

2018 City Council Goals and Objectives

City Council adopted a strategic planning framework in 2016 in order to create a methodology to prioritize our efforts, while connecting the City's work plans and budget decision-making to the overall community goals. The strategic framework provides a platform for the City to communicate to the community, partners and staff what it is trying to achieve at the high-level. In addition, the framework allows for the City to measure progress toward achieving the important community goals.



The five City Council goals are as follows:

Goal #1: Achieve Economic and Fiscal Sustainability

Goal #2: Water Reclamation Facility (WRF) and OneWater Review and Implementation

Goal #3: Public Infrastructure and Facility Maintenance and Improvement

Goal #4: Land Use Plans and Zoning Policies Updates

Goal #5: Improved Communication

City Council adopted goals and objectives in 2017 to help guide its efforts toward meeting the objectives of the strategic framework. The City initially created over 10 goals and 80 objectives, covering a wide variety of community issues. Those goals and objectives were refined over the past year, and led to adoption of 5 goals this year.

City Council recently approved the 2018 goals and objectives, and 32 discreet and measurable action items to drive work toward achieving the goals. The City intends to accomplish these action items between February 2018 and the early part of 2019.

The City has made significant progress on many of the action items, which are described in detail below. The document below provides an overview of each of the goals, objectives and the corresponding action items.



Goal 1: Achieve Financial and Economic Sustainability

The City faces financial challenges in the next several years as it prepares for significant increases in employee pension costs (CalPERS), while also attempting to fund important capital improvements. In addition, the City and partners have

embarked on implementing economic development plans to maintain and enhance the community's overall economic prosperity. The major objectives and action items around this goal include seeking opportunities to reduce City expenditures and enhance revenues.

Objective 1: Secure financial sustainability through a comprehensive review of cost reductions and revenue enhancement opportunities

Action a: Develop a cost control and reduction plan to achieve cuts to maintain a structurally balanced budget, including, but not limited to a complete review of staffing levels and non-labor costs in all departments.

Action b: Develop a staff-internal emergency cost reduction plan to inform future fiscal emergencies.

Action c: Consider for November 2018 ballot a Marijuana Tax with consideration for funding for the Utility Discount Program and other City needs.

Action d: Evaluate opportunities for new or expanded revenue sources, including but not limited to: paid parking, other tax measures and a review of City fees.

Objective 2: Consider the proposed strategies in the Economic Development Strategic and Waterfront and Downtown Strategic Plans and act on those most likely to generate revenues in the near term.

Action a: Bring to Council for information, consideration and possible implementation a review of circulation and parking management plans, wayfinding, and other options for the Waterfront and Downtown and other business districts.

Action b: Evaluate Memorandum of Understanding (MOU) with the Morro Bay Chamber of Commerce and other arrangements to further economic development objectives.

Action c: City Council review proposal to modernize the Morro Bay Aquarium Site structure and operations.

Action d: Establish Financial Partnership policy, and Lease site evaluation/audits on a 3-year rotating basis.

Action e: Offshore Windfarm opportunity/proposal development and review.

Objective 3: Miscellaneous Action Items Related to Financial Sustainability and Economic Development

Action a: Overall evaluation of tourism, including Vacation Rentals & RV Parks Tourism Business Improvement District (TBID) Assessment options, Average Daily Rate (ADR), overall tourism effort and effectiveness since the transition to the City,

hotelier involvement, board functionality, and the annual financial report. Also include information on the partnership with Visit SLOCAL.

Action b: Improve internal management of homeless related issues (how the City coordinates internally and with partners on homeless issues).

Action c: Community Choice Energy feasibility study.



Goal 2: Water Reclamation Facility (WRF) and OneWater Review and Implementation

The City is pursuing a Water Reclamation Facility (WRF) project to address important wastewater and water needs in the community. The current sewer plant does not meet water quality standards and is located in a coastal flooding and tsunami inundation zone. In addition to bringing the City into compliance with regulatory permitting requirements, it has the capacity to offset up to 80% of the city's potable water supply. The City is also working on a comprehensive plan looking at all the city's systems that address water, from sewer to potable water to stormwater. The OneWater Plan establishes a plan to secure our water future and establish a long-term capital improvement plan to improve water and sewer infrastructure.

Objective 1: Water Reclamation Facility Project Review and Implementation

Action a: Assign a budget for the WRF.

Action b: Take appropriate selection action and bring to Council for approval, a contract for the design-build construction delivery of the new WRF.

Action c: Following CEQA guidelines, bring the WRF Environmental Impact Report (EIR) to Council for approval and certification.

Action d: Complete water/sewer rate study and bring to Council for Prop 218 process consideration any rate increase requirements to fund the proposed WRF.

Action e: Complete and submit the State Revolving Fund loan application with the State Water Control Board and Water Infrastructure Finance and Innovation Act (WIFIA) loan application with the U.S. Environmental Protection Agency (EPA) for the WRF project to secure subsidized loan financing for the project. Review and consider other state and federal funding.

Action f: Complete the acquisition of the preferred site for the WRF project.

Action g: Review and update the Utility Discount Program and develop and implement a communication plan to increase public awareness of the water and sewer rate subsidization program for low-income individuals and families.

Action h: Hire and onboard new Program Manager for the WRF project.

Objective 2: OneWater Review and Implementation

Action a: Bring to Council for consideration a “OneWater” plan for the City that considers all water resources – from storm water to groundwater to wastewater – as a single “water resource.”

Action b: Engage business community and broader community in dialogue about water issues, including state water.



Goal 3: Public Infrastructure and Facility Maintenance and Improvement

The City is focused on improving its streets, transportation infrastructure, facilities and public spaces. While the City has invested significantly in its streets, parks and restrooms, more work is needed to ensure the longevity of our infrastructure. The action items related to this goal for

2018 include improving partnerships with volunteer groups and seeking a request for proposals to conduct a feasibility study for bringing a marine services facility (boatyard) to Morro Bay.

Action a: Inventory, evaluate and refresh existing programs for volunteer groups to assist in providing routine maintenance in the City, while soliciting and facilitating additional volunteer group support for routine maintenance and small capital projects.

Action b: Complete the approved RFQ process for a marine services facility (boatyard) and bring to Council for information and consideration of next steps prior to any decision on feasibility study.

Action c: Council review of "Adopt a Thing" policy and staff implementation of the policy and creation of the program.



Goal 4: Land Use Plans and Zoning Policies Updates

Plan Morro Bay is the City's update of its General Plan / Local Coastal Program, as required by California state law. These long-range planning documents guide development and conservation policies within the City, and helps set the vision for the community for the next twenty years. The update project also includes an update to the Zoning Code.

Action a: Complete the General Plan/Local Coastal Plan rewrite.

Action b: Complete the zoning code update, which includes a review of the Short-term Vacation Rental Policy and Secondary Unit (more commonly known as ADU or "Granny Unit") Ordinance.



Goal 5: Improved Communication and Miscellaneous Priorities

The City is working to improve communication and engagement with the community, to ensure that members of the public are informed and that there is a broad community participation in the City decision-making process. Action items for this goal include improving the City's website. In addition, this goal includes miscellaneous action items that aren't necessarily connected to communications, such as conducting a feasibility study for a Community Choice Energy program.

Objective 1: Improve Community Outreach and Communications

Action a: Conduct an assessment of the City's communication and outreach effectiveness.

Action b: Improve website, including adding Water Reclamation Facility updates on the front of the website.

Action c: Enhance accountability of goals, objectives, measurements, progress and completion with consistency, and communicate progress on Council's Strategic Goals and Objectives.

Objective 2: Miscellaneous Action Items

Action a: Create greater efficiencies and coordination with partners (community organizations)

Action b: Implement Marijuana Ordinance.