic Strategy.	6
8.	Establish action plans to achieve Economic Strategy.	5
9.	Encourage retail businesses of interest to youth.	
10.	Develop a hot springs attraction.	
11.	Establish a Film Commission.	
Economic Strategy – Partnership		
IV. – Partner to foster economic growth and improve quality of life.		
A.	<i>Explore methods to increase citizen participation.</i>	
1.	Expand volunteer opportunities. <ul style="list-style-type: none"> 2. Develop a community emergency response team (CERT) 3. Develop a park & recreation volunteer program 4. Hire a volunteer coordinator 	8
2.	Provide agenda materials one week in advance.	3
3.	Revise budget for ease of reading and reference.	3
4.	Publish contact information for all City Advisory Bodies	2

Exhibit A
Candidate Goal List
(In Economic Strategy Format)

Economic Strategy – Partnership		
IV. – Partner to foster economic growth and improve quality of life. (continued)		
B.	Collaborate to achieve objectives.	
	<u>OTHER</u>	
	• Complete immigration study	3
	• Seek new prison development	
	Total Points Total Points Value = 375 Points	375

Goals In Point Rank Order
(previously adopted goals shown in **bold** print)

Exhibit B

Item	Goal	Strong	Hamon	Nemeth	Picanco	Mecham	Score
1	Prepare a Town Center Expansion/Revitalization Plan	4	4	4	2	5	19
2	Complete and implement Downtown Parking & Circulation Plan	2	5	2	4	3	16
3	Encourage compact, mixed use and pedestrian oriented development.	5	3	4	0	0	12
4	Streamline permit process.	3	5	0	1	3	12
5	Hire an individual to promote development	0	5	0	4	3	12
6	Design and develop new City Hall.	4	1	1	2	3	11
7	Implement the Information System Strategic Plan	5	1	1	0	4	11
8	Expand Library hours and service	5	0	1	1	3	10
9	Revise development and zoning regulations into a form-based code	5	0	3	2	0	10
10	Prepare Uptown Plan	3	2	3	2	0	10
11	Improve and expand infrastructure (Airport)	0	5	3	2	0	10
12	Prepare industrial and aviation development sites	0	5	0	1	3	9
13	Complete traffic circulation improvement plans	3	1	0	0	4	8
14	Complete Chandler Ranch Specific Plan (CRASP), Olsen/Beechwood Specific Plans (OBSP), Gateway Standards, and Purple Belt Plan	2	4	2	0	0	8
15	Prepare a Business Plan	0	3	2	0	3	8
16	Prepare a comprehensive Housing Strategy	0	1	3	1	3	8
17	Promote bond measure for civic improvements	4	1	0	3	0	8

Goals In Point Rank Order
(previously adopted goals shown in **bold** print)

Exhibit B

Item	Goal	Strong	Hamon	Nemeth	Picanco	Mecham	Score
18	Expand volunteer opportunities	1	1	1	2	3	8
19	Increase City staff cross-training and education	3	0	2	2	0	7
20	Develop Historic Resources inventory and preservation plan	0	0	3	2	2	7
21	Complete implementation of Emergency Services Growth Management Plan	0	0	3	0	4	7
22	Support Paso Robles Unified School District	0	1	1	1	3	6
23	Improve maintenance of streets & alleys (fund Pavement Management Program)	0	1	2	0	3	6
24	Increase/improve public transit services.	5	0	1	0	0	6
25	Implement another phase of Sherwood Park Master Plan	3	0	1	2	0	6
26	Promote tourism	0	3	3	0	0	6
27	Commit resources to the Economic Strategy	0	3	0	2	1	6
28	Create infill development design standards	0	0	3	2	0	5
29	Maintain police staffing at 1.4 to 1.6 officers per 1,000 residents	0	2	1	2	0	5
30	Develop sufficient City staff, succession and compensation	2	0	2	1	0	5
31	Establish Action Plan to achieve Economic Strategy	0	3	0	2	0	5
32	Support Cuesta College	0	1	1	2	0	4
33	Complete and implement the Integrated Water Resources Plan	3	0	0	1	0	4
34	Form an Energy Conservation Task Force	0	0	0	1	3	4

Goals In Point Rank Order
(previously adopted goals shown in **bold** print)

Exhibit B

Item	Goal	<u>Strong</u>	<u>Hamon</u>	<u>Nemeth</u>	<u>Picanco</u>	<u>Mecham</u>	Score
35	Complete the 4th Street Master Plan	3	0	0	1	0	4
36	Develop a Spring Street Master Plan	0	1	1	2	0	4
37	Provide regular disaster preparedness workshops	0	0	1	0	3	4
38	Place historic merry-go-round	0	0	1	2	1	4
39	Reinvent/restructure tourism promotion effort	1	0	0	0	3	4
40	Better utilize (and promote) the Paso Robles Events Center	0	1	3	0	0	4
41	Establish economic development point person	0	0	1	3	0	4
42	Establish an in-town hazardous waste depository	0	0	0	1	2	3
43	Develop a technology utility master plan	2	0	0	1	0	3
44	Complete Carnegie and Parking Lot repairs	0	1	2	0	0	3
45	Develop gateway and entrance enhancement plan	0	3	0	0	0	3
46	Improve/expand general aviation, commercial & visitor service (Airport)	0	2	0	1	0	3
47	Develop workforce and farm worker housing development incentive programs	1	1	0	1	0	3
48	Continue clearing the Salinas River	0	0	0	1	2	3
49	Address needs of disabled & other underserved populations	0	0	2	1	0	3
50	Develop funding for special event support	0	0	0	1	2	3
51	Promote the PR appellation, wine and vineyards	0	0	3	0	0	3

Goals In Point Rank Order
(previously adopted goals shown in **bold** print)

Exhibit B

Item	Goal	Strong	Hamon	Nemeth	Picanco	Mecham	Score
52	Provide agenda materials one week in advance	1	0	0	2	0	3
53	Revise budget for ease of reading and reference	3	0	0	0	0	3
54	Other-complete immigration study	0	0	1	0	2	3
55	Expand litter control programs	0	0	0	0	2	2
56	Develop Performing Arts Center Plan	0	0	1	1	0	2
57	Plan for an aquatics center	0	0	0	0	2	2
58	Expand Senior services	0	0	1	1	0	2
59	Add tennis courts	0	1	0	1	0	2
60	Expand City facility & infrastructure maintenance capacity	0	0	1	1	0	2
61	Install wireless, digital water meters city-wide	2	0	0	0	0	2
62	Promote medical, health & wellness development & services	0	0	1	1	0	2
63	Publish contact information for all city advisory bodies	0	0	0	2	0	2
64	Support First Five Commission	0	0	1	0	0	1
65	Work with Cal Poly and the Wine Industry to develop agriculture and viticulture education and information programs.	0	1	0	0	0	1
66	Increase after school education programs.	0	1	0	0	0	1
67	Develop "green" building standards (LEED)	0	0	1	0	0	1
68	Investigate alternatives to generate electricity	0	0	0	1	0	1

Goals In Point Rank Order
(previously adopted goals shown in **bold** print)

Exhibit B

Item	Goal	Strong	Hamon	Nemeth	Picanco	Mecham	Score
69	Enhance Code Enforcement Program	0	0	0	1	0	1
70	Upgrade the Municipal Pool	0	0	0	1	0	1
71	Improve and expand trails	0	1	0	0	0	1
72	Enhance Centennial Park Teen Room	0	0	1	0	0	1
73	Establish a dog park	0	1	0	0	0	1
74	Reduce youth sport fees	0	0	0	1	0	1
75	Acquire alternate fuel vehicles	0	0	0	0	0	0
76	Beautify Highway 101 Corridor	0	0	0	0	0	0
77	Establish an Architectural Review Commission	0	0	0	0	0	0
78	Acquire/use the Fox Theatre (for performing arts)	0	0	0	0	0	0
79	Add play fields	0	0	0	0	0	0
80	Develop pocket parks	0	0	0	0	0	0
81	Encourage retail businesses of interest to youth	0	0	0	0	0	0
82	Develop a hot springs attraction	0	0	0	0	0	0
83	Establish a film commission	0	0	0	0	0	0
84	Other-see new prison development	0	0	0	0	0	0
		75	75	75	75	75	375

**Council Goal Setting Workshop
February 15, 2007
Goals Segregated into Three Categories**

Exhibit C

Item	Goal
Primary Goals	
1	Prepare a Town Center Expansion/Revitalization Plan
2	Complete and implement Downtown Parking & Circulation Plan
3	Design and develop new City Hall
4	Continue development of Public Safety Services
5	Prepare a comprehensive housing strategy
6	Develop Airport - improve infrastructure and general aviation, develop business plan
7	Increase/improve public transit services
8	Develop sufficient City staff training, succession and compensation
9	Upgrade the Municipal Pool
10	Support local schools (i.e., Cuesta College, PRUSD & First Five Commission)
11	Continue clearing the Salinas River
12	Promote tourism (wine country, medical/health services, special events and the Paso Robles Events Center)
13	Acquire alternate fuel vehicles
14	Implement the Information System Strategic Plan
15	Develop a technology utility master plan
16	Investigate alternatives to generate electricity
17	Improve maintenance of streets & alleys (fund Pavement Management Program)
18	Establish economic development point person; develop action plan and fund Economic Strategy
19	Enhance Code Enforcement Program
20	Implement traffic calming program
21	Complete and implement the Integrated Water Resources Plan
22	Maintain fiscal neutrality and stability

**Council Goal Setting Workshop
February 15, 2007
Goals Segregated into Three Categories**

Exhibit C

Item	Goal
23	Complete Chandler Ranch Specific Plan (CRASP), Olsen/Beechwood Specific Plans (OBSP), Gateway Standards, and Purple Belt Plan
24	Plan for an aquatics center
25	Explore methods to increase citizen participation
26	Complete the 4th Street Master Plan
27	Revise development and zoning regulations into a form-based code
Important Goals	
28	Encourage compact, mixed use and pedestrian oriented development.
29	Streamline permit process.
30	Expand Library hours and service
31	Prepare Uptown Plan
32	Complete traffic circulation improvement plans
33	Promote bond measure for civic improvements
Other Goals	
34	Develop Historic Resources inventory and preservation plan
35	Implement another phase of Sherwood Park Master Plan
36	Create infill development design standards
37	Form an Energy Conservation Task Force
38	Develop a Spring Street Master Plan
39	Provide regular disaster preparedness workshops
40	Place historic merry-go-round
41	Establish an in-town hazardous waste depository
42	Complete Carnegie and Parking Lot repairs
43	Address needs of disabled & other underserved populations

**Council Goal Setting Workshop
February 15, 2007
Goals Segregated into Three Categories**

Exhibit C

Item	Goal
44	Provide agenda materials one week in advance
45	Revise budget for ease of reading and reference
46	Complete immigration study
47	Expand litter control programs
48	Expand Senior services
49	Add tennis courts
50	Expand City facility & infrastructure maintenance capacity
51	Publish contact information for all city advisory bodies
52	Work with Cal Poly and the Wine Industry to develop agriculture and viticulture education and information programs.
53	Develop "green" building standards (LEED)
54	Improve and expand trails
55	Enhance Centennial Park Teen Room
56	Establish a dog park
Possible Future Candidate Goals	
57	Reduce youth sport fees
58	Establish an Architectural Review Commission
59	Acquire/use the Fox Theatre (for performing arts)
60	Add play fields
61	Develop pocket parks
62	Encourage retail businesses of interest to youth
63	Seek new prison development