

Economic Development Action Plan 2015-17

Actions

- Focus on the development of Council identified Commercial Hot Spots
- Work to reduce the number of vacant store fronts
- Build partnerships and alliances with local business interests
- Invest in infrastructure that improves business in Atascadero
- Actively increase traffic to local businesses through a promotions program

Long-Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will have plentiful local shopping opportunities
- We will embrace and value our history
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have an attractive and professional commercial corridor
- We will have popular annual events that are important to our sense of community and economic health

Focus on the Development of Council Identified Commercial Hot Spots

- DeCou Lumber Property:
 - Work with the property owner, explaining the steps it will take to create a mixed-use commercial residential project.
 - **COMPLETED.** *Staff met with the property owner in September and October 2015 to discuss process to move forward. Brought the Project to the City Council in December to consider authorization for a General Plan Amendment. Staff received direction to complete a commercial vacancy study to determine viable commercial nodes and long-term feasibility to support those nodes. Staff will be bringing this study to the Council in February or March. Staff continues to work with the property owner towards a quality project. Council determined that this location is not a “Hot Spot”*
 - Provide property owner with fee estimates and preliminary project schedules.
 - **COMPLETED.** *The property owner was provided with this information in the spring. The Project, however, continues to evolve. Staff continues to work with the owners to move the Project forward.*
 - Bring conceptual sketch to DRC for review and additional options for the property owner to move forward with additional entitlement processing.
 - **NOT APPLICABLE:** *Because this Project currently requires a General Plan Amendment, the request to authorize staff to devote significant time to the Project goes to the entire City Council. The initial request went to the Council in November and is expected to be brought back in March.*
- West Front Village Restaurant Pads
 - Continue to prioritize inspections of the shell building for the sit down restaurant pad.
 - **ONGOING.** *We continue to meet our inspection timing standards. The contractor calls the day before for an inspection the next day and we have been able to accommodate this. In addition, staff has been able to meet with the contractor immediately when he needs additional consulting or priority inspections.*
 - Actively work with owner to avoid delays and problems during the construction process.
 - **ONGOING.** *Planning and building staff have been pro-actively working to ensure a smooth construction process by maintaining communication on each process and working together to maintain milestones with each construction phase. No delays have occurred with this project and occupancy is expected to occur in the new “Marston’s 101” restaurant by May 2016.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Communicate regularly with the owner of the shell building to ensure that the project is going smoothly.
 - **ONGOING.** *As noted above*
- Facilitate and fast track any tenant improvements that are submitted for the new restaurant.
 - **COMPLETED.** *Plans for the restaurant pad were reviewed and approved with very quick turn-around times. Planning staff actually reviewed tenant improvements over the counter, following DRC comments, thereby saving several weeks in the review process.*
- Work with owner of second building pad who has expressed an interest in applying for a Conditional Use Permit (CUP) for an additional drive-through type restaurant. Carefully review any additional entitlements such as drive-through type facility.
 - **ONGOING.** *The property owner investigated the option of the second drive-through restaurant in Spring 2015 but has since not pursued plans for this option. The property is still available for this option, however the property owner is looking at other options given the amount of remaining land available and site constraints.*
- Coordinate with applicant on evaluating issues surrounding new drive-through restaurant including traffic, site design, and neighborhood compatibility issues.
 - **ONGOING.** *Staff is waiting for the applicant to pursue development of the remaining restaurant pad. Recent discussion with the applicant team noted that they are weighing their options and determining whether the site is still suitable for this use or what other options may be marketable.*
- Dove Creek Commercial Parcel
 - Continue to work with property owner on any potential site design or leads for new commercial tenants at this property.
 - **ONGOING.** *Staff is currently working with the applicant team on a project that would include 90 residential units in a vertical mixed-use layout with commercial pads. The property owner is reluctant to move forward with a larger commercial space for this site since it is believed that it cannot be marketed.*
 - Provide a handout at the counter outlining potential uses and site information for perspective developers.
 - **IN PROGRESS.** *Handouts have been created to illustrate conceptual land uses for this site. As note above, we are currently working with the project applicant team to design a potential mix of commercial space and residential units for the site.*

- Work to preserve this piece of property as a future small commercial opportunity for the Dove Creek, Las Lomas, Eagle Ranch and other south Atascadero neighborhoods.
 - **IN PROGRESS.** *Staff is encouraging the property owner to continue to explore commercial tenants for this site as it will act as the only commercial space between Santa Margarita and central Atascadero. The appropriate regional serving tenant such as a specialty grocery store would serve surrounding neighborhoods. This may also be a site that could accommodate some upstairs residential units, however the additional density would trigger additional traffic impacts and would require an amendment to the Master Plan of Development. This action plan should be modified to clarify what might be appropriate here given the current economic climate.*
- Colony Square:
 - **UPDATE.** *The “L” shaped parcel adjacent to the Rancho T motel in Colony Square was recently purchased by a developer. Staff has recently met with a new owner of the property to discuss moving forward with development plans.*
 - Be creative in stimulating development of Colony Square.
 - **ONGOING.** *Community Development and Public Works are working together to update plans for a footbridge, plaza and expanded parking that could serve both sunken gardens and Colony Square. Staff is proactively working with the property owner of Colony square to amend the development plan to respond to current needs and to match the bridge alignment. Discussion is also moving forward with attracting an appropriate tenant for the Creekside Building that will provide synergy with the theatre and the remainder of Colony Square.*
 - Continue to look for grant and other funding opportunities to construct a foot bridge linking Colony Square and the Sunken Gardens area.
 - **COMPLETED.** *Over \$3 million in 2010 redevelopment Bond proceeds were budgeted for this project as part of the 2015-2017 Budget. Staff is currently working with an architect and community members to finalize the plans for this project.*
 - Construct the foot bridge once funding becomes available.
 - **IN PROGRESS.** *Staff is to finalize plans and work towards construction plans. A professional engineering services proposal to complete construction plans will be brought to the City Council for authorization in February or March, at which time a project update will be given.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Review tools to incentivize sale of the Creekside Building to the “right” developer.
 - **IN PROGRESS.** Staff is working toward making the building available. Staff reviewed the Property Disposition and Marketing Plan for the building with the Successor Agency Board and the Oversight Board. Both Boards approved the Plan and directed staff to proceed with a Request for Qualifications (RFQ) for Broker Services. Costs related to the sale of the building are included in the Required Obligation Payment Schedule (ROPS), and have been approved by the State Department of Finance (DOF).

- Sell the Creekside Building to a developer that will improve the potential of future development of Colony Square.
 - **IN PROGRESS.** Staff will work with the new owner in Colony Square to see if there is any synergy that can be developed. Concurrently, an RFQ for Broker Services has been developed. A contract has been entered into with a consultant, RSG, to help advertise the RFQ and assist the City in selecting the broker. Ideally the broker would bring a few of the top offers, of the best future development of the property, which will be evaluated and brought to the Successor Agency Board for approval. Final disposition will also need to be approved by the Oversight Board and the DOF.

- Look for opportunities to increase foot traffic in Colony Square.
 - **ONGOING.** As noted above, completing the next phase of Colony Square on the “L” shaped parcel will provide additional synergy for the development while adding more sidewalks, pedestrian connections to parking areas, and a linkage to the pedestrian bridge and Sunken Gardens.

- Improve communications with Colony Square representatives.
 - **ONGOING.** Staff has met with representatives for new Colony Square owners and have expressed excitement and provided flexibility in how we can move forward to complete project. Staff is now in contact with the new property owner and we are in the process of setting up meetings to discuss next steps.

- Work with the developer of Colony Square to remove barriers to development.
 - **IN PROGRESS.** *There are currently no significant barriers to complete development. Staff will continue to work to assist new owners with any development process while providing flexibility to move forward with existing entitlements or to modify entitlements through a DRC process.*
- Allow Colony Square to remain in the Dormant Program which provides for lower development impact fees.
 - **ONGOING.** *Colony Square remains in the Dormant Program, which provides for lower development impact fees. Furthermore, no additional parking or off-site improvements would be required to continue the development as originally approved.*
- Explore creative potential first floor opportunities for Building D (the planned mixed use building).
 - **ONGOING.** *Staff sent a letter to the property owner in September 2015, suggesting alternative land uses for the first floor and offering flexibility while noting the need to maintain mixed-use and not a pure residential project. At this time, staff is awaiting a discussion with the property owner to facilitate opportunities.*
- Del Rio Commercial Area Specific Plan
 - Continue to work with Caltrans on required steps for ultimate construction of the Del Rio Road / US 101 interchange.
 - **ONGOING.** *The City continues to work through Wallace Group on the Del Rio / US 101 interchange. Staff is currently working with Walmart on final placement of the Del Rio / El Camino Real Roundabout prior to submittal of the interchange documents to Caltrans. The owner of the Del Rio Marketplace property has acquired the parcels on the northwest side of the northbound US 101 on-ramp, which is expected to facilitate future right of way discussions.*
 - Continue to advocate and apply for funding for the portion of the Del Rio / US 101 Interchange Project which is attributable to general City traffic.
 - **ONGOING.** *Staff worked with SLOCOG to insure that the Project was included in the 2016 RTIP funding cycle. Given the local and regional significance to reduce both vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions, coupled with local matching funds, the interchange project was very competitive for RTIP funding. As reported to the Council in September 2015, the State notified SLOCOG that their available funding would drop from the expected \$14 million to \$0. The 2016 RTIP was recently approved with the Project listed but did not include specific funding for the Project. Staff*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

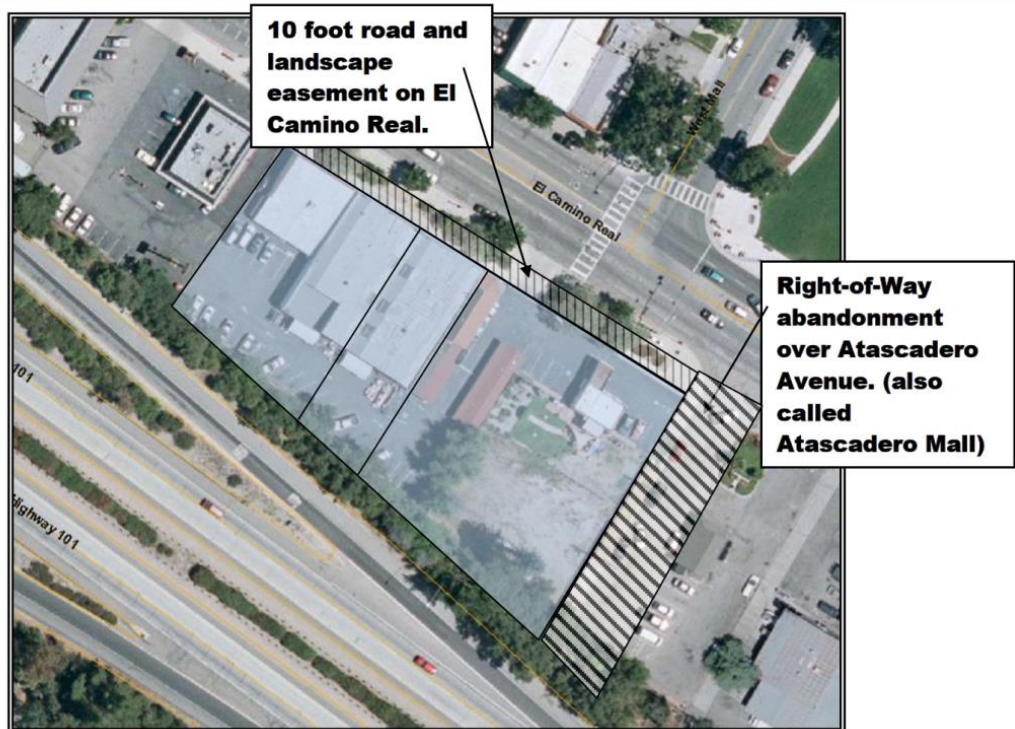
will continue to work with SLOCOG on possible grants or other funds to complete the Project.

- Continue to look for ways to reduce potential costs for the Del Rio / US 101 Interchange Project.
 - **ONGOING.** *Staff and Wallace Group continue to look for potential avenues for reducing the costs for the Project. Staff has also reached out to WalMart and the Del Rio Marketplace representatives to look for potential coordination/cost saving ideas.*
- Work with Walmart on signing improvement agreement outlining timing of completion of road improvements and total fees to be paid.
 - **IN PROGRESS.** *A draft of the agreement has been reviewed by the City Attorney.*
- Expedite to the extent feasible, building permit review including on/off-site improvements and building shell.
 - **NOT STARTED.** *Walmart has not yet submitted for building or grading permits. The City has been working with Walmart to complete the beginning stages of the Project including Plan Line approval, and substantial conformance review.*
- Work with Walmart and its consultants on final map approval prior to July 2016.
 - **IN PROGRESS.** *Staff has been working with Walmart and Del Rio Marketplace representatives on the location of the Del Rio and El Camino Roundabout. Staff and representatives are nearing approval of roundabout placement which will allow other necessary items to move forward. While it is expected to be tight, we believe that final map approval can be COMPLETED prior to July 2016.*
- Continue to work with Walmart and its consultants, and Madonna Enterprises on Del Rio Road / El Camino Real intersection improvements and other public improvements.
 - **IN PROGRESS.** *Staff has been working with Walmart and Del Rio Marketplace representatives on the location of the Del Rio and El Camino Roundabout. Staff and representatives are nearing approval of roundabout placement which will allow other public improvement approvals to move forward.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Hoff Property
 - Ensure Hoff site is consistent with approved CUP and free of all temporary uses.
 - **IN PROGRESS.** The Ice Skating Rink and related snow cone vendor have vacated the property and the property has been cleaned.
 - Work with property owner and applicant on finalizing road abandonment. Bring a resolution to City Council by the end of 2016.
 - **IN PROGRESS.** *Staff met with property owner to outline steps and define items needed to move forward with abandonment. Substantial work has been completed towards the abandonment and staff is now waiting for a final survey to be submitted from the property owner prior to moving forward with a hearing to complete the road abandonment process. The abandonment would remove the road easement from the strip of road right of way just north of the former Chamber of Commerce building, allowing this location to be utilized by the approved development project. Staff has assured the owner that the road would be abandoned by the City, and that no additional action needed to be taken by the developer other than providing the survey and a plan to relocate any utilities prior to recording the abandonment.*

The exhibit below illustrates the abandonment.



- Work with property owner and applicant on project phasing.
ON HOLD. *Phasing is currently on hold as the project/property is currently for sale and the new owner may wish to adjust the development plan.*
- Explore incentives to develop project including impact fee deferment and other incentives.
 - **IN PROGRESS.** *Project/property is currently for sale and the new owner may wish to adjust the development plan. Staff is working with the current owner and the real estate team to help everyone understand the importance of this project and the willingness of the City to actively take a role in providing incentives for the right project. Incentives that were explored with the original project included potential fee deferment.*
- Provide front counter handout on development and steer potential developers / broker on-site based on needs and accommodations.
 - **IN PROGRESS.** *Staff is actively working with the broker on the Hoff property to provide assistance in acquiring a new owner and helping to understand existing entitlements and any process to get started.*
- Home Depot / Marriott Springhill Center
 - Assist Marriott in becoming a successful local business.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *Hotel has been COMPLETED and is becoming successful. City staff has reached out to Marriott representatives to find ways to assist with promotions and other marketing efforts. Marriott representatives have also participated on the ATBID Board.*
- Continue to promote lodging stays in Atascadero through the City ATBID and Countywide TMD.
 - **ONGOING.** *Staff and ATBID are working on the redesign of new Visit Atascadero Website with a focus on “heads in beds” and promoting “Come, stay, spend and enjoy Atascadero.” Staff is currently working on ONGOING promotions from January Restaurant month including promotion of Union and Vine, the restaurant at the Marriott Springhill Center. Additional promotions include Savor the Central Coast and other in-market as well as out-of-market opportunities to promote Atascadero across a variety of media including digital platforms, social media, magazines, destination guides and websites.*

- Promote Atascadero businesses through marketing, special events and infrastructure investment.
 - **ONGOING.** *A marketing plan (Plan) was developed and adopted in October 2015. The Plan focuses on events and promoting City and private assets to local and county residents, and people visiting our area.*
- Provide front counter handout on hotel restaurant pads and other undeveloped retail opportunities.
 - **NOT STARTED.** *In December 2015 staff was contacted by the property broker to discuss steps to move forward with the alternative land use approval for the pad nearest the corner in front of the Marriott. The broker mentioned there is a fueling station and convenience store that would like to consider the parcel.*
- Steer potential developers / broker on-site based on needs and accommodations.
 - **ONGOING.** *As noted above, staff is currently working with a broker to discuss approved options for this site.*
- Work with potential fast food restaurant to develop Staples restaurant outpad.
 - **ONGOING/COMPLETED.** *A new lot has been recorded and the property owner is currently in contract negotiations with a fast food restaurant for this pad. We anticipate receiving construction plans as soon as March 2016 for this site.*

Work to Reduce the Number of Vacant Store Fronts

- Consider Store Front Fee Waiver Program.
 - **IN PROGRESS.** *Staff is currently preparing surveys and background information for various commercial properties along El Camino Real with the emphasis on providing an overview of the health of the commercial corridor and recommendations for locations that should continue to be commercial hot-spots and those that may be acceptable for other land uses. This survey will take a close look at vacant and underutilized land and will help to provide guidance to the Council when faced with proposals to modify commercial zoning to allow residential or mixed-use.*

Staff is also currently working with the Chamber and others to develop a zoning amendment and additional incentives designed to transform the downtown area into an active restaurant and retail environment. The first phase of this amendment includes removing office uses from the list of allowed uses on the first floor for select locations in the downtown area.

- Continue to improve Atascadero's commercial district appearance working to make it appear attractive and professional.

- **ONGOING.** *Staff has completed the first and second phase of the sign compliance program. This program has resulted in significant aesthetic improvements to the commercial district and has been completed utilizing positive outreach and voluntary compliance. Staff will continue working on this effort as new businesses arrive and new signs are placed.*

Staff worked with the property tenants of the Hoff property and other important properties to remove non-compliant structures, storage and debris.

Staff continues to work with the DRC to guide development projects towards high quality while maintaining a business friendly and flexible approach.

- Work to actively spread the word about the City's economic development strategies, successes and potential tools.

- **ONGOING.** *Staff has done presentations to the Economic Vitality Corporation and Chamber of Commerce. In addition, staff has made a concerted effort to meet with several key business owners and developers to let them know about the opportunities in Atascadero and to find out what they are looking for when deciding where to locate a business. We have also met with key infrastructure representatives to spread the word about the City's economic strategies and to investigate infrastructure tools.*

- Actively promote the City's business potential.

- **ONGOING.** *In addition to the above, a portion of the City's marketing plan is to promote City businesses and assets and keep them top-of-mind through an on-going advertising plan that spans the year, targeting local and county residents and visitors to our area.*

Beginning in July 2015, staff has implemented television and radio commercials; print ads in magazines and newspapers; ongoing social media posts; digital display ads; and paid search to promote City assets, businesses and events. Staff has the following currently in place to focus on people planning travel to and actively in our area: ongoing digital retargeting ads; paid and organic keyword search (i.e., SEO, SEM); ongoing distribution of new travel brochures to airports in San Jose and Santa Barbara, California Visitor Centers in Merced, Oxnard, Monterey Bay and Pismo Beach, and SLO County hotels. To target visitors to the area, staff is currently implementing 16 interior bus signs at Hearst Castle, updating City billboard panels

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

along the 101 freeway and launching local TV commercials (Timeline: early spring and ongoing). As visitors come into our market, staff is currently implementing outdoor billboards at Lost Hills off Hwy 46 and Santa Maria off 101 Freeway and a pole banner plus an airport video ad at SLO County regional airport (Timeline: early spring and ongoing). Staff currently has in place “shop local” promotions to drive traffic to City businesses across print, run-of-site digital ads and ongoing social media posts on Visit Atascadero Facebook and Instagram.

Staff executed the following event promotions in 2015: 60th Anniversary of the Charles Paddock Zoo; Patriots Day & Lighting of Historic City Hall at the Sunken Gardens; a showcase of Atascadero businesses at the SAVOR event including an interactive sampling of the City’s local artisans from caterers, restaurants, microbreweries, cider and wine tasting, to olive oil, vinegar, honey and lavender businesses; assistance with the extension of Colony Days “Tent City After Dark”; collaboration with businesses to launch “Taco Day on Traffic Way”; and execution of the signature event Winter Wonderland in downtown. In addition, staff teamed up with ATBID and Visit SLO County to promote “Restaurant Month” that included outreach to five local restaurants to participate. Staff will continue to work on event and themed promotions throughout the year to drive traffic to our local businesses.

- Improve customer service image.
 - **ONGOING.** *A Front Counter Customer Service Committee was developed to focus on first impressions and service at the front counter. The Committee meets weekly to discuss issues that have arisen and ways to improve customer service and efficiency. A Planner position was added as part of the 2015-2017 Budget to improve the availability of planning assistance at the front counter and a Building Inspector position was added to insure next day inspection time frames can be consistently met.*
- Actively work to clarify the programs / regulations that are State or Federal and any rules the City has the ability to change.
 - **IN PROGRESS AND ONGOING.** *Staff is continuing to make progress on this effort especially as it relates to CEQA and the Building Code. Additional work will be needed in order to complete this effort as code updates at the state level will continue to evolve.*
- Develop a program that provides an advocate to businesses working through the development process.

- **NOT STARTED.** *With the philosophy in place, this program is expected to be further developed once Community Development is fully staffed and trained. (Timeline: Summer 2016)*
- Instill an entrepreneurial / can do attitude with staff.
 - **ONGOING.** *This philosophy is a continuous, ongoing emphasis of weekly staff meetings and is a recurring topic during project review. Current staff understands this attitude and continue to work towards improving this attitude.*
- Encourage creative ideas to get things done.
 - **ONGOING.** *Staff is proactive in engaging applicants, the public and decision makers in the process to create a collaborative effort in providing creativity. Examples include the work recently completed at both the Kochi and Streetside Alehouse. Staff worked with the developers of both these sites to provide creative solutions to comply with the building and planning code, thereby saving substantial plan check time and construction costs. Both restaurants are now complete and occupied.*
- Encourage reasonableness in our regulatory positions.
 - **ONGOING.** *As noted above, staff's primary objective is to make the process work by reasonably and logically applying codes, understanding that discretion takes an active thought process to be uniquely applied to each and every project.*
- Continue to look for ways to streamline permitting for businesses:
 - Commit to accepting only complete plan checks for submittal.
 - **IN PROGRESS.** *Building and Planning are continuing to transition to only accepting complete plan checks. New checklists at the counter have been created to assist with this process. This is an ongoing effort, as many community members are used to a process that allowed a piecemeal submittal. This transition will be complete Summer 2016.*
 - Provide intake meeting opportunities for business developers.
 - **ONGOING.** *We provide intake meetings for both residential and commercial projects. This has worked well and customers are appreciative with this process.*

- Purchase and implement a new permitting issuance and tracking system.
 - **IN PROGRESS.** Staff is currently reviewing options and setting plans and timelines in place for a new system. A multi-departmental task force is currently meeting bi-weekly for needs assessment, research, and coordination. A “go live” target date is currently scheduled for 2017.

- Actively communicate with owners and consultants if there is the same plan check comment through multiple submittals.
 - *If there are still corrections after a second plan review, the applicant’s design team is called in to meet with City staff so that plan check comments may be clarified/explained in detail, misunderstandings cleared up and questions answered.*

- Provide training and professional opportunities for our employees.
 - **ONGOING.** Staff has been sent to a wide variety of training opportunities and will continue throughout 2016. In 2015, additional building staff acquired building inspection licensing and other staff took place in professional development training.
Examples include:
 - Building code professional training
 - American Planning Association seminars
 - Management and leadership training
 - Training and dealing with difficult people
 - Emergency Operation Center training

- Work to retain professional, friendly employees.
 - **ONGOING.** Staff continues to strive to make the City a good place to work through culture and flexibility. The Council supported additional staff positions as part of the 2015-2017 Budget to help alleviate some stress associated with unattainable workloads. Innovative programs such as the one-time leave buy-back program offered last June were implemented. (The buy-back program allowed employees to cash out some of their leave balances; getting needed cash to employees who wanted it, while at the same time reducing the City’s liability.)

- Maintain capacity in staff to support projects and permit streamlining.
 - **COMPLETED.** Three positions directly related to development were added as part of the 2015-2017 Budget. These positions included an Associate Planner, a Building Inspector and an Associate Civil Engineer position.

- Ensure that systems are developed so that opening City Hall on Fridays does not slow the issuance of permits and still allows time to meet with businesses.
 - **COMPLETED.** *City Hall has been open on Fridays since July 10, 2015.*
- Reduce the number of plan checks being sent to Code Check by keeping more residential projects in house.
 - **ONGOING.** *Staff has significantly reduced the amount of plans going to Code Check by performing these plan checks in-house. The president of Code Check came in to ask if we were satisfied with the service they provide as they have seen a decrease in submittals.*
- Review all plan check resubmittals prior to sending them to Code Check for a second review.
 - **IN PROCESS.** *As time allows, staff is reviewing all plan check resubmittals prior to sending them to Code Check. As building inspection staff gets completely trained, it is expected that this review will occur on a more regular basis potentially shortening the review process.*
- Allow Code Check's correction comments to be a condition of approval on the permit card when possible.
 - **ONGOING.** *Staff has diligently worked to look for opportunities for correction comments to be a condition of approval rather than require a resubmittal. At this point, staff is striving to have plan checks conditioned to the greatest extent possible.*
- Continue to prioritize business development permits over residential.
 - **ONGOING.** *We continue to expedite and prioritize business development permits. For example, the permit process for the Streetside Alehouse was expedited to ensure quick turn around and logical interpretation of code. During the development process, staff worked with the developers to find quick solutions to issues that arose, thereby saving substantial time and resources.*
- Evaluate the DRC process, ensuring that it simplifies and streamlines the process.
 - **IN PROGRESS.** *While discussions have occurred at the staff level through both Interim Community Development Directors and since the hiring of a permanent Director in September, little tangible progress has been made. Additional evaluation of this process is projected for Summer/Fall 2016.*
- Look for additional opportunities where the DRC could be used to simplify the process.

- **IN PROGRESS.** *While discussions have occurred at the staff level through both Interim Community Development Directors and since the hiring of a permanent Director in September, little tangible progress has been made. Additional work towards this is projected for Summer/Fall 2016.*
- Evaluate the use of Enterprise Zones and other economic development tools.
 - **IN PROGRESS.** *Staff has done some research and attended training on current economic development financing tools. Things continue to evolve in the post-Redevelopment economic development landscape and staff will continue to be informed on new legislation and look for tools that are right for Atascadero.*
- Advocate legislation that provides communities with new economic tools.
 - **ONGOING.** *Staff and Council continue to be actively involved in the League of California Cities and support workable economic tools.*
- Work with Main Street and the Chamber of Commerce to develop programs that will encourage downtown businesses to remain open more.
 - **NOT STARTED.** *Staff has had some discussion with Chamber representatives; however, little substantive progress has been made. Work is slated for Fall 2016/Winter 2017.*

Build Partnerships and Alliances with Local Business Interests

- Re-focus the Office of Economic Development (OED)
 - Look to members of the OED to become advocates to businesses as they go through the entitlement and building processes.
 - **NOT STARTED.** *Due to staff changes, this project is slated for Fall 2016/Winter 2017.*
- Look for opportunities to meet regularly with commercial brokers.
 - **NOT STARTED.** *While staff has met with commercial brokers, a formal program is not yet in place. A program is expected to be put in place during Summer 2016.*
- Meet regularly with Chamber of Commerce Leadership:
 - Look for opportunities for common goal partnerships.
 - Share information about what is going well and what is not going well.
 - Provide accurate information to dispel rumors
 - **ONGOING.** *City representatives and Chamber representatives meet monthly to share information, dispel rumors and coordinate common goal partnerships. City staff is invited to select Chamber Board meetings and committee meetings to provide information on City activities, key developments, and business activities. Chamber staff*

and City staff coordinate regularly to provide consistent helpful information to potential and existing businesses.

- Remain actively involved with the EVC, promoting Atascadero as a sound business investment opportunity.
 - **ONGOING.** *The City remains active in the Economic Vitality Corporation (EVC). A Council Member attends EVC Board meetings and staff regularly communicates with EVC staff.*
- Work with informal communicators in town to learn of business problems or opportunities where City could help.
 - **ONGOING.** *Council and staff regularly attend Chamber mixers, various charitable club meetings and other community events. Discussions that occur at these events provide valuable informal information to assist with the success of existing businesses and to find the needs of potential businesses.*

Invest in Infrastructure that Improves Business in Atascadero

- Construct the Del Rio / US 101 Interchange Project, stimulating growth in the area.
 - **IN PROGRESS.** *The Project is currently in the PA/ED phase of the Project. (A staff report presented to Council in September 2015 has more details on the Project and a description of the phases.) Since the September Council meeting, the City continues to work with Wallace Group on the Del Rio / US 101 Interchange. Staff is currently working with Walmart on final placement of the Del Rio / El Camino Real Roundabout prior to submittal of the interchange documents to Caltrans. Design work continues to be revised and refined, and preliminary environmental work is in progress. The owner of the Del Rio Marketplace property has acquired the parcels on the northwest side of the northbound US 101 on-ramp, which is expected to facilitate future right of way discussions.*
- Five-Year Capital Improvement Plan defines roadways scheduled for completion.
 - **COMPLETED.** *The City completed the pavement evaluation study in early 2015. The study evaluated every road segment in the City, entering the information into a pavement management software system, which is then used as a tool to help identify critical roads to repair. PEI was hired to evaluate the information from the study and come up with a Five Year Capital Improvement Plan for the F-14 Sales Tax funds. A Five-Year Capital Improvement Plan for both F-14 sales tax funds and other road funding was adopted as part of the 2015-2017 Budget.*
- Use Sales Tax Measure F-14 funds to repair roads, improving both the safety and appearance of Atascadero.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *The City received their first F-14 sales tax proceeds check at the end of June 2015 and completed the first two F-14 funded roads projects, segments of Alamo and Honda Avenues, by the end of summer 2015. Work is in progress on all 2015/2016 road segments included in the Five Year Capital Improvement Plan. Deflection testing and coring has been completed and staff is in the process of hiring an engineering firm to design the projects.*
- Continue to look for grant and other funding opportunities to construct a foot bridge linking Colony Square and the Sunken Gardens area.
 - **COMPLETED.** *Over \$3 million in 2010 Redevelopment Bond proceeds were budgeted for this project as part of the 2015-2017 Budget. Staff is currently working with an architect and community members to finalize the plans for this project.*
- Rehabilitate the Via Avenue Bridge providing access to this commercial / industrial area.
 - **IN PROGRESS.** *Design RFPs for the Via Avenue Bridge are complete and are out. The design and approval phase of the project will stretch over several years and construction is expected to occur in 2019.*
- Continue with the Morro Road Corridor Study which address transportation needs, requirements and design through this primary access corridor.
 - **IN PROGRESS.** *Whitlock & Weinberger Transportation was hired in April 2015 to conduct the study with full funding provided by SLOCOG. As part of the study three separate public workshops have been held with a fourth workshop tentatively scheduled in February or March 2016. The final study will be brought to the Council for approval prior to submittal to Caltrans*
- Complete the City Hall Exterior Lighting Project, drawing attention to our beautiful City and encouraging people to get off the freeway to explore the City.
 - **COMPLETED.** *On September 11th the lights were turned for the first time as part of our Patriots Day celebration. Trimming of the trees in the Caltrans right of way was completed to enhance the view of the City Hall building from US 101. Lights in the Sunken Gardens trees have been lit for the Holiday season making the view of the Gardens and City Hall stunning at night.*
- Continue to be active in SLOCOG looking for funding opportunities and grants to improve Atascadero's infrastructure.
 - **ONGOING.** *The City continues to be very active in SLOCOG, advocating for our infrastructure projects and staying informed of potential funding opportunities.*

- Support State legislative efforts to increase funding for local street and road repairs and improvements.
 - **ONGOING.** *The City continues to work with the League of California Cities and other agencies to advocate for increased funding for local street and road repairs and improvements. State transportation funding has been severely reduced in recent years. The State reduced SLOCOG's projected RTIP funding from more than \$14 million to \$0. Last summer, a special legislative session was held to address transportation funding to no avail. The Governor's proposed budget was unveiled in early January and included some funding for transportation needs. Staff will continue to stay informed and involved on transportation funding.*

- Ensure that downtown streets are clearly striped and parking spaces clearly delineated.
 - **ONGOING.** *During 2015, Public Works repainted nearly all red "No Parking" curbs and crosswalk markings within the City. Pavement markings for parking stalls, including Entrada Avenue, are scheduled to be repainted during 2016.*

- Continue to invest in recreational infrastructure, drawing people to Atascadero.
 - Construct the trailhead for the ALPS Three Bridges Trail.
 - **IN PROGRESS.** *Staff has been working with ALPS on the trail project. The MOU and Use Agreement between the City and ALPS has been finalized and recorded. Loan documents were completed and ALPS was funded with the bridge loan from the City to begin work on their preservation site. ALPS started construction of some of the onsite trails this fall. City construction of the trailhead and emergency access road is currently planned for 2016/2017. Caltrans permits are close to completion, and the City is getting ready to begin construction documents soon.*

 - Construct and promote the Highway 41 Multi-purpose Path Project.
 - **IN PROGRESS.** *The Project was bid and set for construction in Summer 2015. Unfortunately, the Project was first delayed due to nesting bird concerns, then again waiting for AT&T to relocate a fiber optic cable which conflicted with the project. Minor work was completed in Fall 2015 prior to work restrictions within the creek vicinity. All land disturbance activities were avoided to eliminate additional costs that would have been triggered for contractor stormwater monitoring during winter suspension. The Project is currently slated for completion in Fall 2016.*

- Continue to pursue public and private funding to expand and link the City's bicycle network in accordance with the General Plan and Bicycle Plan.
 - **ONGOING.** *City staff continues to find opportunities to expand the trailway system through public capital projects and private developments. In addition to the Highway 41 Multi-Purpose Pathway project, system expansion is being planned with US 101/Del Rio Road Interchange, Highway 41 Corridor Study, Walmart (Del Rio from ECR to San Benito), Eagle Ranch, and Halcon Road/Viejo Camino. City roadway projects will also correct or fill in “missing links” in the system, including contiguous travel, parking, and bike lanes north of San Anselmo Road.*

- Continue to coordinate with and support SLOCOG in the implementation of bicycle plans to facilitate non-auto travel within and between communities.
 - **ONGOING.** *County Parks has taken the lead on a bike path project connecting Templeton to Atascadero. This project will allow bike travel between Atascadero and Paso Robles that currently does not exist without riding on Highway 101. The project is currently in the design/environmental phase and construction funding will be applied for June 2016. The City will look for opportunities to support the funding application.*

- Pursue completion of the Atascadero Creek Trail Enhancement Project.
 - **IN PROGRESS.** *This project was previously bid as a hard surface trail but the granting agency will only provide funding for a DG (decomposed granite) surface. Given the desire for a “finished” concrete path, this project is planned to be a part of the Downtown Pedestrian Bridge project rather than a stand-alone project. Staff is working with an architect and community members to finalize the plans for this project. Given the limited scope that grant monies will fund, coupled with a project completion of May 2016 that cannot be met, the grant will be reallocated to other recipients.*

- Support the construction of an all-inclusive playground.
 - **ONGOING.** *The City approved the Colony Park Master Plan amendment to provide space for the playground in 2014. In Spring 2015, the City approved naming the facility Joy Playground. Parents for Joy continue fundraising for the project and the Mayor and Police Chief participated in a dunk tank fund raiser for the project this fall. City staff has reviewed preliminary design plans and met several times on-site with Parents for Joy representatives and their engineering consultants.*

- Support the Skate Park operator in the ongoing improvements taking place at the Community Center.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *While there have been no major improvements during the past year, the Skate Park operator continues to make aesthetic improvements when appropriate to facilitate operations. Skate Park attendance remains at high levels.*

Actively Increase Traffic to Local Businesses through a Promotions Program

- Clarify and unify Council Vision for Atascadero promotions by setting clear goals and actions for the City's promotion program.
 - **COMPLETED and ONGOING.** *In 2014, the City hired Coraggio Group, a strategic planning company, to establish a vision and plan for tourism and promotion for the City. Over a series of meetings from August 2014 through May 2015 the Atascadero Tourism & Promotion Game Plan was created. Staff is executing the Game Plan, a ten-year visioning roadmap, to establish a brand image that will tell the story of Atascadero and promote what the City has to offer. The Plan defines two goals: "Stay, Spend, Enjoy" as the City's goal and "Come, Sleep, Spend" as the City's Tourism/ ATBID goal. Staff has a clear roadmap with a three year timeline to accomplish these goals. Staff has COMPLETED Year 1: 2015 – "Building the Foundation" with the creation and approval of the City and ATBID marketing plans, brand plan and infrastructure plan. Execution of the plan will be staff's ongoing focus as part of "Building Momentum" in Year 2 and "Building on Success" in Year 3.*
- Benchmark and measure the success of the promotions program.
 - **IN PROGRESS and ONGOING.** *Staff will be building momentum from the City and ATBID Marketing Plans and measuring the success through avenues such as increase in TOT, sales tax increase over targeted categories and increase in traffic over websites and social media. Staff launched a digital dashboard in December 2015 to track the success of paid search. In January 2016, the digital display ad program for retargeting will begin to aid in measuring our success along with website traffic and social media likes/views. Staff is evaluating recent attendance to see if promotional efforts helped grow December 2015 event attendance.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Have Council set brand standards and develop a brand management strategy.
 - **COMPLETED.** *City Council, staff and ATBID worked with Verdin Marketing, an advertising agency, to establish a brand plan and guidelines. City Council has approved and put into place a new Visit Atascadero logo, a uniform color palette and voice along with the marketing plans to support the overall strategy for the City and Tourism/ATBID.*

- Identify supporting infrastructure for tourism and promotions and seek funding for that infrastructure.
 - **ONGOING.** *City Council approved and implemented the Tourism board, ATBID, and put in place a budget utilizing TOT to support tourism. City Council hired Big Red Marketing's Destination Manager, Amanda Diefenderfer; approved the City Manager to hire a new Deputy City Manager of Outreach, Promotions, and Events as well as assigned a Marketing budget to fund this infrastructure. Funding was also approved as part of the 2015-2017 Budget to fund an outdoor event area at the Lake Park/Zoo. Staff continues to look for innovative ways to fund additional infrastructure to further tourism and promotions.*

- Identify and integrate with the City's promotions partnership base
 - **ONGOING.** *Partners have been identified across ATBID, the Chamber of Commerce, Main Street Association, SLO County TMD, Visit California and local businesses for effective promotions to achieve the two goals to drive traffic to our area. Staff will work with the partners on an ongoing basis.*

- Work in conjunction with the Chamber of Commerce, ATBID and other promotion partners to unify promotions of Atascadero.
 - **ONGOING.** *Staff meets monthly with the Chamber of Commerce, Main Street, ATBID and other organizations like the Community Alliance of Atascadero in an effort to support and provide a resource to guide event planning, marketing and promotions to effectively market our City.*

- Support the TBID board in their mission to increase lodging stays in Atascadero.
 - **ONGOING.** *Staff support for the TBID Board has been increased with the addition of the Deputy City Manager-Promotions position. This position has added both increased administrative support and marketing/promotions support. City staff looks for joint partnership opportunities that benefit both lodging businesses and other businesses here within the City of Atascadero. Staff has and is working on events and promotions to bring new ideas and opportunities to market our area.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Assign responsibility and allocate resources for an active promotions campaign.
 - **COMPLETED.** *A Deputy City Manager-Promotions position was hired in May 2015. This position has been assigned all promotions responsibilities. As part of the 2015-2017 Budget a promotions budget of \$200,000 per year was adopted and a marketing plan for expenditure of these funds was approved in October 2015.*
- Allocate adequate resources to implement the program.
 - **ONGOING.** *A promotions budget of \$200,000 annually includes funding for special events and promotions. The marketing plan adopted in October 2015 identifies our target audience, our unique selling proposition, and our marketing strategy. Reorganization in the City Manager's office provided dedicated staff support for the program.*
- Consider partnering with Historical Society to provide tours of the City Hall building on Saturdays.
 - **IN PROGRESS and ONGOING.** *Staff along with the Historical Society ran a test for Saturday tours in November and December 2015 to gauge the popularity of opening Historic City Hall over the weekend. From this test, staff will work with the Historical Society to recruit docents in early 2016 and in March begin promotion of City Hall's new seasonal schedule open Saturdays during Spring Break and from Memorial Day through Labor Day.*
- Focus City promotion efforts on supporting the entire community of Atascadero (not just lodging stays).
 - **ONGOING.** *The City's Marketing Plan was approved in October 2015. The Plan is designed to promote the City's assets and events that appeal to local and county residents as well as encourage visitors who are already here to stay, spend and enjoy. The Plan is designed with a focus on local businesses to attract and promote shopping local. Growth in retail and restaurant sales will help attract more business to the area, which would then foster economic growth.*
- Develop reporting and feedback systems to allow for modifications and changes to the promotions campaign as necessary.
 - **COMPLETE and ONGOING.** *Staff has put in place a digital measurement dashboard to track search and retargeting data. These tools along with tracking of website and Facebook traffic, TOT, Sales Tax, and Zoo attendance will help with measuring success.*
- Maximize use of the Sunken Gardens and other City facilities by supporting special events and other similar activities.

- **IN PROGRESS and ONGOING.** *As part of the Marketing Plan, the City has increased support and created new special events intended to bring people downtown, such as:*
 - **Patriot Day** - *September 11th event with Estrella Warbird Fly-Over, Show Choir Performance, candlelight vigil and wine tasting. Held in conjunction with Main Street Art & Wine Tour.*
 - **Colony Days** – *The City provided additional assistance to this long standing event including the establishment of Tent City After Dark.*
 - **Taco Day on Traffic Way**- *In conjunction with the business owners on Traffic Way, this new special event was created to bring people to the businesses along Traffic Way. This first time event sold out of Taco tickets within the first hour of the event.*
 - **Holiday Lighting Ceremony**- *The traditional Atascadero event was held in conjunction with Main Street’s wine tour, increasing traffic to downtown businesses.*
 - **Winter Wonderland**- *This traditional Atascadero event has historically been held by the Atascadero Main Street Association. Main Street informed the City that they could no longer hold the event, so City staff stepped in to continue this very popular event. This year is estimated to be the largest Winter Wonderland event both in number of people attending and number of vendors participating.*
 - **Tamale Festival**- *This is a new City event to be held on January 23, 2016 at the Pavilion on the Lake. Due to inclement weather, the event was moved from the Sunken Gardens to the Pavilion. This event had 40 food and craft vendors and generated quite a lot of interest for a first time event.*

Staff is also currently working to attract events to our area with a Special Event Sponsorship Program through existing events in the county like Festival Mosaic, attracting traveling shows and events from other areas to utilize City facilities. Staff is currently developing the Special Event criteria and template for the program.

- Work to remove barriers to use of the Sunken Gardens for special events
 - **IN PROGRESS.** *Staff has identified ways to improve the electrical access in the Sunken Gardens area for special events. Most recent is the purchase of spider boxes to assist with electricity. Staff will continue improvements as we work with the Sunken Gardens facility.*

Connection Between the City and the Community

Action Plan

2015-2017

Actions

- Foster transparency in City Council Business
- Celebrate Atascadero
- Improve information flow and communications with constituents
- Actively promote Atascadero to both tourists and local residents
- Celebrate the City's road projects and other capital projects

Long-Term Goals

- We will embrace and value our history
- We will keep our community charm
- We are and will remain a patriotic city
- We will foster quality of life by engaging the public
- We are and will remain proud to be Atascadero
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will retain our small town friendliness and feel
- We will have popular annual events that are important to our sense of community and economic health

Foster Transparency in City Council Business

- Continue to provide City Council meetings on KPRL, AM radio.
 - **ONGOING.** *All regular Council meetings are broadcast live on KPRL.*
- Continue to provide live video of City Council meetings on Charter cable and over the internet.
 - **ONGOING.** *All regular Council meetings are broadcast live on Charter Communications cable TV and on SLOSpan. Archive audio and video are also available on SLOSpan.*

- City Council Members participate in video recorded interviews on Charter's Local Edition.
 - **ONGOING.** *Invitations are received from Charter's Local Edition host Brad Pomerance; those invitations are forwarded to all Council members who then schedule their own interview appointments, schedules permitting, with Mr. Pomerance. The 9 ½ minute local interviews are bundled together into one, 30 minute episode and are played back on Charter's Local Edition programming schedule which is aired on the California Channel and Charter Channel 188. Charter anticipates an increase in distribution of this programming in 2016. Charter also sends the You Tube links for every episode. In 2016, as those interview links are ready for distribution, staff will ensure that they are also circulated on our available social media platforms (i.e., Facebook, Twitter, City website, etc.)*
- Continue to provide thorough and professional staff reports on agenda items in advance of the City Council meetings.
 - **ONGOING.** *Staff continues to strive to prepare and publish professional staff reports at least 6 days in advance of the Council meeting.*
- Mayor to continue bi-weekly appearances at KPRL.
 - **ONGOING.** *The Mayor is on KPRL Radio on the 2nd and 4th Tuesdays each month, the Tuesdays which coincide with our Council meetings.*
 - Use a public information officer to coordinate the City's response to inquiries from the media.
 - **IN PROGRESS.** *The City hired a Deputy City Manager in charge of promotions in May 2015. This position is currently coordinating non-safety press releases and inquiries from the media. Staff is working towards expanding the role of the information officer and increasing training for both the information officer and staff/elected officials Citywide.*

Celebrate Atascadero

- Develop and implement innovative ways to celebrate Atascadero with positive public outreach and public relations activities.
 - **ONGOING.** *Staff is continuing to implement new and exciting community events by brainstorming various ideas whenever and wherever opportunities become available, such as the very successful 9/11 Patriot's Day/City Hall Exterior Lighting event, the Zoo's 60th Birthday Celebration and the 1st Annual Tamale Festival, among others. These types of events, which are widely promoted through traditional and social media and then shared by staff and*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

community members on Facebook and elsewhere, generate a great amount of positive comments and feedback from the community. We are also working much more closely with local businesses to create events which generate awareness and help drive people out to enjoy their stores, such as Taco Day on Traffic Way. Staff is working with ATBID on events like Restaurant Month to actively recruit businesses to participate and better promote themselves.

- Provide a City liaison and support for community special events.
 - **ONGOING.** *The Deputy City Manager-Promotions staff position has been assigned as the City liaison for special events. In the past year, the City has significantly increased support levels for events such as Colony Days and Winter Wonderland. The liaison has also actively met with community event coordinators to bring to and facilitate events such as the Mozart Festival here in Atascadero.*

- Increase City presence on social media promoting positive news items here in Atascadero.
 - **ONGOING.** *Staff actively monitors and posts our City's assets, Press Releases and events across all social media on the City and Visit Atascadero Facebook pages. Staff is working to implement the City's Twitter account in 2016*

- Improve relationships with local community groups to maximize the flow of information and assist in positive community activities.
 - **ONGOING.** *Staff is meeting with various organizations to communicate and assist them with their needs. Staff meets with the Atascadero Community Alliance to assist nonprofits with event planning from topics like how to plan an event to proper times to post on social media. Staff assisted the Alliance in creation of a Community Event calendar on www.calendarwiz.com/atascadero so that event planners across various organizations in our area have a resource to assist them in scheduling events that do not conflict with each other and a resource to solicit volunteers for their events. Staff also actively meets with businesses like the Traffic Way group and weekly Coffee @ The Carlton which are platforms for communication with events and marketing taking place in and around the City.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Actively look for and assist those looking to do special events that enhance the image of Atascadero.
 - **ONGOING.** Staff actively looks for and works across organizations from the Friends of the Lake, establishing a new event with Lake Fest to working with Solterra Strategies and ATBID on implementation of the County's first Cider Festival as well as working with groups like the Friends of Hearst Castle to actively cross-promote our City.
- Improve our Special Events Roadmap to include updated information.
 - **IN PROGRESS.** Staff is working on a hand-out that has events in one place. Currently, staff is finalizing creative for our events, and once that is complete, the City will have a "2016 Calendar of Events" handout available (Timeline: early February).
 - **ONGOING:** Staff will continue working to updates all calendars from our City and Visit Atascadero websites and Facebook pages to external media and county tourism calendars.
- Assign responsibility for celebrating Atascadero to an Individual.
 - **COMPLETED.** Deputy City Manager – Outreach, Promotions, Events hired mid May 2015.
- Participate in Special Olympics Host Town Event.
 - **COMPLETED.** Staff successfully participated in the program and planned an event that included a trip to the zoo, participating in a special Tuesday night BBQ in the park, music and dancing. Due to glitches in Special Olympics Processing in Los Angeles, the athletes were delayed and were unable to attend the event. The community, however, enjoyed the BBQ and music.
- Celebrate each City success with public ribbon cuttings and press releases.
 - **ONGOING.** Staff actively completed each of the ground breaking and ribbon cuttings for the F-14 Sales Tax Measure to improve the roads which will continue into 2016; completed the AZA Accreditation event, announcements of our baby flamingos, 60th Anniversary Celebration and Turtle Lab/ Turtles in Trouble program for the Charles Paddock Zoo; highlighted in press releases from events to roads and to the success of arresting the San Gabriel Elementary School bomb threat suspect. Our successes will be celebrated and ongoing.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Look for funding to improve the City's website focusing on mobile support, social media connections, event promotion and public contact.
 - **IN PROGRESS.** *Funding has been allocated for the 2016-2017 fiscal year to build a new city website. Staff will begin the ground work to redesign the website during the Summer 2016 and anticipate the new site to go live in Q2 of 2017.*

Improve Information Flow and Communications with Constituents

- Open City Hall on Fridays.
 - **COMPLETED.** *City Hall has been open on Fridays since July 10, 2015.*
- Proactively look for opportunities to get City news and information out to constituents and other interested parties.
 - **ONGOING.** *Staff is consistently on the alert for news and information of importance or interest to the community and pushes City press releases and news links from other parties out to the public via shares on both traditional and social media outlets.*
- Use a public information officer to review press releases and to coordinate the City's response to inquiries from the media.
 - **ONGOING.** *The City hired a Deputy City Manager in charge of promotions in May 2015. This position is currently coordinating non-safety press releases and inquiries from the media. Staff is working toward expanding the role of the information officer and increasing training for both the information officer and staff/elected officials Citywide.*
- Develop and implement a media response policy for staff and Council Members.
 - **NOT STARTED.** *A formal policy has not yet been written. This expected to be complete by Spring 2017.*
- Improve transparency by addressing rumors quickly through the appropriate communication method. (Publically through social media or other methods address those rumors that would not violate someone's privacy or would not reflect poorly on a constituent or business.)
 - **ONGOING.** *Staff has Google alerts in place and continually monitors sites like SLOStringer Facebook page to assist with ongoing news about the City and acts immediately with a press release when there is an incident taking place to keep the public informed. Staff returns all media calls in a timely manner to answer questions and provide useful information. Staff works to address rumors immediately through social media where appropriate and provide informative and useful information on the City's Facebook page.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Assign responsibility to monitor public communications and to respond appropriately.
 - **COMPLETED.** *City Manager's Office staff regularly monitors social media posts and public comments made on local Facebook groups and elsewhere, and will respond online factually and positively whenever it's appropriate to do so; in some cases a press release disseminated via traditional media may more accurately tell the story, and then links to the release are posted online.*

- Set systems in place to keep communications factual and positive.
 - **IN PROGRESS.** *Staff makes sure that all press releases are factual and positive by making sure a minimum of one additional person reviews the release before it is broadcasted to the media. Staff makes sure that City and Visit Atascadero Facebook posts and websites have complete, accurate and current information. Staff monitors all media and tourism calendars the beginning of each month to make sure event posts are still current and updated including informational sites like Wikipedia that can be altered or changed without users logging into the site.*

- Improve transparency by actively pushing out both “bad news” and “good news.”
 - **ONGOING.** *Staff immediately pushes out news to the media in contacting reporters, sending press releases and posting on social media in a timely manner to be informative and useful when its either bad or good news in an effort to provide correct information and details for the public.*

- Improve the City's website focusing on improving navigation, eliminating old material and providing current up to date forms, data and information.
 - **IN PROGRESS.** *Staff has begun work on eliminating old material by removing outdated forms from our webserver and updating links when new forms are created. Funding has been allocated for a new website that will focus on simple navigation, social engagement, citizen contact and improved form discovery. The new website is anticipated to go live in Q2 of 2017.*

Actively Promote Atascadero to Both Tourists and Local Residents

- Clarify and unify Council Vision for Atascadero promotions setting clear goals and actions for the City's promotion program.
 - **COMPLETED and ONGOING.** *In 2014, the City hired Coraggio Group, a strategic planning company, to create a vision and plan for tourism and promotion for the City over a series of meetings from August 2014 through May 2015 to create the Atascadero Tourism & Promotion Game Plan. Staff is executing the Game Plan that is a ten-year visioning roadmap to establish a brand image that will tell the story of Atascadero and promote what the City has to offer. The Plan defines two goals: "Stay, Spend Enjoy" as the City's goal and "Come, Sleep, Spend" as the City's Tourism/ ATBID goal. Staff has a clear roadmap with a three year timeline to accomplish our goals. Staff has COMPLETED Year 1: 2015 – "Building the Foundation" with the creation and approval of the City and ATBID marketing plans, brand plan and infrastructure plan. Execution of the plan will be staff's ongoing focus as part of "Building Momentum" in Year 2 and "Building on success" in Year 3.*
- Benchmark and measure the success of the promotions program.
 - **IN PROGRESS and ONGOING.** *Staff will be building momentum from our City and ATBID Marketing Plans and measuring the success through Increase in TOT, Sales tax increase over targeted categories, increase in traffic over websites and social media, etc.*
- Have Council set brand standards and develop a brand management strategy.
 - **COMPLETED.** *City Council, staff and ATBID worked with Verdin Marketing, an advertising agency, to establish a brand plan and guidelines. City Council has approved and put into place a new Visit Atascadero logo, a uniform color palette and voice along with the marketing plans to support the overall strategy for the City and Tourism/ATBID.*
- Identify supporting infrastructure for tourism and promotions and seek funding for that infrastructure.
 - **ONGOING.** *City Council approved and implemented the Tourism board, ATBID, and put in place a budget utilizing TOT to support tourism. City Council hired Big Red Marketing's Destination Manager, Amanda Diefenderfer and approved for the City Manager to hire a new Deputy City Manager of Outreach, Promotions, Events as well as assigned a Marketing budget to fund this infrastructure. Funding was also approved as part of the 2015-2017 budget to fund an outdoor event area at the Lake Park/Zoo. Staff continues to look for innovative ways to fund additional infrastructure to further tourism and promotions.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Identify and integrate with the City's promotions partnership base.
 - **ONGOING.** *Partners have been identified across ATBID, the Chamber of Commerce, Main Street Association, SLO County TMD, Visit California and local businesses for effective promotions to achieve the two goals to drive traffic to our area. Staff will work with the partners on an ongoing basis.*
- Work in conjunction with the Chamber of Commerce, ATBID and other promotion partners to unify promotions of Atascadero.
 - **ONGOING.** *Staff meets monthly with the Chamber of Commerce, Main Street, ATBID and other organizations like the Community Alliance of Atascadero in an effort to support and provide a resource to guide event planning, marketing and promotions to effectively market our City.*
- Support the TBID board in their mission to increase lodging stays in Atascadero.
 - **ONGOING.** *Staff support for the TBID Board has been increased with the addition of the Deputy City Manager-Promotions position. This position has added both increased administrative support and marketing/promotions support. City staff looks for joint partnership opportunities that benefit both lodging businesses and other businesses here within the City of Atascadero. Staff has and is working on events and promotions to bring new ideas and opportunities to market our area.*
- Assign responsibility and allocate resources for an active promotions campaign.
 - **COMPLETED.** *A Deputy City Manager-Promotions position was hired May 2015. This position has been assigned all promotions responsibilities. As part of the 2015-2017 Budget a promotions budget of \$200,000 per year was adopted and a marketing plan for expenditure of these funds was approved in October 2015.*
- Focus City promotion efforts on supporting the entire community of Atascadero (not just lodging stays).
 - **ONGOING.** *The City's Marketing plan was approved in October. The Plan is designed to promote the City's assets and events that appeal to local and county residents as well as encourage visitors who are already here to stay, spend, and enjoy. The Plan is designed with a focus on local businesses to attract and promote shopping local. Growth in retail and restaurant sales will help attract more business to the area, which would then foster economic growth.*
- Develop reporting and feedback systems to allow for modifications and changes to the promotions campaign as necessary.

- **COMPLETE and ONGOING.** Staff has put in place a digital measurement dashboard to track search and retargeting data. These tools along with website and Facebook traffic, TOT, Sales Tax, Zoo attendance, etc. will help with measuring success.
- Maximize use of the Sunken Gardens and other City facilities by supporting special events and other similar activities.
 - **IN PROGRESS and ONGOING.** As part of the Marketing Plan, the City has increased support and created new special events intended to bring people downtown, such as:
 - **Patriot Day** - September 11th event with Estrella Warbird Fly-Over, Show Choir Performance, candlelight vigil and wine tasting. Held in conjunction with Main Street Art & Wine Tour.
 - **Colony Days** – The City provided additional assistance to this long standing event including the establishment of Tent City After Dark.
 - **Taco Day on Traffic Way**- In conjunction with the business owners on Traffic Way, this new special event was created to bring people to the businesses along Traffic Way. This first time event sold out of Taco tickets within the first hour of the event.
 - **Holiday Lighting Ceremony**- The traditional Atascadero event was held in conjunction with Main Street’s wine tour, increasing traffic to downtown businesses.
 - **Winter Wonderland**- This traditional Atascadero event has historically been held by the Atascadero Main Street Association. Main Street informed the City that they could no longer hold the event, so City staff stepped in to continue this very popular event. This year is estimated to be the largest Winter Wonderland event both in number of people attending and number of vendors participating.
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Staff is also currently working to attract events to our area with a Special Event Sponsorship Program through existing events in the county like Festival Mosaic, attracting traveling shows and events from other areas to utilize City facilities. Staff is currently developing the Special Event criteria and template for the program.

- Work to remove barriers to use of the Sunken Gardens for special events

- **IN PROGRESS.** *Staff has identified ways to improve the electrical access in the Sunken Gardens area for special events. Most recent is the purchase of spider boxes to assist with electricity. Staff will continue improvements as we work with the Sunken Gardens facility.*

Celebrate the City's Road Projects and Other Capital Projects

- Install a sign at each Measure F-14 road project letting passersby know the project is funded with their sales tax dollars.
 - **ONGOING.** *Staff created and had fabricated two large signs that are placed on both sides of the project from when the project starts until the project is completed. These signs were utilized for the Alamo Avenue and Honda Avenue paving projects in Summer 2015.*
- Hold a Groundbreaking ceremony and issue press releases for each capital project.
 - **ONGOING.** *Staff announces each ground breaking in a press release and reaches out to media to be present for the ceremony. Information is available on the City's Facebook and website.*
- Hold a Ribbon cutting ceremony and issue a press release at completion of each capital project.
 - **ONGOING.** *Staff holds the ribbon cutting ceremony for each road completion and press release to announce the completion and makes that information available on the City's Facebook and website.*
- Actively notify in advance residents that will be affected by capital projects. Let them know, dates & times of construction, closures, delays and other inconveniences they may encounter. Actively notify in advance residents that will be affected by capital projects.
 - **ONGOING.** *Staff announces to everyone via press releases and on the City website and Facebook page where the project is located along with the details. For larger projects, residents specifically affected will be notified by mailers and or in person for road closures, delays and other inconveniences.*
- Assign a City liaison to troubleshoot problems that residents may have with capital projects.
 - **COMPLETED.** *Deputy Public Works Director has been assigned as the community liaison on all F-14 road projects.*
- Support the Sales Tax Oversight Committee, educating and informing them.
 - **ONGOING.** *The Citizens' Sales Tax Oversight Committee (CSTOC) was established in the Spring of 2015 after holding a community*

group meeting to determine how committee members were selected. After establishing appointment procedures, staff reached out to community groups to receive nominations and held a drawing to appoint committee members. The Committee first met in August 2015 to adopt bylaws and review the Critical Point Pavement Management System as well as to learn about Atascadero roads. The Committee met again in December to review both the annual F-14 financial report and the Community Roads Report.

- Use the Sales Tax Oversight Committee as ambassadors to tell the public about the City's sales tax measure program and what is happening.
 - **ONGOING.** *Staff has provided presentations and information to the Committee on various topics beyond the singular financial oversight purpose of the Committee, including pavement management, project prioritization, project communications, and other roadway projects not funded by Measure F-14. Committee members have informed staff that the additional information is very helpful and will assist in understanding the project process and responding to various taxpayer inquiries.*

- Produce and widely publicize a professional sales tax measure annual report.
 - **COMPLETED and ONGOING.** *Staff has prepared the sales tax measure Annual Road Report and Community Road Report. The Community Road Report (brochure) will be distributed to each property in Atascadero and both reports will be published on the City's website.*

- Make expenditure of all sales tax measure funds readily transparent and easily available to the public.
 - Account for F-14 revenues and expenditures in a separate "fund" in the City's financial system (GASB requires this to be part for Citywide financial statements, but keeping it separate internally will allow the public and other interested parties to view everything related to this activity separate and apart from other general fund activity).
 - **COMPLETED.** *A specific fund has been set up in the City's financial system to track sales tax measure revenues, expenditures, and fund balance.*

 - Publish the F-14 revenues, expenditures, assets, and liabilities separate from the General Fund on the City's website and in the F-14 Annual Report.
 - **IN PROGRESS.** *Staff has prepared the sales tax measure Annual Road Report and Community Road Report. The Community Road Report (brochure) will be distributed to each property in Atascadero and both reports will be published on the City's website.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Account for F-14 as a separate “fund” in the City’s budget.
 - **COMPLETED.** *The sales tax measure is shown as separate fund in the City’s budget. Section F of the City’s 2015-2017 Budget includes information on all budgeted expenditures for F-14 funds. In addition, all budget information on F-14 revenues, expenditures and fund balance was duplicated in separate budget document and is available on the City’s website.*

- Publish the F-14 budget on the City’s website and other outlets.
 - **COMPLETED.** *The sales tax measure budget is published on the City’s website.*

- Make available all capital project related information - budgets, bid documents, annual reports, and other data in one comprehensive area of our website.
 - **IN PROGRESS and ONGOING** *Staff has created a dedicated webpage for the public to review and obtain information on the F-14 Sales Tax Measure program, including CSTOC, press releases and newsletters, and supporting documents. A link to this webpage is located in the lower left corner of the main home page. Another link on the F-14 webpage directs the user to a separate webpage that Public Works maintains for all active capital projects – which includes bid advertisements, bid results, bid docs, etc. Staff will continue to upload relevant information and work to simplify the layout of both webpages to ensure the information is easily accessible and site user friendly.*

Common Sense Regulations and Reform Action Plan 2015-2017

Actions

- Encourage County, State and Federal Governments to reduce regulations
- Monitor and mitigate the effects of potential legislative actions
- Implement common sense updates to City codes
- Promote and adapt water quality regulations to fit Atascadero
- Protect and encourage long-term water sustainability for the Atascadero Water Basin
- Make City's Affordable Housing Program more developer friendly while continuing to work toward RHNA goals
- Improve the appearance of the commercial corridor
- Implement permit streamlining and efficiencies
- Implement common sense solar reform

Long-Term Goals

- We will embrace and value our history
- We will keep our community charm
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We will maintain our open space and rural character
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have an attractive and professional commercial corridor

Encourage County, State and Federal Governments to Reduce Regulations

- Utilize the City's advocacy consultant to promote the City's position on State legislation and regulatory issues.
 - **ONGOING.** *City staff has successfully utilized our consultant to assist in acquiring the Lake Park sediment removal permitting in the past. Recent advocacy assistance has been provided on specific PERS issues and with the Redevelopment dissolution process.*
- Participate with the League of California Cities.
 - Participate on Department and Policy Committees.
 - **ONGOING.** *Council Member Sturtevant continues to serve on the Housing, Community and Economic Development Committee at the statewide level. City staff continues to be active on various league committees.*
 - Participate in the Channel Counties Division.
 - **ONGOING.** *Council Members and staff continue to actively participate in the Channel Counties Division, attending all quarterly meetings. Atascadero is tentatively scheduled to hold a quarterly meeting in 2016.*
 - Attend League Events.
 - **ONGOING.** *Council Members and staff regularly attend League events including the League annual conference, division conferences, and webinars.*
- Coordinate Advocacy Opportunities with the League's Regional Public Affairs Manager.
 - **ONGOING.** *Staff connects with our League Regional Representative on a regular basis.*
- Meet regularly with Elected Officials.
 - **ONGOING.** *Staff and Council continue to look for opportunities for Council Members to network and confer with other elected officials.*

Monitor and Mitigate the Effects of Potential Legislative Actions

- Monitor potential changes to State law.
 - **ONGOING.** *Through the League of California Cities and other professional organizations, staff monitors all potential changes to State law that will affect cities.*
- Remain active with local government and professional organizations to understand the effects of potential changes and, when possible, affect positive changes before adoption.

- **ONGOING.** *Each staff member is active with their respective local, regional and state professional organizations. In conjunction with the League, these organization monitor potential changes to State law, analyze the potential affects to cities, and in some instances advocate particular actions.*
- Effectively communicate to members of the public regarding ongoing concerns about marijuana legislation.
 - **ONGOING.** *In September, the California Legislature passed three bills that create a broad regulatory and licensing system governing medical marijuana. As part of that legislation, cities were required to enact certain ordinances prior to March 1, 2016 in order to retain local control of distribution and cultivation of marijuana. The City Council held the first reading of the ordinance on January 19, 2016.*

There are also several potential ballot measures that are potentially slated for the November 2016 election related to adult-use (recreational) marijuana. Our attorneys at Burke Williams Sorenson continue to closely monitor all potential marijuana legislation and communicate the potential effects on cities.

- Monitor and communicate effects of Proposition 47 legislation on local crime trends.
 - **ONGOING** *The Police Department is providing statistical information to Cal Chiefs for ongoing analysis to determine the full impact of Proposition 47 on crime. Statistical data provided by Cal Chiefs show that crime was trending downward in the State of California from 2005-2014. The data being provided to Cal Chiefs by our department will be used as part of a statewide effort to evaluate crime trends for 2015 and beyond since the passage of Proposition 47.*
- Review systems and implement changes necessary to comply with the Affordable Care Act, PEPRA, minimum wage, sick leave for part-time employees and other employee-related legislation.
 - **ONGOING.** *Staff attended training to learn what the City needs to do to comply with the Affordable Care Act (the Act). Staff has implemented software updates to the payroll/accounting system to comply with the Act. Staff has reconciled and verified the updates made to the accounting system in order to assure reporting in compliance with the Act. Staff has put other systems in place to insure that supervisors are aware of the act and that the City is in compliance.*

Staff has implemented PEPRA reporting and reconciliation requirements. PEPRA legislation brought numerous changes to tracking, reconciliation, and reporting requirements for

Staff. The City's audit for fiscal year 2014-2015 reflects new GASB reporting requirements as well.

Staff evaluated minimum wage pay rates and made the necessary changes to comply with the minimum wage increase effective January 1, 2016.

A sick leave policy for part-time employees was developed to come into compliance with the new law. Staff made code changes to the payroll/accounting system to comply with required reporting on part time employee paychecks for sick leave pay. Sick leave pay is now offered to part time employees and is reflected on employee paychecks.

Staff continues to monitor employee-related legislation.

- Support common sense reform to Redevelopment Dissolution Legislation, advocating repayment of loans to cities and establishment economic development tools.
 - **ONGOING.** *Through advocacy and the League of California Cities, the City continues to support common sense reform to Redevelopment Dissolution. The City also supports the advent of real, practical and workable economic development tools.*
- Support the League of California Cities position on federal railroad reform.
 - **ONGOING.** *In June, the Mayor wrote a letter of support on the League's position on rail safety. The League endorsed the following 10 proposed changes to federal rail legislation.*
 1. *Mandate electronically controlled braking systems*
 2. *Expedite retrofit or phase-out of tank cars failing to meet current safety standards*
 3. *Mandate provision of real-time information to first responders in the event of accidents*
 4. *Increase federal funding for first responders*
 5. *Mandate speed limits*
 6. *Mandate stricter reporting requirements*
 7. *Identify priority routes for positive train control*
 8. *Mandate railroad industry compliance with Individual Voluntary Agreement negotiated with the U.S. Department of Transportation*
 9. *Devise a clear methodology for funding*
 10. *Regulate the parking and storage of tank cars*

Implement common sense updates to City codes

- Prepare zoning code update to eliminate unnecessary ordinances and regulations and minimize barriers and streamline the permitting of new businesses.

- **IN PROGRESS.** *With the hiring of the new Community Development Director, staff has been analyzing the zoning codes for effectiveness and determining the best path to streamlining the permitting of new businesses. A reformatting of the Zoning Code, adding graphics and creating a document that lives separately from the Municipal Code is a project currently in the works in Community Development that will be completed later in 2016. This new “document” will not be a code amendment, but simply a way to make the existing zoning more user-friendly. It will also create a template that may establish a basis for a future code text amendment.*
- Include information on regulation reform efforts in each semi-annual Strategic Planning Initiative Update *presented to Council.*
 - **ONGOING.** *This update to the action plan includes actions taken and future steps contemplated on regulation reform.*
- When appropriate, review new ordinances after a period to determine if they are efficient and effective.
 - Review Spice Ordinance and Anti-Camping Ordinance for effectiveness and make revisions if deemed appropriate.
 - **ONGOING.** *In May of 2015, a staff report was presented regarding the effectiveness of the Spice Ordinance. At that meeting it was determined that no changes need to be made.*
- Implement the new construction code to go into effect January 2017.
 - Analyze model construction code.
 - **IN PROGRESS.** *Building staff attended training in 2015 to assist with implementing the new construction codes. Staff is currently analyzing the model construction code in anticipation of next year’s implementation. The code has yet to be adopted by the state. We should have the California amendments by July 2016. Inspectors will be attending a two hour ICC-Central Coast Chapter meeting monthly. During the meeting there will be code update training and discussion.*

The Building Official has been appointed to the ICC-CCC Board which will enable him to bring training to the City of Atascadero towards the code changes. Plans include hosting at least two half day seminars focusing on the 2016 Code Changes. The training will be offered to all local contractors and design professionals. We will also be updating our Type V and Tenant Improvement worksheets.
 - Hold contractor forums regarding model construction code.

- **NOT STARTED.** Staff is planning on holding forums later this year to discuss the key features of the model construction code. The forums will include training and examples to assist implementation of the new code.
- Adopt new model construction code.
 - **IN PROGRESS.** 2016 codes will take effect July 2016 and will be implemented following that time. Staff is currently working on this implementation plan and should have the California amendments ready by July 2016. To help with the implementation, Inspectors will be attending a two hour ICC-Central Coast Chapter meeting monthly. During the meeting there will be code update training and discussion.
- Perform comprehensive Impact Fee Study to ensure impact fees are consistent with Council policy and future infrastructure needs.
 - **IN PROGRESS.** Staff is currently working with consultant to complete a development impact fee study
- Evaluate the fiscal impact of the annexation of Eagle Ranch into the City limits and apply common sense fiscal regulation through a Community Facilities District or other methods to ensure compliance with Council policy.
 - **IN PROGRESS.** Staff is currently working with a consultant to evaluate the fiscal impact of annexation.

Promote and Adapt Water Quality Regulations to Fit Atascadero

- Storm Water Regulations
 - Implement and adjust engineering design standards to achieve the best fit for Atascadero's needs.
 - **IN PROGRESS and ONGOING.** As required by the State of California and the RWQCB, the City adopted new stormwater regulations and Post Construction Stormwater Design Standards in early 2014. These new Design Standards require public and private projects to address and maintain historical stormwater infiltration, runoff, and water quality as part of new or redevelopment projects. City staff has strived to implement the newly mandated regulations while maintaining a local, common-sense and business friendly atmosphere by working closely with our local builders and developers to help answer and work through their questions and concerns.
 - Accommodate business friendly strategies, where applicable, while meeting regulatory intent.
 - **ONGOING.** City staff routinely meets with developers and business owners considering site modifications to discuss options available to meet new stormwater regulations, including not exceeding certain

thresholds that would negate post-construction mandates and more cost-effective alternatives during construction.

- Minimize impact on potential redevelopment opportunities in the Downtown.
 - **ONGOING.** *This is part of the storm water standards. The standards attempt to minimize impacts on redevelopment as much as possible, including flexible options for landowners to obtain compliance with the new standards. Staff has incorporated exemptions to the maximum extent possible and considers offsite mitigation opportunities as available for alternative compliance.*
- Implement and adjust post-construction maintenance and monitoring strategies that are reasonable and practicable.
 - **IN PROGRESS and ONGOING.** *The approved regulations minimize monitoring and reporting activities, including flexible options for landowners to obtain compliance with the new standards.*
- Onsite Waste Water Ordinance
 - Implement and adjust septic design standards to fit Atascadero's unique needs and physical setting.
 - **IN PROGRESS and ONGOING.** *The City is currently implementing new Onsite Wastewater Management Plan (OWMP) requirements adopted by the State Water Resources Control Board in January 2014 for siting, design, operation, and maintenance of onsite wastewater treatment systems. The City has the option to submit a Local Agency Management Plan (LAMP) for Central Coast Water Board approval. An approved LAMP would allow the City to permit additional systems such as small mound type systems and have more flexibility in site design and layout. Submittal and approval of a LAMP requires additional staff and implementation time. The extra time and costs are related to LAMP generation and long-term implementation and yearly reporting to the State. Staff is evaluating whether or not a LAMP is worth the effort.*
 - Partner with Atascadero Mutual Water Company for continued efforts toward protection of groundwater sources.
 - **ONGOING.** *The City works closely with AMWC on groundwater issues. Regularly occurring meetings are held between AMWC and City staff and representatives to discuss various topics, including protecting groundwater. City staff also conducted a joint meeting with AMWC to review the draft WWTP Master Plan. Both the City and AMWC are members of the Paso Robles Groundwater Basin Advisory Committee, and both participated on the Salt/Nutrient Management Plan for the basin.*

- Implement and adjust monitoring and maintenance strategies that are reasonable and practicable.
 - **ONGOING.** *The City was successful with draft review comments that the OWMP did not change monitoring and maintenance strategies for existing or new onsite wastewater systems. However, the City may be able to achieve additional, design and reporting flexibility (OWMP Tier 2 requirements) should the City choose to develop and submit a LAMP to the State. Submittal and approval of a LAMP will require additional staff and implementation time. The extra time and costs are related to LAMP generation and long-term implementation and reporting to the State. Staff is evaluating whether or not a LAMP is worth the effort.*
- Monitor development/implementation of new Regional Regulations.
 - Monitor current trends and pending regulations affecting local jurisdictions.
 - **ONGOING.** *City staff continue to monitor the ever-increasing and changing water quality regulations and mandates by utilizing a variety of tools including subscribing for email updates from regulatory agencies, periodically visiting regulatory websites, attending professional society meetings, and discussing regulations with staff from AMWC, SLO County, and neighboring cities. Pending or potential regulations are currently predominately related to groundwater issues. New stormwater regulations went into effect on July 1, 2013.*
 - Collaborate with decision-makers on a Regional and Statewide level to ensure reasonable and practicable regulation reform.
 - **ONGOING.** *City representatives participate in various advisory committees including Water Resources Advisory Committee and Paso Robles Groundwater Basin Advisory Committee. In addition, the City participates and reviews various regional studies, such as the Paso Robles Basin Salt and Nutrient Study.*
 - Attend Water Resource Advisory Committee (WRAC) to influence county-wide water quality regulations that benefits Atascadero.
 - **ONGOING.** *Council Member Roberta Fonzi is the City appointment to the WRAC and attends WRAC meetings.*

Protect and Encourage Long-term Water Sustainability for the Atascadero Water Basin

- Meet regularly with water district leaders to discuss potential changes to water regulations and the local water environment.

- **ONGOING.** *Roberta Fonzi is the Council water liaison. Council Member Fonzi and the City Manager meet monthly with representatives from the Water District to discuss potential developments in the local water environment.*
- Continue to support the exclusion of any properties overlying the Atascadero Water Basin from any potential water district formed for the Paso Robles Groundwater Basin.
 - **ONGOING.** *Council has taken a consistent position to support the exclusion of any properties overlying the Atascadero Water Basin from any potential water district formed for the Paso Robles Groundwater Basin. Current district formation documents exclude the Atascadero Basin from the proposed district boundaries.*
- Continue to support the formation of a separate and distinct groundwater sustainability agency for the Atascadero Groundwater Basin.
 - **ONGOING.** *Council has taken a consistent position to continue to support the formation of a separate and distinct groundwater sustainability agency for the Atascadero Groundwater Basin.*
- Monitor all County actions pertaining to water and become involved with County staff and the Board of Supervisors where appropriate.
 - **ONGOING.** *Staff works with Water District staff members to stay abreast of potential County actions pertaining to water. Council Members and staff members attend Board of Supervisor meetings where appropriate to advocate for City water positions.*
- Work with the water company to develop additional water savings ideas for City facilities.
 - **ONGOING.** *City is meeting State mandate of 28% reduction in consumption. A presentation was made to the City Council in September 2015 outlining the water conservation steps taken to achieve the reduction goal.*
- Monitor Atascadero Mutual Water Company actions related to drought regulations.
 - **ONGOING.** *Roberta Fonzi is the council water liaison. Council Member Fonzi and the City Manager meet monthly with representatives from the Water District to discuss all water issues including those actions related to drought regulations.*

Make City's Affordable Housing Program More Developer Friendly While Continuing to Work Toward Regional Housing Needs Assessment (RHNA) Goals

- Revisit Atascadero's affordable housing policy looking for potential opportunities to reduce requirements for new development.

- Compare the City's affordable housing policy against other jurisdictions within the County and of similar size throughout the State and provide the City Council with a management report.
 - **NOT STARTED.** *This effort had been delayed due to staffing constraints and is expected to be accomplished in late 2016.*
- Review the City's affordable housing policy and explore adjustment of total percentage set aside to tie it consistent with the City's adopted Regional Housing Needs Allocation.
 - **NOT STARTED.** *This effort had been delayed due to staffing constraints and is expected to be accomplished in late 2016.*
- Explore developing new multi-family zoning ordinance standards to provide more market based solutions for moderate income / workforce housing (affordability by design).
 - **NOT STARTED.** *This effort had been delayed due to staffing constraints and is expected to be accomplished in late 2016.*
- Create a funding rating system that clearly defines how to rate projects to when project request use of the City's Affordable Housing In-Lieu Fund.
 - **NOT STARTED.** *This effort had been delayed due to staffing constraints and is expected to be accomplished in late 2016.*
- Review the City's 2nd Unit Ordinance development standards looking for opportunities to further promote development of these units.
 - **NOT STARTED.** *Staff will work on this later in 2016, early 2017. Staff has also asked the consultant preparing the development impact fee study to determine the impact of these units. This information will be brought to the Council along with a potential policy decision on lower impact fees for second units.*
- Review and update development impact fees and analyze reduction of impact fees for 2nd units through a sliding scale approach to incentives affordable by design 2nd units. This may include an AB 1600 study updating development impact fees.
 - **IN PROGRESS.** *The impact of second units and the development impact fees for second units will be brought before the Council for a policy decision as part of the development impact fee study.*
- Consider amending the City's Zoning Ordinance for development standards for efficiency units.
 - **NOT STARTED.** *This activity may occur in early 2017 along with a look at other potential zoning ordinance amendments.*
- Implement a customer service program to assist existing projects under development in complying with the affordable housing conditions of approval.

- **IN PROGRESS.** *City Staff has actively worked with developers and the real estate agents to understand the City's existing affordable housing policy and conditions. When requested, City Staff has been able to swap units that were deemed to be sold as affordable units with other units in the development.*

Improve the Appearance of the Commercial Corridor

- Continue program for reduced building permits fees for signage through September 2016.
 - **ONGOING.** *Since inception of the reduced sign fee program many sign permits have been issued throughout the City and several applicants have moved forward through the administrative use permit process to receive exceptions to sign criteria. This has resulted in substantial compliance among the majority of the commercial businesses along El Camino Real and Morro Road. Staff is continuing to work with several business owners on obtaining sign permit approval and overall site compliance.*
- Continue program for reduced Administrative Use Permit fees for signs through September 2016.
 - **ONGOING.** *Since inception of the sign program, at least 4 Administrative Use Permits for non-conforming signs have been granted to allow exceptions to the sign regulations and therefore allow existing signs to be legalized and permitted. Several other businesses are still working towards applying for an administrative use permit.*
- Evaluate effectiveness of reduced fee program for signs and bring report back to Council prior to expiration of the programs.
 - **IN PROGRESS.** *Sign voluntary compliance program has produced very good results in most parts of the City. An update was brought before the Council in August of 2015. Staff continues to work with the remaining non-compliant business owners to assist them in coming into compliance with the City's sign ordinance.*
- Partner with local sign companies to submit building permit applications digitally.
 - **COMPLETED.** *We are now processing building permit applications digitally and this has been working very successfully.*
- Cut signage review timeframes to less than 48 hours.
 - **COMPLETED.** *We are now completing sign permit review in as little as 24 hours for most applications.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Partner with the Chamber of Commerce and local sign companies to hold a Sign Symposium to educate business owners about the City's sign ordinance, hear from business owners about their sign needs and concerns, and come up with creative solutions for business visibility in Atascadero.
 - **COMPLETED.** *A sign symposium was held in Spring of 2015. It was well attended.*

- Develop a positive recognition program for those businesses that are in compliance with sign ordinance and that pledge to "Improve Atascadero Signage".
 - **ONGOING.** *In May, staff implemented a "Beautification Pledge Certificate" signed by the Mayor for businesses in compliance or those that came into compliance with the "Improve Atascadero Signage" campaign. Beautification certificates were rewarded as a thank you to businesses for improving their storefront signage and assisting to beautify our City. The certificate entitles the business to provide the City with their logo to include on the City's website as a supporting business of the signage ordinance campaign.*

- Highlight new signage installs through social media and other positive outlets.
 - **ONGOING.** *Staff posted new signage installs through the City's website page and presented the "Beautification Pledge" with personal visits to reward our local businesses in person.*

- Recognize businesses that provide signage that fosters character and innovative designs through an award or other type of recognition.
 - **ONGOING.** *Staff recognized businesses that had positive signage installs through the City's website where they are listed with their address and website information on the Community Development link for "Signage Campaign Partners" and they are given premium exposure on the City's home page with logo rotation where the signage information button is located.*

- Provide the City Council with an Improve Atascadero Signage Clean-Up Campaign update in late summer 2015 on the effectiveness of business outreach.
 - **COMPLETED.** *An update to the Sign Clean-Up Strategy was brought before Council in August 2015. At that time over 65% of businesses had removed temporary signage from their premises. Next enforcement steps and potential future tools were discussed.*

- Continue to work with the Chamber of Commerce to help business understand the signage ordinance and requirements.
 - **ONGOING.** *Staff continues to meet with the Chamber monthly and as part of that meeting, the sign clean-up campaign is discussed.*

- Continue momentum of Sign Clean-up Campaign, by contacting non-compliant businesses.
 - **ONGOING.** *A third round of in-person visits and letters occurred in October 2015. From this additional communication several more businesses have been brought into compliance.*
 - City Staff to perform a visual inspection of non-compliant businesses in the middle of May. Staff to follow up with a phone call to those businesses.
 - **COMPLETED.** *Staff completed a visual inspection of all businesses along the El Camino corridor. Each business was visited and given a notice letting them know what violations they had. Businesses were also offered staff assistance in understanding and complying with the sign ordinance.*
 - City Staff to perform a 3rd visual corridor inspection of remaining non-compliant businesses in the middle of June. Staff to follow up with a business visit.
 - **COMPLETED.** *Staff once again completed a 3rd visual corridor inspection. Again visiting and/or noticing those businesses that were still not in compliance.*
 - City staff to bring back a report to the City Council highlighting progress made and remaining non-conforming businesses.
 - **COMPLETED.** *A report was brought back to City Council in August 2015. It is expected that a second update will be brought back to Council in Spring 2016.*
 - City staff begins implementing fines and other penal methods to achieve compliance from the remaining non-compliant businesses.
 - **ONGOING.** *Staff is currently in the process of negotiating voluntary compliance with three remaining businesses. The City Attorney is currently working with one business owner that is not in compliance and is facing potential citations. Additionally, this process is a continuous effort since some new businesses have opened and installed prohibited signs following the initial outreach by Staff. Staff is working with these new businesses to help them understand the City's Sign Regulations and allow adequate time to comply.*
- Work with property owners of commercial centers and further explore ways to incentivize monument signage upgrades.
 - **ONGOING.** *Staff has spoken with property owners and tenants in several of the commercial centers to let them know of the options to*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

increase sign visibility and enhance sign design. Additional outreach and an ongoing effort needs to continue in this arena.

- Explore the creation of monument signage “stock plans” that are pre-approved by City Staff and Engineered to further incentivize upgraded signage and eliminate the use of A-Frame signs, etc.
 - **NOT STARTED.** *Staff will draft a stock monument sign plans that include appropriate dimensions, engineering and typical design layout that meets City sign standards and engineering/building standards that could be used by businesses seeking additional multi-tenant signage. This could be completed summer/fall of 2016.*
- Explore a building permit fee waiver incentive program for commercial store front improvements.
 - **NOT STARTED.** *Staff will discuss the options of this program and strategize on how this could best be designed to benefit commercial storefronts in specific locations such as the downtown area and what fees could be waived- summer 2016.*
- After significant experience with the Sign Clean-Up Campaign, review the effectiveness of our current sign ordinance and bring back changes based on what we learned.
 - **NOT STARTED.** *This review will likely result in much needed amendments to the City’s Sign Regulations, possibly as a component to needed Zoning Code amendments. Staff will create a report based on what we learned and create a list of suggested potential updates to the regulations back to City Council in late 2016.*

Implement Permit Streamlining and Efficiencies

- Continue to look for ways to streamline permitting.
 - **ONGOING.** *Over the past year, staff has worked with several commercial businesses to shorten the building permit process. This was done by utilizing on-site meetings in addition to plan intake meetings to strategize on building code compliance, thereby reducing turn-around time and enhancing communication between builder, architect, and plan checkers. This process was successfully utilized for the Kochi and Alehouse restaurants as well as several of the larger residential projects currently under construction*
- Commit to accepting only complete plan checks for submittal.
 - **COMPLETED/ONGOING.** *Building and Planning are continuing to transition to only accepting complete plan checks. New checklists at the counter have been created to assist with this process. This is an ongoing effort, as many community members are used to a process*

that allowed a piecemeal submittal. This transition will be complete in the summer of 2016.

- Provide intake meeting opportunities for business developers.
 - **COMPLETED.** *We provide intake meetings for both residential and commercial projects. This has worked well and customers are appreciative with this process.*
- Purchase and implement a new permitting issuance and tracking system.
 - **IN PROGRESS.** *Staff is currently reviewing options and setting plans and timelines in place for new system. A multi-departmental task force is currently meeting bi-weekly for needs assessment, research, and coordination. "Go live" target date is currently scheduled in 2017.*
- Actively communicate with owners and consultants if there is the same plan check comment through multiple submittals.
 - **COMPLETED.** *If there are still corrections after a second plan review, the applicant's design team is called in to meet with City staff so that plan check comments may be clarified/explained in detail, misunderstandings be cleared up and questions answered.*
- Provide training and professional opportunities for our employees.
 - **ONGOING.** *Staff has been sent to wide variety of training opportunities and will continue the same in 2016. IN 2015, additional building staff acquired building inspection licensing and other staff took place in professional development training. Examples include:*
 - *Building code professional training*
 - *American Planning Association seminars*
 - *Management and leadership training*
 - *Training and dealing with difficult people*
 - *Emergency Operation Center training*
- Work to retain professional, friendly employees.
 - **ONGOING.** *Staff continues to strive to make the City a good place to work through culture and flexibility. The Council supported additional staff positions as part of the 2015-2017 Budget to help alleviate some stress associated with unattainable workloads. And innovative programs such as the one-time leave buy-back program that was offered last June were implemented (The program allowed employees to cash out some of their leave balances; getting needed cash to employees who wanted it, while at the same time reducing the City's liability.)*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Ensure that systems are developed so that opening of City Hall on Fridays does not slow the issuance of permits.
 - **COMPLETED.** *City Hall has been open on Fridays since July 10, 2015.*
- Reduce the number of plan checks being sent to Code Check by keeping more residential projects in house.
 - **COMPLETED.** *Staff has significantly reduced the amount of plans going to Code Check by performing these plan check in-house. The president of Code Check came in to ask if we were satisfied with the service they provide as they had seen a decrease in submittals.*
- Review all plan check resubmittals prior to sending them to Code Check for a second review.
 - **IN PROCESS.** *Staff is reviewing all plan check resubmittals prior to sending them to Code Check as time allows. As building inspection staff gets completely trained, it is expected that this action can occur on a more regular basis, potentially shortening the review process.*
- Allow Code Checks correction comments to be a condition of approval on the permit card when possible.
 - **IN PROCESS.** *Staff has diligently worked to look for opportunities for correction comments to be a condition of approval rather than require a resubmittal. At this point, staff is striving to have plan checks conditioned to the greatest extent possible.*
- Work on a program to provide an over the counter plan check service during specified hours for minor residential remodel projects.
 - **IN PROCESS.** *Staff is currently working on a plan to implement this and will have a trial program that includes over the counter plan checks in summer 2016.*

Implement Common Sense Solar Permitting Reform.

- Provide services for on-line, fax and over-the-counter Solar Permit submittals.
 - **COMPLETED.** *Atascadero was the first city on the Central Coast to provide this service. We have been providing and improving on this service since January 2014. This continues to be a popular service that will be continued into the future.*
- Draft staff report and local ordinance related to expedited permitting procedures for small residential rooftop solar systems by July 1, 2015.
 - **COMPLETED.** *An ordinance was brought before Council in July 2015 and adopted by the Council at the August 11, 2015 meeting. Atascadero was the second city, on the Central Coast, to be in full*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

compliance with AB2188. There are several cities that are still working towards compliance. Staff now provides example solar plans and stock details to assist homeowners and businesses with submittal of permit requests, thereby significantly expediting the plan preparation and plan check process.

- Get local ordinance approved in compliance with AB2188 relating to solar energy permits that is due by September 30, 2015.
 - **COMPLETED.** *An ordinance was brought before Council in July 2015 and adopted by the Council at the August 11, 2015 meeting. Atascadero was the second city, on the Central Coast, to be in full compliance with AB2188. There are several cities that are still working towards compliance.*

- Provide a complete checklist for PV (Photovoltaic) submittals.
 - **COMPLETED.** *Staff developed PV checklists with diagrams, labeling guidelines, and current Atascadero Fire requirements, both on line and at the front counter.*

- Continue to send inspectors to PV training to keep up with the constant equipment changes.
 - **ONGOING.** *Inspectors are continuously provided with online, seminar and field training.*

- Provide full time front counter consultation for questions on installation.
 - **ONGOING.** *Staff provides front counter and phone guidance/consultation in both code and manufactures interpretations for PV systems.*

- Post informational handouts to our website related to AB2188.
 - **COMPLETED.** *Informational handouts were posted on the City's website in early 2015 and we currently offer submittal checklists, standards plans and other information designed to simplify the process.*

High Quality Public Safety Services Action Plan 2015-17

Actions

- Invest in public safety equipment and infrastructure
- Collaborate with community groups and partner agencies
- Participate in regional activities
- Involve the community in public safety issues
- Make training a priority
- Focus on core services

Long Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We will foster quality of life by engaging the public
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have popular annual events that are important to our sense of community and economic health

Collaborate with Community Groups and Partner Agencies

- Work with local School District Officials to provide training and enhance response to critical incidents occurring on school grounds.
 - **COMPLETED AND ONGOING.** *The Police and Fire Departments have provided training to school officials and participated in several high profile incidents with District Officials and Staff over the past year strengthening our partnership.*

- Police and Fire to partner with Lighthouse and other similar programs as response to drug abuse occurring within the community.
 - Participate in Lighthouse meetings.
 - **ONGOING.** *Council Member Moreno and City staff representatives participate in Lighthouse meetings.*
 - Develop & lead the reality tour program.
 - **ONGOING.** *Both Fire and Police personnel are key to developing and leading the Reality Tour Program. The last tour was held in Fall 2015.*
 - Support the mentorship program.
 - **ONGOING.** *Both Fire and Police personnel support the Lighthouse mentorship program.*
- Police and Fire to partner with the School District on the presentation of the “Every 15 Minutes” program.
 - **COMPLETED.** *The Every 15 Minute Program was held in Spring 2015. The program was highly successful and strengthened the partnership between the School District and Police and Fire personnel.*

Participate in Regional Activities

- Continue Fire Department participation in a new county-wide SLO Type 3 Incident Management Team (SLO IMT3).
 - **ONGOING.** *Three years ago, SLO County developed a county-wide Incident Management Team. The success of this team is dependent on members from the County and all cities within the County. The Fire Department has three of its members on the SLO County IMT.*
- Work with the County on implementing the newly amended cooperative agreement for the Regional Hazardous Materials team.
 - **COMPLETED.** *The agreement was approved by Council in April of 2015. The Regional HazMat Team was successfully deployed during the recent San Gabriel Incident to great effect.*
- Stay involved in changes to the County-wide animal control contract.
 - Actively participate in discussions regarding county animal shelter facility decisions.
 - **ONGOING.** *Both the Police Chief and the City Manager are participating in countywide discussions related to the building of a new facility and the funding mechanisms. City staff also toured the existing animal shelter facility to understand the problems with the current facility and the need for a new facility.*

- Advocate reasonable cost effective solutions to animal shelter facility needs.
 - **ONGOING.** *Both the Police Chief and the City Manager are participating in countywide discussions related to the building of a new facility and the funding mechanisms. County staff has taken the position that a budget of \$14 million has already been set for a new animal shelter facility and that the cities may either choose to participate or not participate. City staff continues to lobby to get the projected cost of \$875 a square foot down to a more reasonable cost.*
- Evaluate funding allocations for new shelter facility and the effects on Atascadero.
 - **ONGOING.** *Staff has asked for copies of the worksheets and spreadsheets used to determine the allocation percentages for the new facility. County staff has agreed to provide the spreadsheets, but has not yet done so.*
- Keep Council informed on developments regarding new animal shelter facility.
 - **ONGOING.** *Council will be kept informed throughout the development of the project. The Council will have to take action to decide to participate in the animal shelter facility.*
- Work with local, State and Federal entities to leverage grant monies for enforcement, education and equipment including Alcohol Beverage Control grants and Office of Traffic Safety Grants.
 - **ON HOLD.** *Ongoing in the future but temporarily suspended for the coming year due to staffing constraints.*
- Remain very involved with the SLO County Fire Safe Council and actively pursue grant funding for the annual chipping program.
 - **ONGOING.** *The City received \$30,000 for the Fiscal Year 2015/2016 Chipping Program.*
 - **ON HOLD.** *The Fire Department did not receive grant funding for the Chipping Program for the fiscal year 2016/2017. In fact the entire County of San Luis Obispo Fire Safe Council failed to get any grant funding.*
- Continue to work closely with the Cal Fire Forester on developing projects that provide defensive space and breaks on the City's western boundary.
 - **ONGOING.** *A 7+ mile defensive space and break is being constructed along the City's western boundary in the county. The project runs roughly from the Castlerock Development to just north of Tassajara Canyon and is expected to be complete by 2019.*

- Develop our own in house State Certified Forester.
 - **IN PROGRESS.** *The department has hired a Cal Poly graduate who majored in Natural Resource Management. He is eligible to become a licensed State of California Forester after the completion of an apprenticeship. He is currently working under a Cal Fire Forester to complete his apprenticeship. Once completed, he will benefit the City in a number of ways the least of which is forest management and grant applications.*

- Actively pursue grants needed to improve Atascadero public safety.
 - **ONGOING.** *While grant funding opportunities in the Fire service have decreased significantly in recent years, there are still some police grants available. The City has been successful in allocating SLESF and re-alignment grant funding and staff continues to look for creative funding opportunities to improve public safety.*

- Collaborate with the County Fire Chiefs and the Sherriff to develop governance of the county CERT team.
 - **IN PROGRESS.** *A Stakeholder Meeting was held in November 2015.*

- House one county CERT team trailer here in Atascadero.
 - **ONGOING.** *The CERT team trailer is housed at Fire Station #1.*

- Remain active in regional and State Associations.
 - Participate as the City Manager appointment to the Ambulance Performance Operations Committee or APOC.
 - Participate as Operational Area Coordinator (Op Area Co) Alternate.
 - Chair the County-wide California Incident Command Certification System (CICCS).
 - Participate as part of the CJAA Criminal Justice Administrators Association.
 - Remain a member of the Regional CICCS Committee.
 - Chair the County HazMat Board of Directors and be the HazMat Team Liaison.
 - Continue to be the California Fire Chiefs Liaison to county chiefs.
 - Be an active member of the County Mutual Aid Committee.
 - Remain a member of the League of California Cities Fire Chiefs Section.
 - Remain a Board Member of the California Fire Chief Association.
 - Be an active member of the Cal Police Chief's Organization
 - **ONGOING.** *City staff actively participates in all of the above committees and organizations.*

Involve the Community in Public Safety Issues

- Expand the implementation of the Police Service Area Coordination Program through the use of the Nextdoor online social networking service.

- **ONGOING.** *The program has been rolled out to the community and it is expected that future use will be expanded.*
- Fully implement a self-directed model for police and fire personnel to provide services within the community.
 - **ONGOING.** *Public safety employees are given discretion to pursue activities beneficial to the City outside of the scope of their normal assignments. Staff continues to work toward improved utilization of this program.*
- Work with neighborhood residents to resolve neighborhood specific issues as the need arises.
 - **ONGOING.** *Each neighborhood issue is addressed based on neighborhood need. Some issues can be resolved with a simple phone call and others may require concentrated effort and/or neighborhood meetings.*
- Continue to support annual CERT Training by providing personnel, facilities and promotion of the training.
 - **COMPLETED.** *A successful CERT class was held here in Atascadero in February 2015.*
- Seek funding through grants and donations to print and distribute the Business Continuity Plan & Tool Box for local businesses to use during an emergency and recovery.
 - **DELAYED.** *This project has been delayed due to a lack of funding. Staff continues to keep the program in mind and look for opportunities to obtain funding for the program.*
- Adoption the Local Hazard Mitigation Plan.
 - **COMPLETED.** *In October 2015, Council adopted a resolution approving the 2015 Update of the Local Hazard Mitigation Plan.*
- Work within the community to raise funding in support of the K9 program. Monies raised will be used for the purchase of the new K9 and ongoing training within the K9 program.
 - **COMPLETED** – *Funds exist to purchase a K9 at the appropriate time. Ongoing partnerships with Elks and Rotary will keep funding at high levels.*
- Collaborate with the County Fire Chiefs and the Sherriff to develop governance of the county CERT team.
 - **ONGOING.** *A countywide meeting of stakeholders was held November 2015.*

Make Training a Priority

- Emphasize training for all public safety personnel.
 - **ONGOING.** *In addition to the significant amount of training provided to fire personnel on shift, significant effort has been placed to complete the state Fire Marshall training tracks. Police training has focused on POST approved courses with completion of not only mandatory courses, but also courses that broaden the in-house capabilities of the department.*

- Hold a Disaster Council Meeting.
 - **IN PROGRESS.** *This training is currently scheduled to be held in Fall 2016.*

- Provide a Table Top Disaster Drill with a full EOC Activation Drill & Local Incident Management Team Type III (Type 3 IMT) utilization
 - **COMPLETED.** 2015

- Continue development of Fire Department Performance Based Training Program.
 - **ONGOING** *The department continues to develop Performance Based Training Standards in an effort to move completely away from hour based training. Three times a year the fire chief tests and measures all three shifts to the department performance standards for elapse time and competency.*

- Schedule fire training with neighboring fire departments quarterly.
 - **ONGOING.** *These trainings are scheduled and held semi-annually.*

- Ensure that new personnel are prepared for their role in a city-wide emergency.
 - **ONGOING.** *All City personnel are considered emergency workers and as such each employee is required to complete an IS700 FEMA class (NIMS). As part of employee orientation, employees also receive basic direction on what they are required to do in a Citywide emergency.*

- Pursue funding for a return trip to EMI.
 - Submit an application to EMI requesting a training opportunity.
 - **COMPLETED.** *An application was submitted in October 2015.*

 - Develop a budget and design an EOC training event.
 - **COMPLETED.** *Funding was included as part of the 2015-2017 Budget.*

 - Hold an EOC Emergency Exercise to prepare staff for a return trip to EMI.
 - **IN PROGRESS.** *An exercise is planned for May 2016.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Develop a budget and Exercise to be used for EMI attendance 2017/18.
 - **COMPLETED.** *Preliminary funding for pre-training was included as part of the 2015-2017 Budget. The exercise will be part of the 2017-2018 Budget and will be developed once accepted to EMI.*
 - **COMPLETED** *An application was submitted to FEMA for consideration in attending EMI.*
- Attend EMI Class FY 2017/18.
 - **IN PROGRESS.** *The City is awaiting acceptance from FEMA to the program.*

Focus on Core Services

- Maintain a focus on problem areas within the community.
 - The Police Department will maintain two full time Motor Officer positions to focus on traffic safety concerns in the community.
 - **ONGOING.** *The Police Department has successfully implemented the Motor Office Program and both positions are operational.*
 - The Police Department will maintain two Street Crimes Detective positions to address safety concerns in the community including narcotics related issues and juvenile crimes including gangs, graffiti and other associated issues.
 - **ONGOING.** *Both positions are hired and filled.*
- Continue to monitor Response Standards and evaluate deployment model for performance.
 - **ONGOING.** *The Fire Department reviews and evaluates all fire response data against standards.*
- Increase the use of the online reporting portal to provide additional methods of crime reporting for community members and increase the amount of proactive enforcement time by officers.
 - **ONGOING.** *The system was re-designed to encourage greater employee direction towards the citizen portal and as such the portal is being used effectively and more frequently.*
- Investigate the effectiveness and viability of using body worn cameras for our officers. This will be done in cooperation with local area law enforcement partners.
 - **IN PROGRESS.** *The department has acquired the appropriate file storage for a test phase and is currently testing the Coban Body Camera System.*

- Continue to encourage high levels of customer service with employee groups in Police and Fire services.
 - **ONGOING.** *The Fire Department has set up systems that encourage customer feedback. The Police Department is working toward a similar goal and is in the development phase of the project.*
- Leverage of SLESF funding to provide line level officers with equipment to sustain and enhance current levels of service.
 - **ONGOING.** *SLESF funds continue to be programmed to provide officers with needed equipment. 2015 purchases include radio equipment, software, and communication systems enhancements.*
- Develop and Incorporate a Debris Management Plan as an Annex within the Multi-Hazard Emergency Response Plan (MERP).
 - **ONGOING.** *Public Works staff attended a Debris Management Training Course in March 2015.*
- Respond to requests from within the community for specific enforcement issues.
 - **ONGOING.** *Each enforcement issue is addressed based on need. Some issues can be resolved with deployment of the speed trailer and others may require a more concentrated effort.*
- Focus on criminal behaviors associated with the local transient population.
 - **ONGOING.** *There has been a recent reduction in activity related to the local transient population. We are working with local veteran organizations to find housing for veterans who are transient.*
- Work with local area law enforcement partners to develop appropriate strategies for addressing criminal conduct associated with the transient population responses.
 - **ONGOING.** *Staff continues to work closely with the County Probation Department, Mental Health services and the Veterans Services Office to help address the needs as well as the conduct of our local transient population, and with other local area law enforcement partners to address issues throughout the entire county.*

Invest in Public Safety Equipment and Infrastructure

- Replace all vehicle based mobile radios in the fire department.
 - **COMPLETED.** *This was completed Winter 2015.*
- Construct a new fire engine.
 - **COMPLETED.** *The fire engine was completed October 2015 and is now operational.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Refurbish Engines #7592 & #7591
 - **IN PROGRESS.** Engine #7592 is scheduled for completion March 2016.
 - **COMPLETED.** Engine #7591 was completed December 2015.

- Replace breathing apparatus.
 - **IN PROGRESS.** The breathing apparatus specifications were completed August 2015 and an order was placed September 2015. Delivery is expected January 2016.

- Look for funding opportunities to upgrade, refurbish or relocate existing public safety facilities.
 - Look for funding opportunities to complete needed deferred maintenance upgrades to the Police Station.
 - **IN PROGRESS.** Funding was allocated as part of the 2015-2017 Budget for building maintenance and remodeling.

 - Look for funding opportunities to perform a needs assessment evaluating Fire Station #1.
 - **COMPLETED.** Fire Impact Funds were allocated for fiscal year 2016/2017 as part of the 2015-2017 Budget.

 - Look for funding opportunities to modernize and remodel Fire Station #2.
 - **ONGOING.** Fire Impact funds were allocated for a needs assessment study for both Fire Station #1 and Fire Station #2. The assessment will be performed in 2016-2017. Staff continues to look for funding opportunities for potential modernization and remodeling projects.

- Replace dated handheld police radios using SLESF funding.
 - **COMPLETED.** All dated handheld police radios were replaced in 2015.

- Improve evidence processing capabilities with enhanced cell phone forensic and fingerprinting equipment.
 - **COMPLETED.** Equipment has been purchased and put into service.

- Evaluate the need for new Fire Based Records Management Systems (RMS) that is federally required HL-7 data compliant for medical records.
 - **IN PROGRESS.** Staff is in the process of evaluating software for a Fire Based Records Management System. It is expected that a

recommendation for a specific system will be brought to Council Spring 2016.

- Replace the fire departments 5 Cardiac Heart Monitors.
 - **IN PROGRESS.** *Staff is in the process of evaluating cardiac heart monitors. It is expected that a recommendation for purchase will be brought to Council Spring 2016.*
- Further develop operational policies and procedures for the Disaster Response Trailer (DRT).
 - **ONGOING.** *Staff continues to develop and refine standard operating procedures for the Disaster Response Trailer. The DRT is still a relatively new undertaking and has an entirely new set of disciplines associated with the deployment of this valuable resource.*
- Work with service provider to improve capabilities of the CAD system.
 - **ONGOING.** *Staff continues to work with the CAD System vendor to adjust the system and make improvements. This is an ongoing process.*
- Install “rat boxes” that monitor the exact moment when a light turns red, improving officer safety.
 - **COMPLETED.** *Rat boxes were installed at selected signal lights in 2015.*
- Look for opportunities to improve the safety of the City’s streets and roads system.
 - Complete the preliminary engineering phase to rehabilitate or replace the Via Avenue Bridge.
 - **IN PROGRESS.** *City staff is in the process of recommending a consultant to perform preliminary and final design for the project. The design phase of the project will stretch over several years and construction is expected to occur in 2019.*
 - Work to secure funding for the construction phase of the rehabilitation/replacement of the Via Avenue Bridge.
 - **COMPLETED.** *Staff has secured an HBRR grant for design and construction of the bridge project. Matching funds were programmed as part of the 2015-2017 Budget.*
 - Complete the preliminary engineering phase to replace the Santa Lucia Bridge.
 - **IN PROGRESS.** *City staff is in the process of recommending a consultant to perform preliminary and final design for the project. The design phase of the project will stretch over several years and construction is expected to occur in 2018.*

- Work to secure funding for the construction phase of the replacement of the Santa Lucia Bridge.
 - **COMPLETED.** *Staff has secured an HBRR grant for design and construction of the bridge project. Matching funds were programmed as part of the 2015-2017 Budget.*
- Implement the traffic sign and pavement marking management plan to comply with federal retro-reflectivity standards and guidelines.
 - **IN PROGRESS.** *The City is in the process of implementing a plan for assessing and maintaining traffic signs for new retro-reflectivity standards adopted by the Federal Highway Administration (FHWA) Manual on Uniform Traffic Control Devices (MUTCD). The standards require roadway authorities to select one or a combination of specified methods to assess and maintain traffic sign retro-reflectivity to increase traffic safety and reduce vehicle crashes. The City has selected a combination of two methods: blanket replacement and expected sign life. Blanket replacement will replace traffic signs in groups (all signs on a roadway segment) while expected sign life will estimate the cycle of replacement for blanket replacement (typically 12-15 years). These methods are a management strategy compared with assessment methods (visual nighttime inspection and measured sign retro-reflectivity) that are labor intensive.*
- Develop and implement standard operating guidelines for processing traffic sign requests and other traffic issues raised by the public.
 - **IN PROGRESS.** *A standard form has been created for use by the public to request traffic signs or other traffic related matters. This form is reviewed by the City Engineering staff, who will investigate and respond to the submitter. Standard operating guidelines are being drafted to develop standard processing of these requests. The form and procedures will be included on the City website, including other public outreach related to common traffic issues (stop signs, speed limits, etc.).*
- Continue to use safety as an evaluation factor when determining modifications to the operations and improvements to the infrastructure of the roadway system.
 - **ONGOING.** *The City considers safety as a principal factor when assessing traffic operations and infrastructure improvement of the roadway system.*
- Adopt and implement Wastewater Treatment Plant and Collection System Master Plans and recommendations for reliable and efficient wastewater collection and treatment.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Develop and prioritize capital improvement projects to ensure lowest life cycle system costs.
 - **COMPLETE.** *A list of capital improvement projects was developed and prioritized with the Master Plans for the WWTP and Collection System. The Master Plans will be presented to City Council for consideration in 2016.*

- Complete and implement wastewater fee study to ensure long-term funding of system operation and improvements.
 - **IN PROGRESS.** *The City Council authorized a consultant contract to study and recommend updated wastewater service fees. Wastewater service fees are affiliated with properties connected to the municipal sanitary sewer system and have not been adjusted in over 20 years (1994). The study includes various factors, including costs for capital improvements planned (see previous item). The fee study will be presented to the City Council for consideration in 2016.*

- Evaluate maintenance and inspection standard operating guidelines and policies and implement changes as needed.
 - **ONGOING.** *Standard operating guidelines are evaluated on a periodic basis and after various events or activities to ensure wastewater operations are safe, efficient and cost-effective. A comprehensive review will occur in 2016/2017.*

**Atascadero Lake Park, Pavilion,
Veterans Memorial and Zoo
Action Plan
2015-2017**

Actions

- Upgrade the physical infrastructure of the Zoo
- Increase marketing exposure for the Lake Park, Pavilion, Veterans Memorial and Zoo
- Increase parking capacity at the Lake Park complex
- Improve facilities and infrastructure at the Lake Park Complex
- Continue to monitor and review Zoo and facility fees to keep fees in line with Council policies

Long Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We are and will remain a patriotic city
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have popular annual events that are important to our sense of community and economic health

Upgrade the Physical Infrastructure of the Zoo

- Upgrade the electrical systems in the Zoo.
 - **COMPLETE.** *The Zoo electrical system upgrade is complete. The project included installation of a new service and three distribution*

panels; PG&E relocated the existing service to the new panels and upped the amperage to accommodate the future loads of the zoo; several old panels were removed; and existing circuits were re-routed to the new panels. This critical project provides the electrical backbone to upgrade exhibits and build new exhibits.

- Incrementally relocate the animal population to more appropriate locations within the Zoo to better fit with the ultimate vision of the Master Plan.
 - **IN PROGRESS.** *The eventual location of each exhibit in the Zoo is kept in mind each time an exhibit is renovated or upgraded. The new Red Panda exhibit is slated to be located in the Indo-Burma part of the zoo and the new Madagascar radiated tortoise exhibit will be the first exhibit in the Madagascar area.*
- Address ongoing infrastructure maintenance needs at the Zoo.
 - Continue to implement operational efficiencies to allow staff to spend more time on infrastructure maintenance needs.
 - **ONGOING.** *Staff continues to look for operational efficiencies in all repairs and renovations. Recent examples include upgrades to the aviary which reduce staff time spent cleaning the exhibit and recent pump changes in the Flamingo exhibit to save staff time, water and electricity.*
 - Coordinate with other departments for expertise on repairs, upgrades and maintenance of infrastructure.
 - **ONGOING.** *Zoo staff members meet with Public Works staff twice a month to schedule coordinated repairs and projects. Working together, staff has completed many important projects such as paving in front of the burrowing owl exhibit, trimming of trees, repair of the Lemur exhibit and general clean-up for the accreditation inspection. Zoo staff also regularly coordinated with other City staff member on projects such as Community Development (Master Plan changes needed for red panda exhibit), Fire (AED and other emergency training), and Police (fire range training and other emergency training).*
 - Evaluate all new exhibits and changes to exhibits to insure that ongoing maintenance needs are considered and if possible, reduced.
 - **ONGOING.** *A new maintenance evaluation and tracking system has been instituted. All maintenance work orders are evaluated prior to beginning the repair to determine what repair would be the best for ongoing maintenance needs, ongoing staff time commitments, cost effectiveness of the repair, and how long the repair will last.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Prioritize deferred maintenance projects based on animal welfare, safety, long-term goals, and resource availability.
 - **ONGOING.** *Deferred maintenance projects are evaluated and prioritized based on animal welfare, visitor and employee safety, resource availability and long-term goals. Staff has made significant progress on deferred maintenance projects and continues to work through those items that are broken, worn out or not effective.*
- Complete repair and rehabilitation of damaged aviary.
 - **IN PROGRESS.** *The structure and netting for the aviary have been repaired and rehabilitation of the area is complete. Work is in progress on aviary entrance enhancements. The exhibit is expected to be open to the public February 2016.*
- Construct a new Madagascar Radiated Tortoise Exhibit, removing the existing exhibit which has rot and other damage.
 - **IN PROGRESS.** *The old tortoise and burrowing owl exhibit has been removed and work is underway on a new Madagascar Radiated Tortoise Exhibit. A new year round tortoise house has been built, along with a pergolas and the framework for a new exhibit. Work to be completed includes new planter boxes, paving, fencing and glass viewing windows. The exhibit is expected to open in late Spring 2016.*
- Look for funding for other exhibits/facilities in need of replacement due to rot, age, damage or non-conformance with USDA, AZA of Fish & Wildlife Standards:
 - Fossa Exhibit
 - **IN PROGRESS.** *Staff continues to look for funding to repair the dry rot in the Fossa Exhibit.*
 - Old Bear Exhibit
 - **IN PROGRESS.** *Staff continues to look for funding to rehabilitate the Old Bear Exhibit Area. Currently displaced birds from the aviary are on exhibit in this area.*
 - Red River Hog Exhibit
 - **IN PROGRESS.** *Staff continues to look for funding to replace fencing in the Red River Hog Exhibit with glass viewing panels.*
 - Removal of remaining Creosote Poles
 - **IN PROGRESS.** *Staff has been able to successfully remove a number of creosote poles and replace perimeter fencing with chain link fencing. There are a number of creosote poles remaining in the zoo, and staff continues to look for*

opportunities to replace these poles with more appropriate fencing.

- Zoo Education and Picnic Area
 - **COMPLETE.** *Funding for a new outdoor event pavilion/area was approved as part of the 2015-2017 Budget. The pavilion is slated to be used for zoo education events, puppet shows and zoo fundraising events. In addition the area can be opened up to the park for rentals and events. Staff is in the process of drawing up an RFP for design services.*
- Complete planned deferred maintenance projects:
 - Center planter area.
 - **IN PROGRESS.** *The old benches and deteriorated planter areas were removed and construction of new planter areas is complete. Due to the drought, replanting of this area has not been started.*
 - Replacement of interior railings with standard Zoo railings
 - **IN PROGRESS.** *Significant progress has been made on replacement of interior railings with the Zoo standard railing. The Kiwanis completed a railing replacement project around the entire Spider Monkey Exhibit and staff was able to replace railings around the Vulture Exhibit.*
 - Repair of pavement areas
 - **IN PROGRESS.** *Significant progress has been made on repair of pavement areas. Many areas of the pavement have been ground, crack filled or otherwise repaired. A new pavement area was installed around the amphibian area and significant repair of the pavement will occur as part of the Madagascar Radiated Tortoise Exhibit Project.*
 - Pruning and removal of identified trees
 - **COMPLETE.** *Pruning and removal of the identified trees has been complete. Staff continues to monitor to health of all of the trees and coordinates with Public Works on major pruning projects.*
 - Repair floor in Education Animal Holding Building
 - **COMPLETE.** *The floor was repaired in the Education Animal Holding building.*
- Work with the Wine Festival Committee to raise funds for needed Zoo Projects and look for additional collaboration and donation opportunities.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *Staff worked with the Wine Festival Committee to more closely incorporate the Zoo into the Wine Festival Event. The Atascadero Children's Center displayed animal donation boxes throughout the event and staff worked with the Chamber on a new donation feature on the website for a donation to the Zoo along with ticket purchase.*
- Install new exhibits and upgrade existing exhibits to fit with the ultimate vision of the Master Plan.
 - Construct a new immersive Indo-Burma multi-species exhibit for red pandas, muntjac deer, and birds from the area.
 - **IN PROGRESS.** *The exhibit has been designed and plan checked. Soils testing was completed January 2016 and construction is expected to begin Spring 2016.*
 - Install a new toucan exhibit.
 - **IN PROGRESS.** *Grant funding was obtained for a new toucan exhibit and caging for the exhibit has been completed. Completion of the exhibit is expected Summer 2016.*
 - Complete the new Walkabout Wallaby Exhibit.
 - **IN PROGRESS.** *Perimeter fencing and establishment of a walking path has been completed. Completion of the exhibit is expected Fall 2016.*
- Work with the Friends of the Charles Paddock Zoo to obtain funding for needed capital projects.
 - **ONGOING.** *The Friends of the Zoo contributed over \$10,000 in funding toward accreditation projects. Staff is in the process of re-establishing regular meetings with Friends of the Zoo Board members and a strategic planning session with Board members and Zoo staff is tentatively scheduled for February 2016.*
- Improve communications with the Friends of the Charles Paddock Zoo.
 - **IN PROGRESS.** *Staff is working with Board members to improve communications and come to a common understanding of purpose. Staff is working with the Friends on a strategic planning session. A board member from a very successful Friends of the Zoo group, with a similarly sized zoo, has agreed to assist with the strategic planning to help get Zoo staff and the Friends on the right track.*
- Encourage Friends of the Charles Paddock Zoo to recruit local volunteers and Board members to add to the core Board in existence.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **NOT STARTED.** *Staff has discussed this with the Friends Board members and it was determined that a necessary first step is to adopt a strong strategic plan and improve Zoo/Friends communications before bringing in new volunteers. As part of strategic planning, a plan to strategically bring in new volunteers will be developed.*
- Attend the AZA Conference and Board meetings as appropriate to insure that Zoo staff and City Manager are up to date on modern zoological practices.
 - **ONGOING.** *Zoo staff and the City Manager have attended several AZA trainings. Staff continues to look for more opportunities to increase and broaden training in order to stay up to date on modern zoological practices.*

Increase Marketing and Exposure of the Pavilion, Lake Park, Zoo and Veteran's Memorial

- Increase marketing presence on Google, Facebook and other internet sources for the Pavilion as an event center.
 - **IN PROGRESS and ONGOING.** *Staff has updated the www.VisitAtascadero.com website with information about the Pavilion. Staff is currently redesigning the Pavilion website; once that is completed in February 2016, we will be promoting the event center heavily through social media, Google, etc.*
- Look for marketing opportunities to promote the Pavilion, Lake Park, Zoo and Veteran's Memorial.
 - **IN PROGRESS and ONGOING.** *Staff has advertised the Zoo's events with a variety of television commercials, Chamber showcase mixer, radio talk shows, print ads and digital ads for the 60th Anniversary, Zoo Boo and Holiday Magic. Staff has promoted the Lake Park with the Saturday Concert series on Facebook, KCOY and KSBY newscasts. Staff is currently promoting the Zoo, Veteran's Memorial, Pavilion and Lake Park through social media, the Visit Atascadero website, digital retargeting and paid keyword search.*
- Increase the promotion of the Zoo.
 - Look for education opportunities to tell about the important work being done at the Zoo.
 - **ONGOING.** *Staff looks for opportunities to let residents and visitors learn about the significant conservation work being done at the Zoo. Outreach efforts includes tours for Wine Festival Committee Members, presentations on Turtles in Trouble and Red Panda habitat to Rotary members, and events and press releases such as the recent ribbon cutting for the Turtle lab.*
 - Prepare monthly Zoo articles.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **NOT STARTED.** *Staff feels that this is a worthwhile communication tool, however focusing on Zoo events and promotions has not allowed us to undertake a monthly newsletter. This program is estimated to be kicked off Fall 2016.*
- Encourage Friends of the Zoo Membership newsletters.
 - **IN PROGRESS.** *The Friends of the Zoo have issued several newsletters. It is hoped that with better communication and teamwork, the Zoo can assist the Friends in getting out a regular newsletter for members.*
- Issue Press Releases on new and exciting happenings at the Zoo. (Send to both local and national media outlets)
 - **ONGOING.** *Staff has worked with local media outlets on events in 2015 from the babies being born, the 60th Anniversary, and the recent Turtle Lab and launch of Turtles in Trouble Exhibit. Press releases have gone out both locally and nationally with the Association of Zoos & Aquariums accreditation.*
- Investigate the opportunity for receptions at the Zoo.
 - Look for funding for a new education / event center area at the front of the Zoo.
 - **COMPLETED.** *Funding for a new outdoor event pavilion/area was approved as part of the 2015-2017 Budget. The pavilion is slated to be used for Zoo education events, puppet shows and Zoo fundraising events. In addition, the area can be opened up to the park for rentals and events. Staff is in the process of drawing up an RFP for design services.*
- Follow, maintain and engage in social media regarding the Pavilion, Lake Park, Zoo and Veteran's Memorial.
 - **IN PROGRESS and ONGOING.** *Staff has engaged, followed and posted on social media for the Zoo on the Zoo's Facebook page, Visit Atascadero Facebook page and website with a variety of events as well as regular posting of information. Staff has also engaged the Lake Park, Veterans Memorial and Pavilion on the City and Visit Atascadero Facebook pages for events like Veterans Day ceremony, Concert Series, Wine Festival and Holiday Boutique.*
- Improve Directional signage to Lake Park/Zoo/Veteran's Memorial. (Particularly at US 101 / Highway 41)
 - **IN PROGRESS.** *A new sign at the bottom of the southbound US 101 ramp was installed by the Veteran's Memorial Foundation to include directions to the Veteran's Memorial.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Plan for connectivity between downtown corridor (El Camino Real) and Atascadero Lake Park facilities, including better exposure and wayfinding, as a goal in the State Route 41 West Corridor Study.
 - **IN PROGRESS.** *The Highway 41 Corridor Study is in progress. The goal of the study is to provide a long range plan for complete streets along the Highway 41 Corridor including bike paths, sidewalks and way-finding.*
- Hold and advertise Special Olympics World Games host town event at the Zoo and Lake Park.
 - **COMPLETED.** *A special event including Zoo tour, Tuesday BBQ in the park, music and dancing was held July 2016. Due to delays in Los Angeles, the athletes were ultimately unable to attend the event; however the event was enjoyed by many community members.*

Improve Facilities and Infrastructure at the Lake Park Complex

- Look for funding opportunities to make non-compliant picnic areas ADA compliant.
 - **IN PROGRESS and ONGOING.** *The City has been utilizing CDBG and other funding to remediate various accessibility barriers throughout the City, with an emphasis on Atascadero Lake Park. Picnic Area No. 3 is planned to be reconstructed for ADA accessibility with reprogrammed CDBG monies or in conjunction with the Zoo Event Center.*
- Complete the pathway improvement irrigation and landscaping.
 - **DELAYED.** *A bid was put out to complete the irrigation and landscaping along the new pathway at Atascadero Lake Park. No satisfactory bids were received and staff is re-evaluating the original plan to put back turf in this area. The CDBG funds appropriated for this project could be appropriated for Picnic Area No. 3.*
- Look for funding and opportunities to renovate the Zoo Education portion of the Ranger House.
 - **IN PROGRESS.** *Staff continues to look for funding opportunities to renovate the Zoo Education portion of the Ranger House. Minor improvements such as paint, new cabinets and HVAC repairs have been complete. Funding for further renovations continues to be sought.*
- Look for opportunities to improve and sustain appropriate lake water levels for recreational use and aesthetics.
 - Repair the Lake Fill Line to insure long-term and reliable performance for capturing all possible opportunities to divert allocated runoff to lake.

- **IN PROGRESS.** *Funding was included as part of the 2015-2017 Budget. New piping has been installed at overflow structure to bypass inverted siphon and increase pipe flow. A more significant pipe repair project under San Gabriel Road is planned for 2016.*
- Cooperate with the Friends of the Lake in their efforts to improve lake conditions while being mindful of social, political, environmental, and economic impacts.
 - **ONGOING.** *Staff meets regularly with Friends of the Lake representatives and has worked with the Friends to put on projects such as the Lake Clean-up Day in October and the Lake Informational Bulletin Board installed near the Ranger House.*
- Do not use water from the Atascadero Basin (community's drinking water supply) to fill the Lake.
 - **ONGOING.** *The Council has been consistent in maintaining the policy not to fill the Lake with water from the Atascadero Basin.*
- Investigate the feasibility to modify creek and pipe inlet conditions to increase intake capacity for the fill line from Atascadero Creek.
 - **COMPLETED.** *City staff fabricated and installed a new screen mechanism to the inlet pipe at the creek source to deter plugging of the inlet structure and comply with US Fish & Wildlife regulations related to keeping fish from entering the pipe.*
- Implement water quality / aeration improvements to improve the clarity of, and environmental health of the Lake.
 - Re-Install fountains to improve water quality when water levels are appropriate.
 - **DELAYED.** *There has not been sufficient water in the lake to re-install fountains.*
 - Cooperate with the Friends of the Lake in their efforts to improve lake water quality while being mindful of social, political, environmental, and economic impacts.
 - **ONGOING.**
 - Continue Lake Clean-Up Day(s).
 - **ONGOING.** *The City assisted the Friends of the Lake in holding a Lake Clean-Up Day in October 2015. We had a total of five, 20-yard dumpsters completely filled. The majority of the clean-up was done on Lakeview Drive and at the Pavilion by the exercise course.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Improve appearance and physical condition of Pavilion by expediting deferred maintenance work.
 - Refurbish and maintain wood floor in main event center.
 - **COMPLETED.** *The wood floors had a “buff and coat” performed over the 2015 Thanksgiving Break. This treatment includes scarifying the existing clear coat and application of new clear coats.*
 - Repair and remediate wood rot in top section of gazebo structure.
 - **NOT STARTED.** *City staff will be evaluating the scope of work needed to repair the gazebo structure for long-term use. A structural member on the front side of the Pavilion had wood rot and was successfully replaced Fall 2015.*
 - Replace damaged tables and chairs for main event center.
 - **COMPLETED.** *Ten new 5-foot diameter round tables were received in May 2015 to replace dilapidated tables. There are a total of 37 round tables that are used at the Pavilion. Staff does not recommend replacing the chairs at this time due to the good condition. These chairs (400 in total) were last replaced in 2006.*
- Focus volunteer efforts on needed maintenance and visual improvements to the grounds and facilities.
 - **ONGOING.** *Volunteers performed a variety of work. A large emphasis in 2015 was placed on ground maintenance – specifically in and around the park areas near the lake. An Atascadero resident and former business owner, Erika Banner, even hired her professional groundskeeper for several days to perform vegetation removal and grounds maintenance in Fall 2015.*
- Look for funding opportunities to build Zoo Education / Event area in the Lake Park
 - **COMPLETED and ONGOING.** *\$320,000 in funding for a new outdoor event pavilion/area was approved as part of the 2015-2017 Budget. The event area is slated to be used for zoo education events, puppet shows and zoo fund raising events. In addition the area can be opened up to the park for rentals and events. Staff is in the process of drawing up an RFP for design services.*

Continue to Monitor and Review Zoo and Facility Fees to Keep Fees in Line with Council Policies

- Review and bring fees annually to the City Council.
 - **ONGOING.** *Fees were brought to the Council for updating May 2015 and staff will continue to bring an annual review and assessment of fees for Council consideration.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

Environmental Stewardship Action Plan 2015-2017

Actions

- Promote and publicize the City's environmental stewardship accomplishments
- Encourage and preserve capital projects that highlight Atascadero's abundant natural beauty
- Involve the public and volunteers in achieving the City's environmental goals
- Implement Water Conservation Program to Reduce Water Consumption at City Facilities
- Balance environmental and economic development goals
- Continue to be a County leader in the permitting of roof top photovoltaic systems.

Long Term Goals

- We will have tourists but are not a tourist town
- We will embrace and value our history
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We will foster quality of life by engaging the public
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We will retain our small town friendliness and feel
- We will have popular annual events that are important to our sense of community and economic health

Promote and Publicize the City's Environmental Stewardship Accomplishments

- Create an Environmental Stewardship page on the website.
 - **IN PROGRESS.** *The City has created an environmental stewardship page on the website. The page includes information about the City's climate action plan, water conservation, stormwater management and Tree City USA. Staff continues to develop and build the page. Look for more information in the future.*
- Prepare and update a report on accomplishments for the website.
 - **IN PROGRESS.** *This report is expected to be prepared and released Summer 2016.*
- Prepare a Bike and Trail Map for residents and visitors to promote the existing trails within the City. Make map available on City's website and printed copies for distribution at City Hall.
 - **NOT STARTED.** *Due to staffing constraints, this project has been delayed. Project completion is currently scheduled Fall 2016*
- Use City's promotion program and outreach activities to promote people powered (biking, trails) recreational opportunities here in Atascadero.
 - **ONGOING.** *Staff has highlighted the activities with biking and trails on our Visit Atascadero Facebook and Instagram pages as well as in the Atascadero Recreation Guide. We will continue to promote these trails in our promotions and outreach to the community.*
- Continue to apply annually for Tree City designation.
 - **ONGOING.** *Staff applies annually for the Tree City designation and is annually awarded this designation for our stewardship and support of both street trees and native tree preservation. Staff is currently working on this year's application materials and discussing potential events that can honor the designation.*
- Work with Bicycle Community on applying for a Bike Friendly Community designation.
 - **IN PROGRESS.** *Staff met with representatives from the Bicycle community to review what it would take to be a Bike Friendly Community. It was decided that even with the help of the Bicycle Community applying for the designation, it would be too difficult to accomplish in 2015 with City staffing constraints. It was determined that we would meet again once key positions were filled in the City.*
- Celebrate our effective water reclamation facility.
 - **IN PROGRESS:** *Staff to create a plan to promote the success of our reclamation facility through the City's website and Facebook page and outreach to local media via a news release and set up interviews*

with different news media across local TV, radio and newspapers. This should be up and running by Winter 2016.

- Continue and publicize the hugely successful annual Conservation Celebration.
 - **IN PROGRESS.** *The Zoo holds an annual conservation celebration each spring. This fun event celebrates conservation with fun activities and information related to conservation. The April 16, 2016 event will be promoted through Visit Atascadero and City websites and Facebook pages, Visit Atascadero Instagram and other media outlets.*
- Promote the City's solar program achievements.
 - **IN PROGRESS.** *Staff is implementing a promotion plan to advertise Solar accomplishments through our annual Zoo Conservation Celebration beginning in the spring on the Zoo and City website and Facebook pages, along with press release information to the media and write up in the Chamber newsletter .*
- Promote the availability of grey water permits.
 - **ONGOING.** *Staff currently provides a very comprehensive handout on gray water systems and is knowledgeable on the construction and application of gray water systems in a residential environment. These systems can be implemented without permits if utilized for laundry grey water in a residential environment with approved detergents.*

Encourage and Preserve Capital Projects that Highlight Atascadero's Abundant Natural Beauty

- Continue to maintain and monitor native tree planting sites throughout the City, including at Las Lomas, Adobe Springs, Paloma Creek Park, and others.
 - **ONGOING.** *Staff continues to work with local tree consultants in utilizing tree mitigation funds to plant new trees, monitor existing sites, and ensure the continuation of a thriving native tree population.*
- Construct the trailhead for the ALPS Three Bridges Trail.
 - **IN PROGRESS.** *Staff has been working with ALPS on the trail project. The MOU and Use Agreement between the City and ALPS has been finalized and recorded. Loan documents were completed and ALPS was funded with the bridge loan from the City to begin work on their preservation site. ALPS started construction of some of the onsite trails this fall. City construction of the trailhead and emergency access road is currently planned for 2016/2017. Caltrans permits are close to completion, and the City is getting ready to begin construction documents soon.*

- Construct and promote the Highway 41 Multi-purpose path project.
 - **IN PROGRESS.** *The Project was bid and set for construction in Summer 2015. Unfortunately, the Project was first delayed due to nesting bird concerns, then again waiting for AT&T to relocate a fiber optic cable which conflicted with the project. Minor work was completed Fall 2015 prior to work restrictions within the creek vicinity. All land disturbance activities were avoided to eliminate additional costs that would have been triggered for contractor stormwater monitoring during winter suspension. The Project is currently slated for completion Fall 2016.*

- Continue to pursue public and private funding to expand and link the City's bicycle network in accordance with the General Plan and Bicycle Plan.
 - **ONGOING.** *City staff continues to find opportunities to expand the trailway system through public capital projects and private developments. In addition to the Highway 41 MP Pathway project, system expansion is being planned with US 101/Del Rio Road Interchange, Highway 41 Corridor Study, Walmart (Del Rio from ECR to San Benito), Eagle Ranch, and Halcon Road/Viejo Camino. City roadway projects will also correct or fill in "missing links" in the system, including contiguous travel, parking, and bike lanes north of San Anselmo Road.*

- Continue to coordinate with and support SLOCOG in the implementation of bicycle plans to facilitate non-auto travel within and between communities.
 - **ONGOING.** *County Parks has taken the lead on a bike path Project connecting Templeton to Atascadero. This Project will allow bike travel between Atascadero and Paso Robles that currently does not exist without riding your bike on Highway 101. The Project is currently in the design/environmental phase and construction funding will be applied for in June 2016. The City will look for opportunities to support the funding application.*

- Look at bike and pedestrian opportunities as part of the Highway 41 Corridor Study.
 - **IN PROGRESS.** *The Highway 41 Corridor study is in progress. The goal of the study is to provide a long range plan for complete streets along the Highway 41 Corridor including bike paths, sidewalks and way-finding.*

- Seek funding for construction of a downtown walking bridge across Atascadero Creek (Pedestrian Bridge).
 - **COMPLETED.** *Over \$3 million in 2010 Redevelopment Bond proceeds were budgeted for this project as part of the 2015-2017*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

Budget. Staff is currently working with an architect and community members to finalize the plans for this project.

- Pursue completion of the Atascadero Creek Trail Enhancement Project.
 - **IN PROGRESS.** *This project was previously bid as a hard surface trail but the granting agency will only provide funding for a DG (decomposed granite) surface. Given the desire for a “finished” concrete path, this project is planned to be a part of the Downtown Pedestrian Bridge project rather than a stand-alone project. Staff is working with an architect and community members to finalize the plans for this project. Given the limited scope that grant monies will fund, coupled with a project completion of May 2016 that cannot be met, the grant will be reallocated to other recipients.*

Involve the Public and Volunteers in Achieving the City’s Environmental Goals

- Partner with volunteer organizations who will continue the Native Oak Tree planting program and seedling give-away.
 - **ONGOING.** *Staff continues to work with ANTA and ALPS to continue the native tree planting program. Staff will continue to investigate the best way to continue the program as these organizations evolve.*
- Include information in weed abatement notices about how to protect oak seedlings when mowing weeds
 - **ONGOING.** *Every year, together with its weed abatement notice, the Fire Department sends out information related to protecting oak seedlings, including how to recognize seedlings and how to protect them from tractor-drawn mowers. Additionally, the flyer explains why it is important to protect the future generations of oak trees.*
- Encourage “Adopt-a-Facility” volunteer projects that have direct environmental improvement affects.
 - **ONGOING.** *Currently, staff promotes this program to help residents and businesses get involved and take responsibility in helping to maintain facilities such as Atascadero Lake and other publicly owned properties. As time allows, staff helps facilitate these efforts by meeting with volunteer groups to guide and focus their efforts.*
- Provide public information regarding energy efficient programs and products.
 - **ONGOING.** *The City provides several handouts and other forms of information on available programs. These programs include the Central Coast EmPower program that provides for free energy consultations at your residence and low cost financing for energy improvements. We also have energy saving checklists available for both commercial and residential users. Staff meets quarterly with other agencies to discuss and learn about the latest energy efficiency*

programs to be able to provide the latest information here in Atascadero.

- Promote stormwater best management practices through public outreach and education opportunities.
 - **IN PROGRESS and ONGOING.** *The City conducts a public education and outreach program for stormwater that includes a variety of activities. Printed materials (brochures, handouts, etc.) are general and specific to homeowners, businesses, developers, and school aged children. Some recent examples include the pet waste signs and stormwater preparation handout. The City also partners regionally including SLO County Partners for Water Quality, Groundwater Guardian, and SLO Green Build. Recent partner efforts include advertisements on RTA buses and KSBY. Other common tools to promote BMPs include website, public updates, and conducting surveys.*

Implement Water Conservation Program to Reduce Water Consumption at City Facilities

- Work to upgrade all remaining irrigation systems to Calsense technology and inspect to ensure appropriate watering rates and proper operation of system components.
 - **IN PROGRESS AND ONGOING.** *In response to the State's mandate for a 28% reduction in water consumption (base year 2013), a comprehensive evaluation was performed for municipal facilities and grounds. Since a majority of City buildings are newer and have low flow fixtures, the burden for this reduction mandate needs to be met by reducing irrigation consumption. Most municipal irrigation systems use efficient Calsense technology that utilize a sensor and gauge to monitor rainfall and atmospheric conditions (temperature, humidity, etc.) to optimize how much water is needed to maintain turf and landscaping. Staff adjusted Calsense controllers to 70% of sensor demand (30% reduction) and monitored turf and vegetation to ensure that costs to remediate damaged turf would not be incurred. Turf and vegetation locations not served by Calsense controllers are being evaluated to determine a benefit-to-cost ratio compared to traditional controllers in place now. The City realized a 32% reduction in water consumption for the period of May through August in 2015.*
- Evaluate irrigated areas in parks and on facility grounds for candidacy to "brown out" by considering usage and long-term implications of such actions.
 - **COMPLETED and ONGOING.** *As part of the comprehensive evaluation to the State's mandate to reduce water consumption by 28%, areas of turf and landscaping were looked at for consideration*

to “brown out”. Various portions of the parks and building grounds have been “browned out” and are typically areas which do not get much or any use. All other turf and landscape areas have had significant reduction in irrigation. It is not practicable to allow certain turf areas at City parks and building grounds to go dormant like many residential properties do. Dormant turf will rebound and come back once adequate rain or watering resumes – as long as the turf is not heavily walked upon or used during dormancy. If it is, the roots are severed and the grass blades die, which will then require re-establishment with new seed or sod. The City parks and building grounds get heavy use by the public, especially the athletic fields. Turning off all irrigation to these facilities would result in parks that are not as enjoyable or useful and would likely cost more to re-establish (in money and water consumption) than to keep the turf green. There were also over 40 sprinkler heads that were capped and others replaced with higher efficiency models

- Partner with Atascadero Mutual Water Company to identify strategies for reduction in water consumption.
 - **COMPLETED AND ONGOING.** *Staff met with AMWC to discuss the State water consumption reduction mandate. AMWC is the agency responsible to meet the reduction goals and issued emergency measures to do so. Some of these measures included eliminating watering of turf medians in streets, even/odd and time restrictions for watering, runoff requirements, vehicle washing, and not irrigating during and 48 hours after rain events. Staff continues to discuss strategies and ideas with AMWC on water conservation.*
- Protect the water recapture levels of our wastewater treatment facility.
 - **ONGOING.** *The volume of treated wastewater being recharged into the aquifers is not significantly impacted by the State’s mandate to reduce water consumption. Most water users are reducing irrigation to comply with the reduction mandate – which should not be entering the sanitary sewer system or be treated. The volume may be impacted by low flow or more efficient fixtures, such as toilets, as homeowners upgrade. The City works closely with AMWC to monitor groundwater levels. AMWC has an appropriation from the Lake Nacimiento water project and is taking the appropriation to successfully recharge the aquifer and increase water levels for a sustainable water supply.*

Balance Environmental and Economic Development Goals

- Facilitate and expedite the construction of local retail nodes such as the Del Rio Specific Plan area and Colony Square in order to provide goods and services to local residences in areas which are currently underserved, thereby reducing

vehicle miles traveled and greenhouse gas emissions. Goal is to capture 60% of current retail leakage.

- **ONGOING.** *Staff is currently working with existing and potential property owners/developers to facilitate the development of retail pads and other land uses that will support and supplement the proposed Wal Mart center.*
- Continue to coordinate with the SLO APCD to promote energy efficiency projects and solar installation through education and public outreach.
 - **ONGOING.** *Through the City's solar permitting process, many expediting and incentive programs have been put in place to facilitate these energy saving features. Staff meets quarterly with other agencies as part of the "Civic Spark" program hosted by APCD staff. At these meetings, implementation of the Civic Spark program is promoted as a form of energy conservation and climate action planning.*
- Continue with the expedited solar permit process, including online permit submittals and minimal permit fees.
 - **ONGING.** *This ongoing process has been a successful component of the permit process that continues to be refined in 2015/2016.*
- Continue with City tree planting projects and preservation of open space and oak woodlands throughout the City.
 - **ONGOING.** *Staff is currently working with City tree consultants to ensure the implementation of the City's Native Tree Regulations and to ensure the continued preservation of our Oak Forests and the open space areas that are their home. Staff is currently working with ALPS to ensure the completion of the Three Bridges trailhead while they are currently building the trails that will serve this beautiful oak preserve on the west site of Atascadero.*
- Continue to implement Atascadero's business friendly Climate Action Plan (CAP) which was adopted in January 2014. Currently working with the APCD's AmeriCorps grant funded staff to begin implementing actions and conducting public outreach as identified in the CAP.
 - **ONGOING.** *Staff is continuing to implement the CAP and is also meeting with County agencies to ensure partnership with other communities regarding the CAP.*
- Ensure that new developments, including Eagle Ranch, comply with the goals and policies identified in the Climate Action Plan, especially in regards to energy efficiency, low water use, design of complete streets which include non-vehicular and alternative modes of transportation.

- **ONGOING.** *New projects are currently reviewed for consistency with CAP policies in addition to the latest environmental standards which also implement energy efficiency, low water use, and better transportation choices. Projects such as Eagle Ranch are likely to be great examples that implement these latest features.*

Continue to be a County Leader in the Permitting of Roof Top PV (Photovoltaic) Systems.

- Provide services for on-line, fax and over-the-counter Solar Permit submittals.
 - **COMPLETED.** *Atascadero was the first city on the central coast to provide this service. We have been providing and improving on this service since January 2014. This continues to be a popular service.*
- Draft staff report and local ordinance related to expedited permitting procedures for small residential rooftop solar systems by July 1, 2015.
 - **COMPLETED.** *An ordinance was brought before Council in July 2015 and adopted by the Council at the August 11, 2015 meeting. Atascadero was the second city on the central coast to be in full compliance with AB2188. There are several cities that are still working towards compliance. Staff now provides example solar plans and stock details to assist homeowners and businesses with submittal of permit requests, thereby significantly expediting the plan preparation and plan check process.*
- Get local ordinance approved in compliance with AB2188 relating to solar energy permits that is due by September 30, 2015.
 - **COMPLETED.** *An ordinance was brought before Council in July 2015 and adopted by the Council at the August 11, 2015 meeting. Atascadero was the second city, on the central coast, to be in full compliance with AB2188. There are several cities that are still working towards compliance.*
- Provide a complete checklist for PV (Photovoltaic) submittals.
 - **COMPLETED.** *Staff developed PV checklists with diagrams, labeling guidelines, and current Atascadero Fire requirements, both on line and at the front counter.*
- Continue to send inspectors to PV training to keep up with the constant equipment changes.
 - **ONGOING.** *Inspectors are continuously provided with, online, seminar and field training.*
- Provide full time front counter consultation for questions on installation.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** Staff provides front counter and phone guidance/consultation in both code and manufactures interpretations for PV systems.
- Post informational handouts to our website related to AB2188.
 - **COMPLETED.** Informational handouts were posted on the City's website in early 2015 and we currently offer submittal checklists, standards plans, and other information designed to help simplify the process.

Staffing Action Plan 2015-2017

Actions

- Strive to retain current employees
- Hire and train employees to fill current vacancies
- Evaluate needs and hire employees to fill key needs

Long-Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will have plentiful local shopping opportunities
- We will embrace and value our history
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We are and will remain a patriotic city
- We will foster quality of life by engaging the public
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have an attractive and professional commercial corridor
- We will have popular annual events that are important to our sense of community and economic health

Strive to Retain Current Employees

- Bargain in good faith with all employee groups.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *The City bargains in good faith with all bargaining units. Agreement for fiscal year 2015/2016 has been reached for 4 of the 5 bargaining units. Negotiations with the Fire union have stalled.*
- Prepare a salary survey comparing key positions to all other agencies in the County.
 - **COMPLETED.** *An informal salary survey of all positions in the County was performed by staff and shared with each of the bargaining units.*
- Work toward salaries being near the county-wide average for the position, while always being mindful of City's revenue projections and ability to pay.
 - **ONGOING.** *As part of the negotiations, City staff completed a salary survey to determine how far positions were out from the county-wide average. In developing the 2015-2017 Budget the need to work toward the county-wide average in order to attract and retain employees was balanced against other needs of the City. Eventually all positions that were out 12% or more from the county-wide average received a 7% salary increase for fiscal year 2015/2016.*
- Hire employees that make our team better.
 - **ONGOING.** *All recruitments were developed and performed in such a way as to attract the best candidates for the job. Each applicant is evaluated to determine if the potential employee is the right fit for the job based on experience, personality, and expectations. If the City receives no applicants that "make the team better," the applicant pool is thrown out and a new recruitment is performed.*
- Be less fiscally conservative in this period of upswing potential in order to be competitive with other jurisdictions.
 - **ONGOING.** *Revenue estimates for the 2015-2017 Budget were developed to be less fiscally conservative than in years past.*
- Evaluate Council compensation (wages and benefits) which have not been increased since 1985.
 - **COMPLETED.** *A comparison of Council salary and benefits was brought to Council for review in April of 2015, then again reviewed in June. In August an ordinance making changes to Council salaries and health benefits was introduced with final adoption taking place September 2015.*

- Adopt ordinance codifying Council wages and benefits.
 - **COMPLETED.** *In August 2015 an ordinance making changes to Council salaries and health benefits was introduced with final adoption taking place September 2015.*

- As part of the budget process, review and prioritize “supplementals” submitted to reclassify individuals performing work substantially outside of their current job description.
 - **COMPLETED.** *As part of the budget process, staff analyzed the supplemental requests for reclassifications. The need for reclassifications of positions working substantially out of class was prioritized and balanced with the need for additional positions and the need to work toward the county-wide average for employee salaries.*

- Evaluate positions where the salaries and benefits are not competitive with other jurisdictions.
 - **COMPLETED.** *As part of the negotiations, City staff completed a salary survey to determine how far positions were out from the county-wide average. In developing the 2015-2017 Budget the need to work toward the county-wide average in order to attract and retain employees was balanced against other needs of the City. Eventually all positions that were out 12% or more from the county-wide average received a 7% salary increase for fiscal year 2015/2016.*

- Continue to allow flex schedules where deemed appropriate by management.
 - **ONGOING.** *Employee requests for a flex or 9/80 schedule are evaluated on a case by case basis to try to accommodate the employee’s wishes and the needs of the job.*

- Recognize that there is more work than staffing resources available in most areas of the City.
 - **ONGOING.** *This continues to be a challenge. In the interest of being helpful and trying to attain City/community goals, staff often agrees to do too much. Staff will continue to work on balancing workloads and setting realistic expectations.*

- Actively promote realistic expectations of what staff can get done (there is more work than staff time available).
 - **ONGOING.** *This continues to be a challenge. In the interest of being helpful and trying to attain City/community goals, staff often agrees to do too much. Staff will continue to work on balancing workloads and setting realistic expectations.*

- Actively communicate realistic time frames for work to get done.

- **ONGOING.** *This continues to be a challenge. In the interest of being helpful and trying to attain City/community goals, staff often agrees to do too much. Staff will continue to work on balancing workloads and setting realistic expectations.*
- Keep staff focused on key missions and goals.
 - Minimize diversions of staff time to items that do not achieve the core mission of the department or the completion of these goals.
 - **IN PROGRESS.** *Staff has remained focused on the core mission and completion of these goals. In spite of staffing constraints, significant progress has been made on these goals. However, it continues to be a constant struggle to stay focused as it is easy to divert resources and time to various issues that may arise.*
 - Communicate effect on core mission and goals if additional work program is added.
 - **ONGOING.** *Staff works to communicate the effect of changes brought about by new programs or areas of work. This is an area where there continues to be room for improvement.*
- Work to keep communications with and about employees positive (Praise in public, correct in private).
- Communicate regularly with employees.
 - Hold quarterly City Manager Roundtables
 - **ONGOING.** *The City Manager holds four employee roundtables at various City locations every three to four months. These roundtables are intended to be an exchange of information, allowing employees to ask questions about what is going on with the City and allowing employees to impart information directly to the City Manager about what is going on in their world and what they would like to see done to make them more effective.*
 - Management to meet with SEIU quarterly.
 - **ON HOLD.** *Because recent Memorandums of Understanding are one year agreements, management has been meeting with SEIU representatives often. SEIU agreed that there was probably not a need to meet quarterly in addition to negotiations. Both SEIU representatives and management, do however agree, that if either party wants a meeting that a meeting would be arranged.*
 - Management to meet with employees or employee groups as requested.
 - **ONGOING.** *The City Manager has an open door policy agreeing to meet with any employee or employee group at any time. Several employees and employee groups have requested and met with the City Manager in the last year.*

- Balance the City's desire to reduce the leave liabilities with the employee's desire for flexibility in the use of leave.
 - **ONGOING.** *The City continues to look for opportunities to reduce leave liability while continuing to prioritize the employees' desire to have flexibility in the use of their leave. In June 2015, the City offered a program to buyback employees' historical vacation and holiday leave balances. The program was a voluntary program that allowed employees that needed money to cash out some of their leave, while at the same time reducing the City's leave liability.*

Hire and Train Employees to Fill Current Vacancies

- Hire a new Community Development Director.
 - **COMPLETED.** *A new Community Development Director was hired in late September 2015.*
- Hire a new Deputy Public Works Director.
 - **COMPLETED.** *A new Deputy Public Works Director was hired in October 2015.*
- Hire a new Administrative Support Assistant- Building Permit Processing.
 - **COMPLETED.** *A new Administrative Support Assistant- Building Permit Processing was hired in June 2015.*
- Hire a new Police Officer.
 - **COMPLETED.** *A new police officer was hired in May 2015.*
- Hire a new Dispatcher.
 - **COMPLETED.** *A new dispatcher was hired in July, 2015.*
- Hire a new Fire Captain.
 - **COMPLETED.** *A new fire captain was hired in May 2015.*
- Train and orient all employees so that they become productive members of the City team.
 - **ONGOING.** *All employees go through an orientation program upon hire. While there are many common areas of the orientation, (familiarization of City policy and procedures, IS700, fire extinguisher training, etc.) each orientation is unique based on the position being filled. Training continues to be a priority for all City positions and staff continues to believe that investment in training for all employees allows us to remain professional, educated and effective.*

Evaluate Needs and Hire Employees to Fill Key Positions Required to Fulfill These Action Plans

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Have the department head team evaluate key personnel needs of the City as part of the budget process.
 - **ONGOING.** *As part of the budget process, staff evaluates all personnel needs within the City. A supplemental request is submitted by each department head for staffing needs within the department, and these are evaluated, discussed and prioritized.*

- Have the department head team prioritize all City operation needs including the need for additional personnel as part of the budget process.
 - **COMPLETED.** *As part of the 2015-2017 Budget process, all personnel needs were evaluated. While significant personnel needs remain in the City, some progress toward filling key personnel needs was attained. Seven key positions were added over the two fiscal years of the budget.*

- Look for funding opportunities for additional personnel.
 - **ONGOING.** *Staff continues to look for all funding opportunities for additional personnel, including grants, increased revenues and cooperative agreements. Staffing levels continue to be a priority of the City.*

- Be less fiscally conservative in this period of upswing potential in order to hire personnel needed to achieve Council and community goals.
 - *Revenue estimates for the 2015-2017 Budget were developed to be less fiscally conservative than in years past.*

Roads Program Action Plan 2015-2017

Actions

- Implement a Successful Road Repair Program using Measure F-14 Sales Tax Funds
- Develop and Implement Communications and Transparency for Roads Program
- Continue City's Road Program using funds other than Measure F-14

Long-Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will have plentiful local shopping opportunities
- We will foster quality of life by engaging the public
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We are and always will be a safe community
- We will have an attractive and professional commercial corridor

Implement a Successful Road Repair Program Using Measure F-14 Sales Tax Funds

- Use all of Measure F-14 funds on road repair projects in Atascadero.
 - **IN PROGRESS.** *A separate fund and reporting system is used to track revenues and expenditures of Measure F-14 monies. The City has committed to spending these monies on road repairs for local, neighborhood roads, specifically residential and collector functional classifications (Measure E-14) rather than arterials. The 5-year Capital Improvement Program includes a list of 18.8 miles of*

roadways that meet these criteria with an estimated project cost of \$10.4 million.

- Begin the first Measure F-14 Road Repair in spring of 2015 prior to receipt of first sales tax receipt.
 - Appropriate funds for two small (under \$30,000 construction contracts) road repair projects in fiscal year 2014-2015.
 - **COMPLETED.** *Council appropriated funds for the Alamo Avenue Project on May 12, 2015 and for the Honda Avenue Pavement Rehabilitation on May 26, 2015.*
 - Begin construction on one small road repair project in May of 2015.
 - **COMPLETED.** *The Alamo Avenue Project was designed and bid, Spring 2015. Funds were appropriated by City Council on May 12, 2015. Construction was delayed to allow AWMC to relocate 13 water services but completed July 2015.*
 - Begin construction of the second small road repair project in June 2015.
 - **COMPLETED.** *Honda Avenue project was designed and bid Spring 2015. Funds were appropriated by City Council on May 12, 2015. Construction was delayed to allow AWMC to relocate 13 water services but completed July 2015.*
- Develop a five year capital improvement plan for road repairs using the following selection criteria:
 - Select roads to be repaired using the Critical Point Management methodology in order to achieve the lowest life-cycle cost while maximizing the overall Pavement Condition Index (PCI).
 - **COMPLETED.** *The 5-year Capital Improvement Plan for Measure F-14 funds was developed during the 2015-2017 Budget using the Critical Point Management Methodology. The adopted budget includes 30+ miles of roadway projects with a total budget of \$15.1 million.*
 - Select projects to maximize bidding efficiencies.
 - **COMPLETED.** *The 5-year Capital Improvement Plan for Measure F-14 funds was developed during FY 2015-2017 budget to maximize bidding efficiencies, Staff and consultants evaluated all potential projects paying particular attention to timing and grouping of projects.*
 - Design project selection to maximize cost-effectiveness of each project.
 - **COMPLETED.** *The 5-year Capital Improvement Plan for Measure F-14 funds was developed during the 2015-2017 Budget to maximize cost-effectiveness of each project. As testing and design are*

undertaken for each project, staff will evaluate and implement the most cost-effective method of performing the road repair.

- Projects would not include significant improvements such as road widening, added bikeways, etc.
 - **COMPLETED.** *None of the projects selected as part of the 5-year Capital Improvement Plan for Measure F-14 include significant improvements such as road widening or added bikeways.*
- Neighborhood roads would generally be a higher priority than large arterial roads.
 - **COMPLETED.** *All of the projects selected as part of the 5-year Capital Improvement Plan for Measure F-14 are neighborhood (local or collector) roads.*
 -
- Projects would not include routine maintenance such as isolated pothole repair, shoulder maintenance, vegetation control, striping projects, street crew staffing costs or normal sign replacement unless part of a pavement project.
 - **COMPLETED.** *None of the projects selected for the 5-year Capital Improvement Plan for Measure F-14 funds are routine maintenance projects. All projects were designed to preserve good pavement conditions for the entire roadway segment beyond routine patching or potholing. Striping, shoulder maintenance, vegetation control and street crew staffing costs were not included in the F-14 budget.*
- Projects could include road maintenance projects such as asphalt crack sealing, chip sealing, slurry or micro-surfacing.
 - **COMPLETED.** *The 5-year Capital Improvement Plan for Measure F-14 funds does include both light and heavy road "Maintenance" projects. "Maintenance" for these projects is strategically-timed treatments to the entire pavement surface, such as seal coats and slurry seals, beyond the routine potholing and patching that City staff performs.*
- Projects would also include major road rehabilitation projects such as cold in-place recycling, hot-mix asphalt overlays and isolated, partial and/or full-depth road reconstruction.
 - **COMPLETED.** *The 5-year Capital Improvement Plan for Measure F-14 funds does include both light and heavy road rehabilitation projects designed to improve fair to bad pavement conditions for entire roadway segments, such as overlays and cold-in-place recycling.*
- Do not use Measure F-14 funds on the Del Rio / US 101 Interchange Project.

- **COMPLETED.** *No Measure F-14 Funds were allocated to the Del Rio/US 101 Interchange Project. Current funding for the Del Rio/US 101 Interchange Project includes only Circulation Impact Fees which are collected from developers to expand or improve roads to handle extra traffic generated by new development.*
 - Insure that adequate staffing is in place to accomplish a successful road repair program.
 - **ONGOING.** *The City filled a vacant Deputy Public Works Director/Principal Civil Engineer position that will be primarily responsible for managing capital projects. A vacant Associate Engineer position will be filled in early 2016 to primarily work on development review and stormwater management. The City will still be required to hire professional engineering consultants to assist with project design, plan preparation, and construction inspection.*
 - Charge staff time to the projects for such things as design, bidding, inspection, construction engineering, and contractor oversight.
 - **ONGOING.** *In accordance with City policy, staff time spent directly on capital projects for such things as design, bidding, inspection, construction engineering and contractor oversight are being charged to the Measure F-14 Projects. For the Alamo and Honda projects, about 2% of the total project costs were attributable to staff time spent on the project.*
 - Require time cards detailing work performed to insure that Measure F-14 funds are not used for general personnel costs.
 - **ONGOING.** *Project Timesheets are kept by personnel that work directly on capital projects. These timesheets detail the date, the time spent, the project, the category of work and then a description of the work performed. Below are sample entries from an Project Timesheet:*

7/14/15	3.0	C513	Const	Oversee and inspection of prep work for paving
8/14/15	2.0	C514	Const	Oversee and Inspect Honda paving overlay. Install STOP's and clean up

Develop and Implement Communications and Transparency for Roads Program

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Install a sign at each Measure F-14 road project letting passersby know the project is funded with their sales tax dollars.
 - **ONGOING.** Staff created and had fabricated two large signs that are placed on both sides of the project from when the project starts until the project is completed. These signs were utilized for the Alamo Avenue and Honda Avenue paving projects in Summer 2015.
- Hold a Groundbreaking ceremony and issue press releases for each capital project.
 - **COMPLETED and ONGOING.** Staff announces each ground breaking ceremony in a press release and reaches out to media to be present for the ceremony. Information is available on the City's Facebook and website.
- Hold a Ribbon cutting ceremony and issue a press release at completion of each capital project.
 - **ONGOING.** Staff holds the ribbon cutting ceremony for each road completion and press release to announce the completion and makes that information available on the City's Facebook and website.
- Actively notify in advance residents that will be affected by capital projects. Let them know, dates & times of construction, closures, delays and other inconveniences they may encounter.
 - **COMPLETED and ONGOING.** Staff announces to everyone via press releases and on the City website and Facebook page where the project is located along with the details. For larger projects, residents specifically affected will be notified by mailers and or in person for road closures, delays and other inconveniences.
- Assign a City liaison to troubleshoot problems that residents may have with capital projects.
 - **COMPLETED.** The Deputy Public Works Director has been assigned as the community liaison on all F-14 road projects.
- Support the Sales Tax Oversight Committee, educating and informing them.
 - **ONGOING.** The Sales Tax Oversight Committee was established in the spring of 2015 after holding a community group meeting to determine how committee members were selected. After establishing appointment procedures, staff reached out to community groups to receive nominations and held a drawing to appoint committee members. The committee first met in August 2015 to adopt bylaws and review the Critical Point Pavement Management System as well as to learn about Atascadero roads.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

The committee met again in December to review both the annual F-14 financial report and the F-14 community report.

- Use the Sales Tax Oversight Committee as ambassadors to tell the public about the City's sales tax measure program and what is happening.
 - **ONGOING.** *Staff has provided presentations and information to the Committee on various topics beyond the singular financial oversight purpose of the Committee, including pavement management, project prioritization, project communications, and other roadway projects not funded by Measure F-14. Committee members have informed staff that the additional information is very helpful and will assist in understanding the project process and responding to various taxpayer inquiries.*

- Produce and widely publicize a professional sales tax measure annual report.
 - **COMPLETED and ONGOING.** *Staff has prepared the sales tax measure Annual Road Report and Community Road Report. The Community Road Report (brochure) will be distributed to each property in Atascadero and both reports will be published on the City's website.*

- Make expenditure of all sales tax measure funds readily transparent and easily available to the public.
 - Account for F-14 revenues and expenditures in a separate "fund" in the City's financial system (GASB requires this to be part of the Citywide financial statements, but keeping it separate internally will allow the public and other interested parties to view everything related to this activity separate and apart from other general fund activity).
 - **COMPLETED.** *A specific fund has been set up in the City's financial system to track sales tax measure revenues, expenditures, and fund balance.*

 - Publish the F-14 revenues, expenditures, assets, and liabilities separate from the General Fund on the City's website and in the F-14 Annual Report.
 - **IN PROGRESS.** *Staff has prepared the sales tax measure Annual Road Report and Community Road Report. The Community Road Report (brochure) will be distributed to each property in Atascadero and both reports will be published on the City's website.*

 - Account for F-14 as a separate "fund" in the City's budget.
 - **COMPLETED.** *The sales tax measure is a separate fund in the City's budget.*

 - Publish the F-14 budget on the City's website and other outlets.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **COMPLETED.** *The sales tax measure budget is published on the City's website.*
- Make available all capital project related information - budgets, bid documents, annual reports, and other data in one comprehensive area of our website.
 - **IN PROGRESS and ONGOING** *Staff has created a dedicated webpage for the public to review and obtain information on the F-14 Sales Tax Measure program, including CSTOC, press releases and newsletters, and supporting documents. A link to this webpage located in the lower left corner of the main home page. Another link on the F-14 webpage directs the user to a separate webpage that Public Works maintains for all active capital projects – which includes bid advertisements, bid results and bid docs. Staff will continue to upload relevant information and work to simplify the layout of both webpages to ensure the information is easily accessible and site user friendly.*

Continue City's Road Program Using Funds Other than Measure F-14

- Diligently pursue funding for road, drainage and bridge projects in Atascadero.
 - **ONGOING.** *The Five-Year Capital Improvement Program includes almost \$25 million for road, drainage and bridge projects that are funded by sources other than Measure F-14. The City continues to look for various funding opportunities to address the aging infrastructure, including grants cost sharing, and private-public partnerships.*
- Continue implementing steps to construct the Del Rio/US101 Interchange Project in an expedited manner.
 - **IN PROGRESS and ONGOING** *The Project is currently in the PA/ED phase of the Project. (A staff report presented to Council in September has more details on the Project and a description of the phases.) Since the September Council meeting, the City continues to work with Wallace Group on the Del Rio / US101 Interchange. Staff is currently working with Walmart on final placement of the Del Rio / El Camino Real Roundabout prior to submittal of the interchange documents to Cal Trans. Design work continues to be revised and refined, and preliminary environmental work is in progress. The owner of the Del Rio Marketplace property has acquired the parcels on the northwest side of the North Bound onramp, which is expected to facilitate future right of way discussions.*
- Continue to aggressively work through the Caltrans process.

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING.** *The City and consultants continue to aggressively work through the Caltrans process. Each phase is closely coordinated with Caltrans to streamline submittal reviews and approvals. Caltrans has been kept informed of the Project process with regular correspondence and communication. The project is currently in the second phase (Project Approval/Environmental Documentation (PA/ED). The next phase will be Plans, Specifications, and Estimate (PS&E) followed by the construction phase.*
- Work with partners to achieve construction efficiencies.
 - **ONGOING.** *Staff and Wallace Group continue to look for potential avenues for reducing the costs for the Project. Staff has also reached out to WalMart and the Del Rio Marketplace representatives to look for potential coordination/cost saving ideas.*
- Secure dirt needed for interchange project at no cost.
 - **ONGOING.** *City staff continues to partner with both developers for the needed fill material for the City's interchange project, which is proposed to be excavated from the Walmart site and stockpiled on the Annex site.*
- Continue to advocate and apply for funding for the portion of the Del Rio /US101 Interchange project which is attributable to general City traffic.
 - **ONGOING.** *Staff worked with SLOCOG to insure that the Project was included in the 2016 RTIP Funding cycle. Given the local and regional significance to reduce both vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions, coupled with local matching funds, the interchange project was very competitive for RTIP funding. As reported to the Council in September, the State notified SLOCOG that their available funding would drop from the expected \$14million to \$0. The 2016 RTIP was recently approved with the Project listed but did not include specific funding for the Project. Staff will continue to work with SLOCOG on possible grants or other funds to complete the Project.*
- Bring changes and unexpected developments to Council.
 - **ONGOING.** *In addition to informal updates, a staff report was brought to Council in September 2015 on the Del Rio Interchange Project. The staff report gave a background on the project, discussed the Caltrans process for the project, the status of the project and the funding outlook for both SLOCOG and the Project. City staff will keep the City Council informed of any significant or notable changes in the project schedule, scope, or funding, in addition to the typical Council approvals required for a project of this size.*

- Rehabilitate the Via Avenue Bridge providing access to this commercial/industrial area.
 - **IN PROGRESS.** *City staff is in the process of recommending a consultant to perform preliminary and final design for the project. The design phase of the project will stretch over several years and construction is expected to occur in 2019.*
- Continue with the Morro Road Corridor Study which address transportation needs, requirements and design through this primary access corridor.
 - **IN PROGRESS.** *Whitlock & Weinberger Transportation was hired in April 2015 to conduct the study. As part of the study three separate public workshops have been held with a fourth workshop tentatively scheduled in February 2016. The final study will be brought to the Council for approval prior to submittal to Caltrans*
- Remain active in SLOCOG looking for funding opportunities and grants to improve Atascadero's infrastructure.
 - **ONGOING.** *The City continues to be very active in SLOCOG, advocating for our infrastructure projects and staying informed of potential funding opportunities.*
- Support state legislative efforts to increase funding for local street and road repairs and improvements.
 - **ONGOING.** *The City continues to work with the League and others to advocate for increased funding for local street and road repairs and improvements. State transportation funding has been severely reduced in recent years. The State reduced SLOCOG's projected RTIP funding from more than \$14 million to \$0. Last summer, a special legislative session was held to address transportation funding to no avail. The Governor's proposed budget was unveiled in early January and included some funding for transportation needs. Staff will continue to stay informed and involved on transportation funding.*
- Devote all available (not otherwise restricted) local transportation funds to road projects.
 - **COMPLETED and ONGOING.** *The adopted 2015-2017 Budget includes all available local transportation funds allocated to road projects.*
- Work to protect and maximize local transportation funds that can be used for road projects.
 - **ONGOING.** *Staff remains active in SLOCOG and continues to advocate for funding to be programmed for road projects including*

the existing allocation of local transportation funds toward road projects. When budgeting, staff continues to be conscious of transit programs and projects that require local transportation funds. (LTF must be spent to meet transit needs first.) Like all City programs, transit programs are evaluated to insure maximum efficiency and cost-effectiveness.

- Look for opportunities to use remaining gas tax funds for road repair projects.
 - **DELAYED.** *Because of statewide reductions in gas tax funds, all gas tax funds are programmed for ongoing street department operations. The revenue reductions have been so severe, that for the first time in many years, general funds are budgeted to supplement gas tax funds for streets department operations.*
- Use USHA funds for road repair projects.
 - **IN PROGRESS.** *USHA funds are programmed for the El Camino Real Pavement Rehabilitation Project. The Project will rehabilitate the pavement of El Camino Real between San Benito Road and San Anselmo Road.*
- Look to maximize funding by using available funds to “match” potential grant funds whenever possible.
 - **ONGOING.** *City staff continues to look for opportunities to leverage local dollars in applying for grants. Local matching funds show a local commitment to the project.*
- Leave a portion of road funds available to take advantage of road grant fund opportunities that may arise.
 - **COMPLETED and ONGOING.** *As of the end of this budget cycle, a balance remains un-programmed in both the Capital Projects Fund and the Local Transportation Fund. These funds are purposefully left un-programmed to allow the City to take advantage of potential grant funding opportunities that will require a match.*
- Look for opportunities to repair roads when completing other projects in the City.
 - **ONGOING.** *City staff evaluates various capital projects with each other and other development and private utility work to collaborate and eliminate the need to “undo and redo” previously completed work.*
- Complete the East Front Overlay Project.
 - **DELAYED.** *City staff have performed preliminary engineering and cost estimates for the project. This project was on hold pending refilling staff vacancies and is not moving ahead. The design and bid*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

phase will occur in 2016 and construction is budgeted for FY 2016/2017.

- Complete the Lake View Overlay Project.
 - **IN PROGRESS.** *This project was delayed due to the lake sediment removal project and then staffing constraints. Project design is complete and a bid opening is scheduled in January 2016. Construction planned for early spring 2016.*
- Complete the Santa Barbara West Overlay Project.
 - **IN PROGRESS.** *City staff have performed preliminary engineering and cost estimates for the project. This project was on hold pending refilling staff vacancies and is now moving ahead. The design and bid phase will occur in 2016 and construction is budgeted for FY 2016/2017.*
- Complete the San Lucas Road Landslide Repair Project.
 - **IN PROGRESS.** *City staff are evaluating and determining the cost effectiveness of this repair to see if other options are better. Construction is budgeted for 2016.*
- After improvements are made in the area, complete the El Camino Real CIR Rehabilitation Project (San Anselmo to San Benito).
 - **IN PROGRESS.** *City staff is working with a consultant on preliminary engineering and cost estimates for the project. This project was on hold pending refilling staff vacancies and is now moving ahead. Construction planned for 2016/2017.*
- Begin the Santa Lucia Avenue Rehabilitation Project.
 - **NOT STARTED.** *Design work is planned for FY 2016/2017 and construction is planned for FY 2017/2018.*
- Begin the Viejo Camino Road Rehabilitation Project.
 - **NOT STARTED.** *Design is planned for FY 2016/2017 and construction is planned for FY 2017/2018.*
- Continue the annual crack fill program.
 - **COMPLETED and ONGOING.** *Crack filling is performed by Public Works staff and was completed in 2015. Another operation will be performed again in 2016. Funds for this program are included in the 2015-2017 Budget.*

Promotions Action Plan 2015-2017

Actions

- Actively increase traffic to local businesses through a promotions program
- Celebrate Atascadero
- Improve information flow and communications with constituents
- Increase marketing and exposure of the Pavilion, Lake Park, Zoo and Veteran's Memorial

Long-Term Goals

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will have plentiful local shopping opportunities
- We will embrace and value our history
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We are and will remain a patriotic city
- We will foster quality of life by engaging the public
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will retain our civic pride
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have an attractive and professional commercial corridor
- We will have popular annual events that are important to our sense of community and economic health

Actively Increase Traffic to Local Businesses through a Promotions Program

- Clarify and unify Council Vision for Atascadero promotions by setting clear goals and actions for the City's promotion program.
 - **COMPLETED and ONGOING.** *In 2014, the City hired Coraggio Group, a strategic planning company, to create a vision and plan for tourism and promotion for the City over a series of meetings from August 2014 through May 2015 to create the Atascadero Tourism & Promotion Game Plan. Staff is executing the Game Plan that is a ten-year visioning roadmap to establish a brand image that will tell the story of Atascadero and promote what the City has to offer. The Plan defines two goals: "Stay, Spend, Enjoy" as the City's goal and "Come, Sleep, Spend" as the City's Tourism/ ATBID goal. Staff has a clear roadmap with a three year timeline to accomplish our goals. Staff has COMPLETED Year 1: 2015 – "Building the Foundation" with the creation and approval of the City and ATBID marketing plans, brand plan and infrastructure plan. Execution of the plan will be staff's ongoing focus as part of "Building Momentum" in Year 2 and "Building on success" in Year 3.*
- Benchmark and measure the success of the promotions program.
 - **IN PROGRESS and ONGOING.** *Staff will be building momentum from our City and ATBID marketing plans and measuring the success through increase in TOT, sales tax increase over targeted categories, increase in traffic over websites and social media, etc. Staff launched a digital dashboard in December to track the success of paid search and in January, the digital display ad program for retargeting started, which will aid in measuring our success along with website traffic, social media likes/ views. Staff is evaluating recent attendance to see if our promotional efforts helped grow our December event attendance.*
- Have Council set brand standards and develop a brand management strategy.
 - **COMPLETED.** *City Council, Staff and ATBID worked with Verdin Marketing, advertising agency to establish a brand plan and guidelines. City Council has approved and put into place a new Visit Atascadero logo, a uniform color palette and voice along with the marketing plans to support the overall strategy for the City and Tourism/ ATBID.*
- Identify supporting infrastructure for tourism and promotions and seek funding for that infrastructure.
 - **ONGOING.** *City Council approved and implemented the Tourism board, ATBID, and put in place a budget utilizing TOT to support*

tourism. City Council hired Big Red Marketing's Destination Manager, Amanda Diefenderfer, and gave approval for the City Manager to hire a new Deputy City Manager of Outreach, Promotions, Events, and assigned a marketing budget to fund this infrastructure. Funding was also approved as part of the 2015-2017 budget to fund an outdoor event area at the Lake Park/Zoo. Staff continues to look for innovative ways to fund additional infrastructure to further tourism and promotions.

- Identify and integrate with the City's promotions partnership base.
 - **ONGOING.** *Partners have been identified across ATBID, the Chamber of Commerce, Main Street Association, SLO County TMD, Visit California and local businesses for effective promotions to achieve the two goals to drive traffic to our area. Staff to work with the partners on an ongoing basis.*
- Work in conjunction with the Chamber of Commerce, ATBID and other promotion partners to unify promotions of Atascadero.
 - **ONGOING.** *Staff meets monthly with the Chamber of Commerce, Main Street, ATBID and other organizations like the Community Alliance of Atascadero in an effort to support and provide a resource to guide event planning, marketing and promotions to effectively market our City.*
- Support the TBID board in their mission to increase lodging stays in Atascadero.
 - **ONGOING.** *Staff support for the TBID Board has been increased with the addition of the Deputy City Manager-Promotions position. This position has added both increased administrative support and marketing/promotions support. City staff looks for joint partnership opportunities that benefit both lodging businesses and other businesses here within the City of Atascadero. Staff has and is working on events and promotions to bring to new ideas and opportunities to market our area.*
- Assign responsibility and allocate resources for an active promotions campaign.
 - **COMPLETED.** *A Deputy City Manager-Promotions position was hired in May of 2015. This position has been assigned all promotions responsibilities. As part of the 2015-2017 a promotions budget of \$200,000 per year was adopted and a marketing plan for expenditure of these funds was approved in October 2015.*
- Allocate adequate resources to implement the program.
 - **ONGOING.** *A promotions budget of \$200,000 annually includes funding for special events and for promotions. The marketing plan adopted in October 2015 identifies our target audience, our unique*

selling proposition, and our marketing strategy. Reorganization in the City Manager's office provided dedicated staff support for the program.

- Consider partnering with Historical Society to provide tours of the City Hall building on Saturdays.
 - **IN PROGRESS and ONGOING.** *Staff along with the Historical Society ran a test for Saturday tours in November and December to gauge the popularity of opening Historic City Hall over the weekend. From this test, staff will work with the Historical Society to recruit docents in early 2016 and in March begin promotion of City Hall's new seasonal schedule open Saturdays during Spring Break and over the summer from Memorial Day through Labor Day.*
- City promotion efforts on supporting the entire community of Atascadero (not just lodging stays).
 - **ONGOING.** *The City's Marketing plan was approved in October. The plan is designed to promote the City's assets and events that appeal to local and County residents as well as encourage visitors who are already here to stay, spend and enjoy. The plan is designed with a focus on local businesses to attract and promote shopping local. Growth in retail and restaurant sales will help attract more business to the area, which would then foster economic growth.*
- Develop reporting and feedback systems to allow for modifications and changes to the promotions campaign as necessary.
 - **COMPLETE and ONGOING.** *Staff has put in place a digital measurement dashboard to track search and retargeting data. These tools along with website and Facebook traffic, TOT, Sales Tax, Zoo attendance, etc. will help with measuring success.*
- Maximize use of the Sunken Gardens and other City facilities by supporting special events and other similar activities.
 - **IN PROGRESS and ONGOING.** *As part of the marketing plan, the City has increased support and created new special events intended to bring people downtown, such as:*
 - **Patriot Day** - *September 11th event with Estrella Warbird Fly-Over, Show Choir Performance, candlelight vigil and wine tasting. Held in conjunction with Main Street Art & Wine Tour.*
 - **Colony Days** – *The City provided additional assistance to this long standing event including the establishment of Tent City After Dark.*
 - **Taco Day on Traffic Way**- *In conjunction with the business owners on Traffic Way, this new special event was created to bring people to the businesses along Traffic Way. This first*

time event sold out of Taco tickets within the first hour of the event.

- **Holiday Lighting Ceremony-** *The traditional Atascadero event was held in conjunction with Main Street's wine tour, increasing traffic to downtown businesses.*
- **Winter Wonderland-** *This traditional Atascadero event has historically been held by the Atascadero Main Street Association. Main Street informed the City that they could no longer hold the event, so City staff stepped in to continue this very popular event. This year is estimated to be the largest Winter Wonderland event both in number of people attending and number of vendors participating.*
- **Tamale Festival-** *This is a new City event planned in the Sunken Gardens on January 23, 2016. This event is already generating a lot of interest for a first time event.*

Staff is also currently working to attract events to our area with a Special Event Sponsorship Program through existing events in the county like Festival Mosaic, attracting traveling shows and events from other areas to utilize City facilities. Staff is currently developing special event criteria and a template for the program.

- Work to remove barriers to use of the Sunken Gardens for special events.
 - **IN PROGRESS.** *Staff has identified ways to improve the electrical access in the Sunken Gardens area for special events. Most recent is the purchase of spider boxes to assist with electricity. Staff will continue improvements as we work with the Sunken Gardens facility.*

Celebrate Atascadero

- Develop and implement innovative ways to celebrate Atascadero with positive public outreach and public relations activities.
 - **ONGOING.** *Staff is continuing to implement new and exciting community events by brainstorming various ideas whenever and wherever opportunities become available, such as the very successful 9/11 Patriot's Day/City Hall Exterior Lighting event, the Zoo's 60th Birthday Celebration and the first Tamale Festival that will become an annual event, among others. These types of events, which are widely promoted through traditional and social media and then shared by staff and community members on Facebook and elsewhere, generate a great amount of positive comments and feedback from the community. We are also working much more closely with local businesses to create events, which generate awareness and help drive people out to enjoy their stores, such as Taco Day on Traffic Way. Staff is working with ATBID on events like Restaurant Month to actively recruit businesses to participate and better promote themselves.*

- Provide a City liaison and support for community special events.
 - **ONGOING.** *The Deputy City Manager-Promotions staff position has been assigned as the City liaison for special events. In the past year, the City has significantly increased support levels for events such as Colony Days and Winter Wonderland. The liaison has also actively met with community event coordinators to bring to and facilitate events such as the Mozart Festival here in Atascadero.*

- Increase City presence on social media promoting positive news items here in Atascadero.
 - **ONGOING.** *Staff actively monitors and posts our City's assets, PR and events across all social media on the City and Visit Atascadero Facebook pages. Staff is working to implement the City's Twitter account in 2016*

- Improve relationships with local community groups to maximize the flow of information and assist in positive community activities.
 - **ONGOING.** *Staff is meeting with various organizations to communicate and assist them with their needs. Staff meets with the Atascadero Community Alliance to assist nonprofits with event planning from topics like how to plan an event to proper times to post on social media. Staff assisted the Alliance in creation of a Community Event calendar on www.calendarwiz.com/atascadero so that event planners across various organizations in our area have a resource to assist them in scheduling events that do not conflict with each other and a resource to solicit volunteers for their events. Staff also actively meets with businesses like the Traffic Way group and weekly Coffee @ The Carlton which are platforms for communication with events and marketing taking place in and around the City.*

- Actively look for and assist those looking to do special events that enhance the image of Atascadero.
 - **ONGOING.** *Staff actively looks for and works across the organizations from the Friends of the Lake establishing a new event with Lake Fest to working with Solterra Strategies and ATBID on implementation of the County's first Cider Festival and working with groups like the Friends of Hearst Castle to actively cross-promote our City.*

- Improve our Special Events Roadmap to include updated information.
 - **IN PROGRESS.** *Staff is working on a hand-out that has events in one place. Currently, staff is finalizing creative for our events, and once that is complete, the City will have a "2016 Calendar of Events" handout available – timeline: early February.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- **ONGOING:** *Staff will continue working to updates all calendars from our City and Visit websites and Facebook pages to external media and county tourism calendars.*
- Assign responsibility for celebrating Atascadero to an Individual.
 - **COMPLETED.** *Deputy City Manager – Outreach, Promotions, Events was hired mid May 2015.*
- Participate in Special Olympics Host Town Event.
 - **COMPLETED.** *Staff successfully participated in the program and planned an event that included a trip to the Zoo, participating in a special Tuesday night BBQ in the park, music and dancing. Due to glitches in Special Olympics processing in Los Angeles, the athletes were delayed and were unable to attend the event. The community, however, enjoyed the BBQ and music.*
- Celebrate each City success with public ribbon cuttings and press releases.
 - **ONGOING.** *Staff actively completed each of the ground breaking and ribbon cuttings for the F-14 Sales Tax Measure to improve the roads which will continue into 2016; completed the AZA Accreditation event, announcements of our baby flamingos, 60th Anniversary Celebration and Turtle Lab/ Turtles in Trouble program for the Charles Paddock Zoo; highlighted in press releases from events to roads and to the success of arresting the San Gabriel Elementary School bomb threat suspect. Our successes will be celebrated and ongoing.*
- Look for funding to improve the City's website focusing on mobile support, social media connections, event promotion and public contact.
 - **IN PROGRESS.** *Funding has been allocated for the 2016-2017 fiscal year to build a new city website. Staff will begin the ground work to redesign the website during the summer of 2016 and anticipate the new site to go live in Q2 of 2017.*

Improve Information Flow and Communications with Constituents

- Open City Hall on Fridays.
 - **COMPLETED.** *City Hall has been open on Fridays since July 10, 2015.*
- Proactively look for opportunities to get City news and information out to constituents and other interested parties.
 - **ONGOING.** *Staff is consistently on the alert for news and information of importance or interest to the community and pushes City press releases and news links from other parties out to the public via shares on traditional and social media outlets.*

- Use a public information officer to review press releases and to coordinate the City's response to inquiries from the media.
 - **ONGOING.** *The City hired a Deputy City Manager in charge of promotions in May 2015. This position is currently coordinating non-safety press releases and inquiries from the media. Staff is working toward expanding the role of the information officer and increasing training for both the information officer and staff/elected officials citywide.*

- Develop and implement a media response policy for staff and Council Members.
 - **NOT STARTED.** *A formal policy has not yet been written. This expected to be complete by spring 2017.*

- Improve transparency by addressing rumors quickly through the appropriate communication method. (Publically through social media or other methods address those rumors that would not violate someone's privacy or would not reflect poorly on a constituent or business.)
 - **ONGOING.** *Staff has Google alerts in place and continually monitors local sites like the SLOStringer Facebook page to assist with ongoing news about the City and acts immediately with a press release when there is an incident taking place to keep the public informed. Staff returns all media calls in a timely manner to answer questions and provide useful information. Staff works to address rumors immediately through social media where appropriate and provide informative and useful information on the City's Facebook page.*

- Assign responsibility to monitor public communications and to respond appropriately.
 - **COMPLETED.** *City Manager's Office staff regularly monitors social media posts and public comments made on local Facebook groups and elsewhere, and will respond online factually and positively whenever it's appropriate to do so; in some cases a press release disseminated via traditional media may more accurately tell the story, and then links to the release are posted online.*

- Set systems in place to keep communications factual and positive.
 - **IN PROGRESS.** *Staff makes sure that all press releases are factual and positive by making sure a minimum of one additional person reviews the release before it is broadcasted to the media. Staff makes sure that City and Visit Atascadero Facebook posts and websites have complete, accurate and current information. Staff monitors all media and tourism calendars the beginning of each month to make sure event posts are still current and updated*

including informational sites like Wikipedia that can be altered or changed without users logging into the site.

- Improve transparency by actively pushing out both “bad news” and “good news.”
 - **ONGOING.** *Staff immediately pushes out news to the media in contacting reporters, sending press releases and posting on social media in a timely manner to be informative and useful when its either bad or good news in an effort to provide correct information and details for the public.*
- Improve the City’s website focusing on improving navigation, eliminating old material and providing current up to date forms, data and information.
 - **IN PROGRESS.** *Staff has begun work on eliminating old material by removing outdated forms from our webserver and updating links when new forms are created. Funding has been allocated for a new website that will focus on simple navigation, social engagement, citizen contact and improved form discovery. The new website is anticipated to go live in Q2 of 2017.*

Increase Marketing and Exposure of the Pavilion, Lake Park, Zoo and Veteran’s Memorial

- Increase marketing presence on Google, Facebook and other internet sources for the Pavilion as an event center.
 - **IN PROGRESS and ONGOING.** *Staff has updated the www.VisitAtascadero.com website with information about the Pavilion. Staff is currently redesigning the Pavilion website; once that is completed in February 2016, we will be promoting the event center heavily through social media, Google, etc.*
- Look for marketing opportunities to promote the Pavilion, Lake Park, Zoo and Veteran’s Memorial.
 - **IN PROGRESS and ONGOING.** *Staff has advertised the Zoo’s events with a variety of television commercials, Chamber showcase mixer, radio talk shows, print ads and digital ads for the 60th Anniversary, Zoo Boo and Holiday Magic. Staff has promoted the Lake Park with the Saturday Concert series on Facebook, KCOY and KSBY newscasts. Staff is currently promoting the Zoo, Veteran’s Memorial, Pavilion and Lake Park through social media, the Visit Atascadero website, digital retargeting and paid keyword search.*
- Increase the promotion of the Zoo.
 - Look for education opportunities to tell about the important work being done at the Zoo.
 - **ONGOING.** *Staff looks for opportunities to let residents and visitors learn about the significant conservation work being done at the Zoo.*

Outreach efforts includes tours for Wine Festival Committee Members, presentations on Turtles in Trouble and Red Panda habitat to Rotary members, and events and press releases such as the recent ribbon cutting for the Turtle lab.

- Prepare monthly Zoo articles.
 - **NOT STARTED.** *Staff feels that this is a worthwhile communication tool, however focus on Zoo events and promotions has not allowed us to undertake a monthly newsletter. This program is estimated to be kicked off in fall of 2016.*
- Encourage Friends of the Zoo Membership newsletters.
 - **IN PROGRESS.** *The Friends of the Zoo have issued several newsletters. It is hoped that with better communication and teamwork, that the Zoo can assist the Friends in getting out a regular newsletter for members.*
- Issue Press Releases on new and exciting happenings at the Zoo. (Send to both local and national media outlets)
 - **ONGOING.** *Staff has worked with local media outlets on events in 2015 from the babies being born, the 60th Anniversary, and the recent Turtle Lab and launch of Turtles in Trouble Exhibit. Both locally and nationally with the Association of Zoos & Aquariums accreditation.*
- Investigate the opportunity for receptions at the Zoo.
 - Look for funding for a new education / event center area at the front of the Zoo.
 - **COMPLETED.** *Funding for a new outdoor event pavilion/area was approved as part of the 2015-2017 Budget. The pavilion is slated to be used for zoo education events, puppet shows and zoo fund raising events. In addition the area can be opened up to the park for rentals and events. Staff is in the process of drawing up an RFP for design services.*
- Follow, maintain and engage in social media regarding the Pavilion, Lake Park, Zoo and Veteran's Memorial.
 - **IN PROGRESS and ONGOING.** *Staff has engaged, followed and posted on social media for the Zoo on the Zoo's Facebook page, Visit Atascadero Facebook page and website with a variety of events as well as regular posting of information. Staff has also engaged the Lake Park, Veterans Memorial and Pavilion on the City and Visit Atascadero Facebook pages for events like Veterans Day ceremony, Concert Series, Wine Festival and Holiday Boutique.*

ITEM NUMBER: 1
DATE: 01/29/16
ATTACHMENT: 1

- Improve Directional signage to Lake Park/Zoo/Veteran's Memorial. (Particularly at US 101 / Highway 41)
 - **IN PROGRESS.** *A new sign at the bottom of the south bound ramp was installed by the Veteran's Memorial Foundations to include directions to the Veteran's memorial.*

- Plan for connectivity between downtown corridor (El Camino Real) and Atascadero Lake Park facilities, including better exposure and wayfinding, as a goal in the State Route 41 West Corridor Study.
 - **IN PROGRESS.** *The Highway 41 Corridor study is in progress. The goal of the study is to provide a long range plan for complete streets along the Highway 41 Corridor including bike paths, sidewalks and wayfinding.*

- Hold and advertise Special Olympics World Games host town event at the Zoo and Lake Park.
 - **COMPLETED.** *A special event including zoo tour, Tuesday BBQ in the park, music and dancing was held in July 2016. Due to delays in Los Angeles, the athletes were ultimately unable to attend the event; however the event was enjoyed by many community members.*