

Staff Agenda Correspondence Attachment A:

Major City Goal Update

The tables on the following pages provide a comprehensive update on the status of current Major City Goal initiatives, including a list of completed items from the 2021-23 Financial Plan, which had the same overarching goals. The tables include:

1. The current status of the task and updated completion date (if applicable). The statuses are color-coded:

- On track
- Task delayed or potential setbacks with workable solutions
- Problems emerged with no solution yet

2. The outcome of the task and whether it has been operationalized
3. Tasks that would require additional resources in the 2025-27 Financial Plan, should the Council choose to continue them, are highlighted in orange in the right-hand column. Some of these items were initially funded on a one-time basis during the 2023-25 Financial Plan.

The attachment is divided into four sections:


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| 1. Economic Resiliency, Cultural Vitality and Fiscal Sustainability | Page 2 |
| 2. Diversity Equity and Inclusion | Page 7 |
| 3. Housing and Homelessness | Page 10 |
| 4. Climate Action, Open Space, and Sustainable Transportation | Page 14 |
| 5. Tasks completed during the 2021-23 Financial Plan | Page 20 |

Historical Major City Goal Investments




The table below presents the estimated additional operating budget appropriations for Major City Goals from the past two financial plans. However, it does not reflect the total investment in these goals, as it excludes staff time and overhead costs, which are difficult to quantify. It also does not account for costs already included in the City’s base budget before the 2021-23 Financial Plan.

Major City Goal SOBCs	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	
One-time					
DEI	\$ 427,232	\$ 435,102	\$ -	\$ -	
Economic Resiliency, Cultural Vitality & Fiscal Sustainability	1,619,857	841,744	606,000	556,000	
Climate Action, Open Space, and Sustainable Transportation	269,972	133,337	50,000	50,000	
Housing and Homelessness	662,326	595,826	305,000	350,000	
Total One-time	2,979,386	2,006,009	961,000	956,000	
Ongoing					
DEI	178,898	194,995	20,000	25,000	Estimated Cumulative Ongoing
Economic Resiliency, Cultural Vitality & Fiscal Sustainability	211,000	211,000	-	-	
Climate Action, Open Space, and Sustainable Transportation	327,405	342,265	-	-	
Housing and Homelessness	461,271	466,400	-	-	
Total Ongoing	\$ 1,178,574	\$ 1,214,661	\$ 20,000	\$ 25,000	\$ 1,239,661










Economic Resiliency, Cultural Vitality & Fiscal Sustainability

Items notated with orange **will require additional resources to continue in the 2025-27 Financial Plan** 


Task/ Action	Completion Date	Status	Outcome
1.1 For All Members of the Community			
a. Implement the relevant actions in the updated Economic Development Strategic Plan (EDSP) focusing on those relevant to Economic Resiliency, Cultural Vitality and Fiscal Sustainability.	Ongoing		Progress on the EDSP implementation matrix is published quarterly to the city's website. https://www.slocity.org/business/economic-development/economic-development-strategic-plan
b. Continue to partner with the Office of Sustainability to implement the economic development related actions in the Climate Action Plan (CAP) as well as the sustainability related actions in the updated Economic Development Strategic Plan (EDSP)	Ongoing		The ED&T and Office of Sustainability meet monthly to coordinate on work.
c. Continue to partner with the Office of Diversity, Equity and Inclusion (DEI) to implement the economic development related actions in the DEI major City goal and planned DEI strategic framework as well as the DEI related actions in the updated Economic Development Strategic Plan (EDSP)	Ongoing		ED&T team meets monthly with DEI team to coordiante. ED&T team met with recipients of the DEI Business Grant to understand successes/challenges of the program. Admin worked with the Chamber and Cal Poly to host an Insight Studio related to DEI Business Practices in 2024. ED team welcomed 9 new business owners who are part of a minority community in SLO.
d. Continue to monitor local labor participation in major City projects and adjust the City's efforts as needed to ensure local labor participation through the use of Community Workforce Agreements and other similar tools. Work to finalize CWA for Prado Overpass and Public Safety Center.	Ongoing		Operationalized. CIP Engineering technician documents local labor participation based upon contractor bids and certified payroll on a quarterly basis. Latest data shows 76% of CIP project worker hours are perform by local workers.
e. Continue to update the employment scorecard and the economic activity scorecard.	Ongoing		Operationalized. Responsibility of the Economic Development Analyst. Published quarterly on City website.
1.2 Business Support			
a. Continue activations, promotions and programs like "Buy Local Bonus", "Eat Local Bonus" and "Shop local" to build economic resiliency through out the City and including downtown.	Ongoing		Not operationalized. Current funding is one-time. Buy Local Bonus program finished 5th successful year in 2024, Restaurant Week hosted in 2024 and shifted to Restaurant Month in 2025.
b. Continue to work with partners at the Chamber, REACH, Cal Poly, Downtown SLO, SCORE and others to support the business community through retention, creation, attraction, education and communication efforts.	Ongoing		Operationalized. Regular check-ins with Chamber and Downtown SLO established. Support for Cal Poly CIE and Score has continued.
c. Continue to promote the City to tourists, visitors and locals through the efforts of the TBID and the PCC.	Ongoing		Ongoing. The Tourism Business Improvement (TBID) adopted their 2025-2030 Strategic Plan in January 2025.
d. Continue to focus on efficiency and transparency in the permitting process through implementation of new tools, performance management reporting, and enhanced customer transparency tools. Report recurring performance measures or permit processing times during General Plan Annual Report.	Ongoing		Energov enhancements made as well as rolling out E-review for building permits. Adding planning and engineering to E-review would require additional time and resources.
e. Ensure broad and inclusive engagement in area and specific plans updated by the Community Development Department to represent the needs of local businesses.	Ongoing		ED&T team supported CDD in outreach and engagement with local businesses and hotel owners for the Upper Monterey Area Plan work.
f. Conduct outreach and engagement with property owners and businesses in the Upper Monterey Special Focus Area to confirm scope in pursuing an area plan consistent with Land Use Element Policy 8.2.2.	FY25 Q4, In progress		Outreach and engagement with property owners and businesses is currently being conducted (online engagement is ongoing, meetings held on 1/16 and 1/30)

Task/ Action	Completion Date	Status	Outcome
g. Continue to support new and expanded private childcare options through the use of grant funding and other programs.	Ongoing		Not operationalized. Current funding is one-time. To date, the city's grant has created 11 newly licensed businesses and 116 slots for children, with 8 applicants pending licensure with potential to create an additional 92 slots.
h. Continue to support the childcare options for school age children through the City's own programs and programs in conjunction with other partners.	Ongoing		Youth Services has been able to expand the school programs and average over 800 participants per day at the school sites (5).
i. Proactively evaluate and implement after briefing council on opportunities to partner with Cal Poly, San Luis Coastal Unified School District and other major employers for employer supported childcare programs.	Ongoing		Staff collaborated with CP, District, and County, on the childcare facility feasibility study, as well as supported the attempt by CP for a facility Uplift Grant (which was unsuccessful in award)
j. Represent the interests of the business community during the implementation of the broadband strategic plan.	Ongoing		The ED&T team participated in the evaluation and selection of the City's partner.
1.3 Downtown Vitality			
a. Continue to partner with Downtown SLO to ensure the promotion, resiliency, growth, and vitality of the Downtown.	Ongoing		Collaborated closely with DSLO in response to business challenges including construction, parking and visitation. Addressed two large vacancies downtown through the site selection process and a meeting with a property owner.
b. Continue to financially and operationally support Downtown SLO during the winter holidays including incentivizing private participation through the matching program.	Complete		FY24: The 47th annual Holiday Parade had 15,000 attendees. FY25: The 48th annual Holiday Parade had 17,000 attendees. City supported activations of Mission Plaza, including the holiday lights program.
c. Continue to support the Downtown SLO programs like Clean & Safe, the Ambassadors and homelessness support.	Ongoing		Annual contract in place with Downtown SLO along with ongoing creative collaboration on program implementation and business responsiveness. DSLO has renewed the Tree Lighting and Plaque program, and ED&T collaborated with Public Works to identify eligible trees in the project area.
d. Develop a Council report and Study Session on downtown vacancies, the status and possible options to address any issues identified.	Complete		Staff completed Council briefings on downtown vacancies and vibrancy in Spring 2024.
e. Develop an implementation plan for the recently adopted Access and Parking Management Plan and begin execution of the plan.	Ongoing		Work is ongoing within the newly created Mobility Services Division to execute strategies for Goal 1 of the APMP (Promote mode shift by making other modes of travel more attractive than driving alone). The Parking Rate Study and Technology Roadmap have been adopted. Rates were reduced and technology roadmap recommendations are being implemented to execute strategies for Goal 2 of the APMP (Use parking spaces efficiently, promote fiscal responsibility, ensure availability, and improve the customer experience).
f. Begin construction of the Cultural Arts District Parking Structure.	Complete		The Cultural Arts District Parking Structure broke ground in November and construction is on schedule to be completed in early 2026.
g. Replace the existing Mission Plaza Restrooms in compliance with Mission Plaza Concept Plan and Council Direction.	Q2 FY26		Work is underway and construction is expected to be completed by end of calendar year 2025
1.4 Support Arts and Culture			

Task/ Action	Completion Date	Status	Outcome
a. Continue to work with our community partners to ensure the Cultural Vitality of the City.	Ongoing	●	Worked with over a dozen local arts & cultural organizations to promote and implement ARTober. ARTober will return in FY25 Q2. In July 2024, ED&T staff wrote a letter of support for an Our Town Grant for the SLO Film Festival at the Palm Theatre. Entered into a collaborative agreement with ED&T, DSLO, and SLO County Arts Council to amplify the Art after Dark program. P&R conducted the local artist workshop series at the Library Community Room and artist showcases at the LCC
b. Continue to execute the City's public art master plan.	Ongoing	●	The return of the Utility Box Art program occurred in summer and fall. Partnership with SLOMA brought the annual rotating sculpture exhibit to Mission Plaza lawn, and significant work contributed to the Garden Street Alley art project
c. Ensure that the City promotes the various City and privately owned art installations through programs like the public art promotional plan developed by the PCC.	Ongoing	●	The 8-month "Art Starts With" campaign was completed in September which established 8 themed public art promotional "reels" and garnered over 650k impressions on social media. FY25 ongoing coordination with Public Art Coordinator. Commissioned new photography of additional art installations through the TBID.
d. Continue to financially support the Arts and Cultural Activities of the City through the PCC's program and the additional grant funding via the PCC.	Ongoing	●	PCC has awarded \$100,000 in grant funding to organizations through the CACP program in FY24. FY25: CACP program grants were awarded by Council in July 2024.
e. Continue the citywide banner program.	Ongoing	●	Evaluating the addition of a street banner location on Morro Street. New banners were added in FY25 Q1 for Independence Day.
f. Continue to support the preservation of the City's adobes, including work on the La Loma Adobe through a phased approach intended to ensure that the structure is ready for active stabilization efforts by 2025.	FY25 Q4	●	Two keys tasks are underway: 1.) the Friends of La Loma Adobe (FLLA) have prepared plans for stabilization / rehabilitation of the structure and developed a scope of work and cost estimating for a four-phase "pay as you go" approach to the project, and 2.) staff have been working with the neighboring Nelson family and their consultant, as well as FLLA, to address the historic lot line discrepancy and will return to Council with recommended next steps by Q4 2025.
g. Initiate implementation of the consultant recommended phased approach to update the City's historic resources inventory.	Complete and ongoing	●	The City has initiated implementation of the phased approach to update the historic resources inventory. A consultant was hired in November 2023 and has conducted multiple study sessions with the CHC. The consultant is currently finalizing draft documents for staff review. Staff anticipates bringing the update forward for CHC review and recommendation in Summer 2025.
h. Develop a Council Memorandum on the current base level of economic support for Arts and Cultural activities across the various departments in the City.	Complete	●	A memo was completed and distributed to Council in December 2023.
1.5 Practicing Fiscal Responsibility			

Task/ Action	Completion Date	Status	Outcome
a. Continue to implement and enhance the City's sound financial management practices to support stability of the organization and services provided to the community.	Ongoing		This ongoing task is core to the work that the Finance Department does and will continue regardless of adopted Major City Goals. In the last two years, staff has updated various fiscal policies and procedures, provided City-wide trainings, developed a set of Budget Balancing Strategies to guide staff in development of the City's budget, and continued to make enhancements to the Oracle ERP.
b. Conduct a Study Session on alternative capital project delivery options and determine whether Council wishes to proceed with a Charter Amendment.	Incomplete		This item was deferred due to timing and resource constraints. Desire for a charter amendment could be revisited with the next financial plan.
c. Implement a City fee program update.	Complete		The User Fee Study and recommended fee changes were presented to and adopted by Council on July 2, 2024. The updated fees went into effect on October 1, 2024.
d. Implement a Development impact fee (AB1600) study and update.	FY26 Q2		The Development Impact Fee Study has been delayed due to turnover in staff managing this project. In addition, there are number of policy level considerations that need to be discussed with Council and a study session on this topic is tentatively scheduled for August 19, 2025. The outcome of the study session will determine when the study can be completed and when staff will return to Council for adoption of the fees.
e. Monitor Public Banking advances and alert the City Council to major changes.	Ongoing		Staff has not provided any formal updates to Council related to public banking. Due to considerable economic uncertainty and liabilities associated with the banking industry, staff would not recommend establishment of a public bank.
f. Continue to support and prioritize employee development and growth through investing in resources to train, develop, and onboard new and transitioning employees.	Ongoing		Operationalized and ongoing.
g. Continue to support employees in managing their workloads by reviewing and prioritizing work efforts, goals, and balancing trade-offs for a new workload.	Ongoing		Operationalized and ongoing.
h. Continue to evaluate and adjust internal meetings to create more effective meeting practices.	Ongoing		Operationalized and ongoing.
i. Continue promoting cross-department communication and collaboration amongst employees.	Ongoing		Operationalized and ongoing.








Task/ Action	Completion Date	Status	Outcome
<p>j. Continue to evaluate and enhance the training and usability of Oracle Cloud, the City's Enterprise Resource Planning/Human Capital Management software.</p>	<p>Ongoing</p>	<p>●</p>	<p>The City continues to address compliance and usability challenges with the Oracle Cloud Enterprise Resource Planning (ERP) and Human Capital Management (HCM) system. While progress has been made in resolving core issues, outstanding concerns remain, particularly with the payroll system and overall system usability. As a Software-as-a-Service (SaaS) platform, Oracle Cloud ERP undergoes frequent updates that pose challenges for City staff, as these changes are difficult to fully assess before deployment in the live system. The City remains committed to evaluating and enhancing training and system usability to improve efficiency and compliance. Despite ongoing challenges, in the last six months the City recently experienced a loss of internal expertise as two of the three System Application Specialists, the IT technical resources for Oracle, resigned after securing consulting positions to implement the Oracle product. Having invested in their growth and development, the City now faces the departure of key resources and subject matter experts in the Oracle system.</p>


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Diversity, Equity, and Inclusion

Task/ Action	Completion Date	Status	Outcome
2.1 Establish Office of DEI			
a. Based on the completion of the DEI Strategic Plan, determine the ongoing support structure needed in the Office of DEI to optimally deliver organizational and community programs and services.	Ongoing	●	Operationalized. The planned programs and operations of the Office of DEI were evaluated and the contract Management Fellow was converted to a regular Admin Specialist position using existing program resources
b. Work with Cal Poly and Cuesta to host interns.	Ongoing	●	Operationalized. The Office of DEI has hosted Cal Poly students and will continue to expand this effort when fully staffed.
c. Further develop purpose, role, activities, and enhance impact of DEI Employee Committee, including equal standing and priority to tasks and responsibilities assigned to the members (e.g. ERGs, newsletters, cultural celebrations, trainings, internal communication, public web pages, etc.).	Complete	●	Operationalized. The committee has continuously met and produced internal newsletters in addition to other activities. Upcoming work includes completing a committee charter and clarifying roles and responsibilities.
d. Continue to support and act as the staff liaison to the Human Relations Commission (HRC).	Complete	●	Operationalized. Office of DEI staff will continue to support for the HRC.
e. Continue to provide grant support to the HRC for DEI High Impact Grants, Community Development Block Grants and Human Services Grants and complete necessary follow up and reporting with grant recipients.	Complete	●	Operationalized. Office of DEI staff will continue to support the process for making DEI High Impact Grants, Community Development Block Grants and Human Services Grants .
2.2 Develop & Implement DEI Strategic Plan			
a. Complete a DEI Strategic Plan for comprehensive DEI initiatives and programming for the organization and community based on needs, priorities, and resource assessments.	Complete	●	Operationalized. The DEI Strategic Plan was presented to and approved by Council in February 2024 and is being implemented. A yearly progress report will presented to Council.
b. Implementation of prioritized programs as outlined in the DEI Strategic Plan within available resources.	Ongoing	●	Operationalized. Office of DEI staff will be responsible for implementing strategic plan tasks.
2.3 Workforce Recruitment & Retention			
a. Continue to enhance job descriptions and recruiting materials such as materials in Spanish or in different formats to easy access.	Ongoing	●	Not Operationalized. If there is a desire to create recruiting materials in Spanish, additional funding would be required.
b. Assess and develop enhancements processes such as implementing DEI-focused screening and interviewing trainings to personnel and interview panels.	FY25 Q4	●	Not Operationalized. This task is delayed due to the DEI Manager turnover. This work will resumed when the position is hired, but will not be completed this fiscal year. The hiring managers are currently being encouraged to include a DEI related interview question, but it is not required, nor are the questions standardized.
c. Create and rollout DEI-focused trainings for employees.	FY25 Q4	●	Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
d. Examine policies and programs to support primary caretakers.	Ongoing	●	Ongoing effort and operationalized.
e. Continue communicating childcare options and resources for City employees; additional to First 5 findings. Explore flex schedules, job share, remote options, etc.	FY25 Q4	●	The City is continuing to assess childcare options for City employees. The City does offer flex schedules and are implementing a formal Telework Policy in FY25 Q3. A job share program has not yet been developed.
2.4 Inclusive & Equitable Workplace			





Task/ Action	Completion Date	Status	Outcome
a. Develop and adopt a DEI statement for the organization.	Complete	●	A DEI statement was developed and included in the DEI Strategic Plan.
b. Develop and implement a DEI module in new hire onboarding process.	FY25 Q4	●	This task is on schedule to complete
c. Provide DEI-related training for all staff of all levels (Council, Commission, Advisory Board, Directors, Managers, Staff, etc.).	Ongoing	●	Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
d. Complete a planning study for gender-inclusive restroom and sleeping facilities for Fire Stations 3 & 4. Process with design work pending results of study.	Complete	●	Study is complete and gender inclusivity is being incorporated into design of tenant improvements for Fire Station 3 & 4.
2.5 Community-based Policing & Restorative Practices			
a. Promote DEI best practices in Police Department (PD) recruiting and hiring efforts.	Ongoing	●	Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
b. Work in partnership with Facilities and PD to ensure new public safety building design is equitable and inclusive for the community and all department employees.	Ongoing	●	Planning and design work for the Public Safety Building is on hold until completion of Tenant Improvements at 1106 Walnut. Additional design work for the public safety building is proposed to be funded as part of the next Financial Plan CIP budget
c. Continue to work with community partners (PAC and Roundtable) to give the community a voice in policing and that 21st Century Policing Recommendations are implemented where possible.	Ongoing	●	Staff continue to collaborate with both PAC and the Roundtable. Meetings are held bi-monthly and quarterly respectively.
d. Use Community partnerships to help build a 5-year strategic plan to create transparency and legitimacy.	Complete	●	In 2024, Police finalized a 5-Year Strategic Plan with goals focused on: Service to Community, Community Engagement, DEI, Recruitment & Retention, Health & Wellness, and Improving Infrastructure, Equipment & Technology
2.6 Cal Poly & Cuesta Partnerships			
a. Establish bimonthly collaborative and informative meetings with Cal Poly Office of University Diversity & Inclusion and Cuesta College Office of Student Equity & Special Programs to further explore partnerships around education and training.	Ongoing	●	Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
b. Utilize the Assistant VP for Strategic Planning and Network at Cal Poly OUDI to research best practices, grants for internships, programs, outreach, innovative practices, etc.	Ongoing	●	Operationalized. Office of DEI staff are in regular communication with Cal Poly OUDI.
c. Host City/Cal Poly quarterly roundtable (City & Cal Poly leadership, DEI Employee Committee, HRC, Cal Poly students, DEI Leaders, Cuesta College, etc.) regarding community/student experience, relationship-building and partnership programs.	Ongoing	●	Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
d. Explore and develop shared multicultural programming, activities, and events with Cal Poly, Cuesta College, and Non-profit partners through a pilot and/or pop up multicultural center experience.	FY25 Q4	●	The 24-25 Community Belonging Series is halfway through. The Office of DEI is promoting the events in partnership with Cal Poly.
e. Contract to develop a feasibility study for a multicultural center.	FY25 Q4	●	Recommendations regarding the utility of a multicultural center will included as a part of the final report on the Community Belonging Series.
2.7 Access, Inclusion, Support for Underrepresented Communities			







Task/ Action	Completion Date	Status	Outcome
a. Support the development and implementation of the Broadband Strategic Plan to ensure access is equitable and pursue funding to fill gaps.	Ongoing		Operationalized. Grant funded implementation of the Broadband Plan is underway.
b. Continue to provide Community Academy program in even numbered years including application outreach to underserved/underrepresented communities.	Complete		Operationalized. The Community Academy was offered in spring 2024.
c. Complete training for applicable staff on the City's updated Public Engagement & Noticing (PEN) to ensure diverse participation.	Ongoing		Operationalized. The Public Engagement and Noticing Manual has been updated and initial trainings completed. Training will continued to be offered by Communications and Office of DEI staff.
2.8 Community Education & Programming			
a. Review and embed DEI language into existing policies and procedures, codes of conduct within facilities, parks, programs, events, and rentals for services provided to the community.	Ongoing		Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
b. Include DEI Manager Financial Planning Steering Committee meetings.	Ongoing		Partially operationalized. DEI Manager will be included when hired.
c. Edit existing and create new policies and procedures that reflect a DEI lens for internal processes to ensure all City Departments support the DEI MCG.	Ongoing		Partially operationalized. Some efforts have been completed and will be continued when Office of DEI is fully staffed.
d. Provide financial assistance to qualified families through City funded scholarships for youth related programs such as: before/after-school childcare, spring break & summer camps, swim lessons, and after-school sport programs.	Ongoing		Over \$12,500 in financial scholarships were awarded from July 1 - January 31 to families for childcare and youth related programming

Items notated with orange will require additional resources to continue in the 2025-27 Financial Plan 

Housing and Homelessness

Task/ Action	Completion Date	Status	Outcome
3.1 Housing Element Implementation:			
<p>a. Initiate a missing middle housing program that enables "house-scale" multi-family housing opportunities (duplex, tri-plex, bungalow court, etc.) in neighborhoods where existing infrastructure (e.g. arterial and collector streets) can support additional infill and intensification and promote complete neighborhoods.</p>	FY25 Q4	●	<p>The missing middle housing program has been initiated and is being implemented through leveraging key state laws and focused implementation in geographic areas in combination with other MCG tasks. Implementing state legislation that directly promotes infill density for small lot, multi-unit dwellings and accessory dwelling units has been accomplished through density bonus law, zoning and subdivision regulation updates for single-family districts (SB9) completed in 2023, and expanding ADUs and updates for multi-family districts (SB684) scheduled March 2025. Focusing additional capacity for missing middle housing is being accomplished through the Margarita Area (3.1.b) and Airport Area (3.1.c) Specific Plan updates.</p>
<p>b. Initiate an update to the Margarita Area Specific Plan to include more housing options of all types (affordable, multi-family, mixed-use) on undeveloped land, and work with property owners on a plan for the completion of the Prado Road extension to Broad Street.</p>	Complete	●	<p>The update has been initiated, and began in July 2024. The consultant is currently working on MASP Amendments that would increase density on existing residentially zoned land and specifically include opportunities and incentives to develop "Missing Middle" Housing types as well as allowing mixed-use development on commercially zoned land. Additional funding would be needed to complete the environmental review and public hearing process for the proposed specific plan amendments.</p>
<p>c. Initiate an update to the Airport Area Specific Plan to allow mixed-use residential development, where appropriate and consistent with the County Airport Land Use Plan</p>	Complete	●	<p>The update has been initiated, and began in October 2024. Amendments to the AASP have been drafted to allow mixed-use development in the M and C-S zones with a CUP. Conceptual review of the amendment was presented to the ALUC on January 15, 2025. The ALUC will review the proposed amendments for conformance with the ALUP on February 19, 2025 and the Planning Commission will review the amendments on February 26, 2025. The City Council is scheduled to review the AASP amendments on May 6, 2025.</p>
<p>d. Conduct a Study Session with the City Council to identify needs and opportunities across the housing spectrum, including various types of transitional and supportive housing options.</p>	Complete	●	<p>Study Session was held on March 5, 2024</p>
<p>e. Develop a scope of work for possible funding as part of the 2023-25 Financial Plan Supplement to update the City's parking requirements in consideration of best practices that support housing production. Strategies may include lowering parking minimums, establishing parking maximums, reducing parking requirements in areas close to services and transit facilities, and other proven strategies.</p>	Complete	●	<p>Staff developed a scope of work for a parking study as described and worked with several consultants to understand the budget needed. It was estimated that the project would cost more than \$200,000. Due to this cost, staff did not recommend that the project move forward during the Financial Plan supplement process.</p>

Task/ Action	Completion Date	Status	Outcome
<p>f. Implement Below Market Rate Housing best practices including leveraging affordable housing fund revenues, down payment assistance programs, streamlined processing of loan documents, and updated policies and procedures.</p>	<p>Complete and ongoing</p>		<p>This task was completed on September 17, 2024 with the adoption of an ordinance to update the City's Development Impact Fee Deferral Program for Eligible Affordable Housing Projects. Previous implementation components of this task included leveraging affordable housing revenues from the State's Homekey and Pro-Housing Incentive programs, developing the Avila Ranch Downpayment Assistance Program Guidelines, and updating Below Market Rate Housing Purchase Guidelines in October 2023.</p>
<p>3.2 Homelessness Response Strategic Plan (HRSP) Implementation</p>			
<p>a. Work collaboratively with County and key stakeholders to coordinate regional encampment and street outreach, including an expanded hotel voucher program to ensure a bridge for temporary emergency shelter</p>	<p>Complete and ongoing</p>		<p>A hotel voucher program is funded by the City and continues to be administered by CAPSLO to address overflow needs at the 40 Prado Homelessness Services Center. Encampments are coordinated between the City, the County and Caltrans as well as for critical encampments on private property. This has become operationalized through the Homelessness Response Team, however ongoing funding is needed each year for vouchers.</p>
<p>b. Increase homelessness response communications, resource sharing, and education, including increased public use of Ask SLO app</p>	<p>Complete and ongoing</p>		<p>The City has communicated information to the public regarding current practice to address homeless encampments and consistency with recent Supreme Court rulings and recent orders by the California Governor. In June, the City conducted a Community Forum and distributed a resource guide and FAQs found on the City's website. The Homelessness Response team continually responds to public inquiries via AskSLO.</p>
<p>c. Expand implementation of digital encampment management tool internally and for potential countywide use or explore using other countywide systems shared with other regional partners.</p>	<p>Complete and ongoing</p>		<p>The City implements Compassionate Assistance Mitigation and Prevention (CAMP) Standards as a framework to help reduce the negative impacts of homelessness and coordinates cleanup activities through an internal management tool (Survey 123). Staff continue to explore additional options for City outreach staff to access regional platforms in coordination with program goals, including HMIS and Octavia. Homelessness Response staff are also working with the IT Department to expand the City's internal management tool to allow outreach teams to track client data and coordinate outreach and referral efforts.</p>

Task/ Action	Completion Date	Status	Outcome
d. Leverage additional funding from other partner agencies for Mobile Crisis Unit (MCU) program, and Community Action Team (CAT) and service expansion; develop sustainable safe parking programs; and pilot additional transitional shelter programs with regional partners	Complete		City staff leverage funding programs include working with County Behavioral Health and Licensed Pych Tech program as well as the MediCal Enhanced Care Management Outreach providers. A Homelessness Reponse Annual Budget Summary has been developed to track program funding and to assist in the ongoing dialog with partner agencies regarding leveraging regional funds. The Overnight Safe Parking Program at 40 Prado was expanded to 12 spaces in FY2024 and the Rotating Overnight Safe Parking Pilot Program for 12 additional safe parking spaces was approved at Planning Commission in January 2025. Funding for safe parking programs would be needed to continue to provide capacity.
e. Support County and regional partners in pursuing and implementing funding resources as appropriate given the City's role for services, and transitional and permanent supportive housing, including Encampment Resolution Funding and Project Homekey grants	Complete and ongoing		The Calle Joaquin Homekey closed escrow for acquisition on September 13, 2024 for 75 units of supportive housing; and the supportive housing units at the Anderson Hotel that were at-risk of loss, have reopened. The City continues collaboration with SLO County on transitional and supportive units, such as those expected in the Welcome Home Village Project.
f. Continue to develop the City's Safe Housing Outreach and Education Program, including preparation of a Council Memo on options for protecting renters, including homelessness prevention strategies.	Complete and ongoing		On July 2, 2024 a Memorandum on Renter Protections was released to address what protections are currently available to renters and what additional measures cities are permitted to take to protect their renting community. This information can be found online at www.slocity.org/housing . Code Enforcement continues to develop educational materials and strategies for the public, and these activities can be undertaken by code enforcement as time and resources allow. Further development of a program would require additional resources.
g. Monitor and update the two-year Homelessness Response Strategic Plan to align with Countywide Plan to Reduce Homelessness, other regional and state opportunities, and in advance of next City financial plan	Complete		On June 18, 2024 staff provided an update to City Council on implementation of the 2022-24 Homelessness Response Strategic Plan and Council adopted the 2024-26 plan, which included modifications to strategic objectives, funding priorities, and key tasks.
3.3 Environmental Clean-up in Creeks and Open Space			
a. Environmental clean-ups in creek and open space areas associated with abandoned personal property and trash. (Funding approved on March 7, 2023)	FY25 Q4		To date in FY24-25, Parks & Recreation Ranger Services has addressed 27 encampments in creeks and open spaces, cleaning up 5,245 pounds of trash.
b. Environmental clean-ups in City Parks and public spaces associated with abandoned personal property and trash. (Funding approved on March 7, 2023)	Ongoing		To date in FY24-25, Public Works has addressed 71 encampments in City Parks and public spaces, cleaning up over 50,000 pounds of trash.
3.4 Public Safety			

Task/ Action	Completion Date	Status	Outcome
a. Maintain SLOPD bike patrol program as staffing allows	Ongoing	●	The department is diligently working to ensure the Bike Patrol program remains staffed and operational in the downtown area. While staffing challenges have prevented the program from being fully staffed, we continue to deploy bike patrols, and they are proving to be effective. As we actively hire and bring on new personnel, these staffing issues are being addressed, and we anticipate improved coverage moving forward.
b. Implement the new Community Service Officer program over the next fiscal year to ensure effectiveness and improvements in quality of life surrounding homelessness issues in the downtown (funding approved on March 7, 2023)	Complete	●	The department increased the total number of Community Service Officers from three to six. Expanding the CSO program has enabled the department to provide additional focus efforts in the downtown and still provide ongoing support to the City. The department's CSO program is robust and an effective use of personnel to support Patrol, Traffic Safety and CAT.

Climate Action, Open Space and Sustainable Transportation

Items notated with orange **will require additional resources to continue in the 2025-27 Financial Plan**



Task/ Action	Completion Date	Status	Outcome
4.1 Implement the Climate Action Plan and Lead by Example 2023-25 Work Plans			
h. Continue to monitor impacts to Municipal Code 8.11 (All-Electric New Buildings), and if necessary return to Council with an alternative approach to achieving the City's climate action goals as they relate to new buildings.	Complete	●	Operationalized. Council adopted a new buildings and existing buildings reach code, which were completed with staff time and 3CE technical support and are implemented via budgeted staff time. These will require updating in 2025 and 2026, which can be done with staff resources.
j. Continue SB 1383 implementation by developing an inspection and enforcement program and complying with procurement requirements for organic waste and paper as called for in CAP Circular Economy task 1.1.A and 1.1.B.	Ongoing	●	Compliance with SB 1383 continues to be monitored and enforced by City staff and through partnerships with San Luis Garbage Company and the SLO County Integrated Waste Management Authority.
k. Continue to support the IWMA on facilitating the City's edible food recovery programs as called for in CAP Circular Economy task 1.1.C, 1.2.A, and 1.3.A.	Ongoing	●	Staff continues to support the IWMA on facilitating the City's edible food recovery programs.
a. Continue to install electric vehicle chargers and replace fleet vehicles as needed with all-electric alternatives as called for by CAP Lead by Example task 1.1.A .	Ongoing	●	Operationalized. Projects are in the CIP, subject to approval and funding.
b. Continue to electrify the bus fleet as called for by CAP Lead by Example task 1.1.A.	Ongoing	●	Operationalized. Projects are in the CIP, subject to approval and funding.
c. Complete installation of solar panels at the City's Bus Yard, Fire Station 1, and Sinsheimer Pool as called for by CAP Lead by Example task 1.1.A.	FY25 Q2	●	Staff updated contracts in 2024 and expect construction to be completed in 2025.
e. Apply the "Sustainable SLO" mark to City infrastructure and assets and conduct a general awareness outreach program as funding and staff resources allow, as called for by CAP Lead by Example task 1.1.B.	Ongoing	●	Operationalized. Administered by Sustainability and Natural Resources; implementation responsibility rests with owner of each new asset for complying with the Sustainable SLO style guide.
f. Provide ongoing support for Central Coast Community Energy Policy and Operations Board Members, and engage in staff level policy and program development, as called for by CAP Clean Energy task 1.1.A	Ongoing	●	Operationalized. Morro Bay will represent the City of San Luis Obispo in 2025 and 2026 per the Memorandum of Understanding that identified how the shared board seat will be filled. Staff continue to work with 3CE staff on effective program deployment in the agency and in the community.
g. Pursue funding, and if feasible, create the "Green and Healthy Buildings" service to educate the community and connect building owners with resources, federal funding, incentives, financing, contractors, and streamlined permitting as called for by CAP Green Buildings Task 2.1.B, 2.1.C, and 2.1.D, and CASE Program HE-4.7.	Ongoing	●	Staff obtained Department of Energy funding to implement this task. The funding for staffing support will expire in February of 2026 and the work will be carried forward by existing staff resources.
i. Conduct a study session, and pending Council direction, develop an equitable framework for cost effective building electrification retrofit policies, with an initial focus on additions and alterations, as called for by CAP Green Buildings Task 2.1.E.	Ongoing	●	Staff completed the study session and completed an existing building reach code. Staff will continue to advocate for equitable and impactful statewide building performance standards and will advocate to bring voluntary statewide home energy score programs to the City.

Task/ Action	Completion Date	Status	Outcome
Sustain, Manage, and Enhance the City's Greenbelt and Make Progress on Planting 10,000 trees by 2035	Ongoing	●	In support of tree planting, the City completed its first Community Forest Plan, initiated and maintains an interdepartmental "Keys for Trees" program in partnership with ECOSLO wherein TBID allocates funds towards planting trees, and the official 10Tall website, created in partnership with Cal Poly, tracks progress on tree plantings and as of April 2024 reports that nearly 3,000 new trees have been planted in both private and public spaces. Management of the City Greenbelt open space properties is operationalized in partnership with Ranger Service. Enhancement occurs on a case-by-case basis as funding and resources are available (see task 4.2.i).
4.2 Sustain, Manage, and Enhance the City's Greenbelt and Make Progress on Planting 10,000 trees by 2035			
a. Actively implement opportunities to purchase open space lands and permanent land conservation agreements in furtherance of the City's Greenbelt Protection Program as called for by CAP Natural Solutions task 1.1.A.	Ongoing	●	The Greenbelt Protection Program is operationalized, although each project is discrete and carried out in accordance with City Council approval and guidance. The City has historically enjoyed significant matching of CIP funding with outside grant funds to complete land conservation purchases.
b. Complete installation of adopted trail systems at the Irish Hills Natural Reserve and at Miossi Open Space.	Ongoing	●	New and expanded trails were installed at Irish Hills Natural Reserve (Bog Thistle Trail and King Trail) and significant storm-related repairs were required and completed at Miossi Open Space before additional new trail work can be undertaken. This work will continue beyond the 2025-27 Financial Plan, however, personnel, equipment, and volunteer resources are operationalized.
c. Identify and implement trail alignment revisions, if feasible, and other solutions to reduce erosion and wet weather closures and address trail user safety and enjoyment at Reservoir Canyon Natural Reserve.	Ongoing	●	The Bowden Ranch portion of Reservoir Canyon Natural Reserve was significantly impacted by the Lizzie Fire, however a realignment of the "Firefighter Trail" will begin in winter/spring of 2025.
d. Continue Open Space education activities including the "hikes with experts" series, Junior Ranger Camp, and ongoing public information and programming, with emphasis on equity and equitable access.	Ongoing	●	These programs are operationalized, however increasing opportunities for equity and equitable access is still in development and staff are evaluating grant funding to provide additional resources towards these goals. The Jr. Ranger Camps qualify for financial funding assistance through the Parks & Rec youth scholarship program.
e. Continue implementation by Ranger Service staff of all Open Space maintenance activities including establishing a replacement schedule for Open Space trailhead improvements, as well as replacement or repair of Open Space fencing currently in disrepair, all as set forth in the adopted Open Space Maintenance Plan	Ongoing	●	Ongoing and operationalized. Storm and fire related damage have required additional attention and resources. Major repair / restoration efforts have occurred at Righetti Hill, Cerro San Luis, Miossi Open Space, and Reservoir Canyon. Scheduled replacements of bridges and fencing have also been implemented.
f. Continue ongoing Ranger Service patrol of Open Space areas ensuring compliance with the City Open Space regulations, the safety of users, and protection of natural resources values and functions.	Ongoing	●	Ongoing and operationalized.
g. Implement priority projects at Righetti Hill Open Space consistent with the Conservation Plan (if adopted in May 2023).	Ongoing	●	Implementation of the second trail phase is scheduled for winter / spring 2025 following repair of the erosion gully above Hillside Drive and developer's installation of concrete paths leading to the planned trailhead location.
h. Continue to work with community groups on tree planting in creeks and open space areas toward the goal of 10,000 trees by the year 2035 as called for in CAP Natural Solutions task 2.1.A.	Ongoing	●	Ongoing and partially operationalized (staff are still developing systems for mobile irrigation, maintenance, and tracking). Significant tree planting as occurred within Cerro San Luis, Johnson Ranch, Terrace Hill.

Task/ Action	Completion Date	Status	Outcome
i. Continue to expand climate-informed maintenance practices in the Greenbelt through external funding and partnerships, and conduct ongoing monitoring on carbon sequestration results and other co-benefits for existing and potential future projects, as called for in CAP Natural Solutions task 2.1.B.	Ongoing		The City was awarded \$250,000 in grant funding to leverage one-time SOBC funding supporting restoration and enhancement projects at Johnson Ranch Open Space. Ongoing efforts will need to continue to rely on grant funding.
j. Continue to implement rehabilitation efforts throughout the City's open space network where storm damage has occurred to trails, access roads, and other open space infrastructure.	Ongoing		Ongoing and staff have adequate equipment and personnel to attend to most minor to medium level repairs on an as-needed basis.
k. Continue partnership with City Farm SLO to install site security and access measures and to implement California Farmland Conservancy Program grant scope of work.	Ongoing		The City provided matching funds and in-kind support for both site security and access improvement (all-weather roads enabling four season farming) as well as the CA Farmland Conservancy Program that supported the Prefumo Creek Enhancement project. This partnership is operationalized and the City's lease with City Farm SLO continues through 2065.
4.3 Preserve and Enhance Convenient and Equitable Alternative and Sustainable Transportation Options			
a. Active Transportation Plan (ATP) Tier 1 Network - Higuera Complete Street Project: Complete final design and construction of active transportation and safety improvements along Higuera Street corridor from Marsh St. to Los Osos Valley Rd.	FY27 Q3		95% Plans are complete. Approximate \$9.1 million in outside funding secured. Approximately \$1-3 million in funding to be requested in 25-27 Financial Plan. Plan to start construction by second half of FY2025-26.
b. Active Transportation Plan (ATP) Tier 1 Network - South/King Crossing: Complete design and construction of a new protected bicycle/pedestrian crossing at the intersection of South St. & King St., improving access to Meadow Park, Hawthorne Elementary, and existing active transportation routes.	FY26 Q2		Designs for a full traffic signal are underway with goal to start construction in FY2025-26.
c. Active Transportation Plan (ATP) Tier 1 Network - Foothill Complete Street Project: Continue design of active transportation and safety improvements along the Foothill Blvd. corridor between the western city limits and California Blvd., with goal to have shovel-ready project for construction in FY2025-27.	FY26 Q3		Corridor planning underway, on track to have final concept design recommendations by Q3 FY2025-26. Request for PS&E and Construction Funding in FY2025-27 and beyond.
d. Active Transportation Plan (ATP) Tier 1 Network - California/Taft Roundabout: Complete final design and right-of-way acquisition for new roundabout at the California Blvd. & Taft St. intersection, with goal to have shovel-ready project for construction in FY2025-27.	FY26 Q2		Design 95% complete, pending right-of-way aquisition. Right-of-way negotiations have not been successful to date. Construction funding to be requested with 2025-27 Financial Plan, but construction date undetermined until right-of-way issue is resolved
e. Active Transportation Plan (ATP) Tier 1 Network - Paving Project Complete Street Elements: Implement complete street and safety improvements as part of 2023 and 2024 summer paving projects as guided by the Active Transportation Plan and Traffic Safety/Vision Zero reports.	FY25 Q4		2023 Paving Project complete, included installation of protected bike lanes on Santa Barbara, buffered bike lanes on Orcutt and enhanced bicycle and pedestiran crossings on Monterey Street. 2024 Paving Project in construction, includes pilot road diet and protected bike lanes on Grand Avenue, permanent road diet on Johnson Avenue and greenway improvements to the Mill and Toro Greenway routes.
f. Active Transportation Plan (ATP) Tier 1 Network - Railroad Safety Trail (Orcutt to Tiburon) Connection: Initiate design and environmental review for a project that will complete the gap in the Railroad Safety Trail in the Orcutt Area between Tiburon Dr. and Orcutt Rd., including replacement of the narrow culvert on Bullock Lane and pedestrian/bicycle safety improvements at the Orcutt Road/Union Pacific Railroad Crossing.	Deferred		The project was deferred and partially defunded in 2024-25. Will require additional funding approval in future Financial Plan and available staffing resources to manage project to establish an updated ETA.

Task/ Action	Completion Date	Status	Outcome
g. Active Transportation Plan (ATP) Tier 1 Network - Foothill/California Railroad Crossing Improvements: Complete design and initiate construction of federally-funded pedestrian safety improvements at railroad crossing.	FY26 Q4	●	Design and utility relocations in progress, at 65% complete phase. Awaiting design review by Union Pacific Railroad. Assuming Federal Section 130 funding is not impacted by new federal executive administration, construction is fully grant funded and on track to start FY26 Q1.
h. Active Transportation Plan (ATP) Tier 1 Network - Prado Creek Bridge Replacement: Complete design of new bridge, including sidewalks, protected bike lanes, and additional vehicular lanes to accommodate existing and future traffic demand. Includes reconstruction of S. Higuera/Prado intersection with additional capacity and protected intersection features to improve safety for pedestrians and cyclists.	FY29 Q2	●	Project at 90% design phase and in progress with right-of-way acquisition and utility coordination. Assuming funding is available, construction start anticipated FY27 Q2.
i. Active Transportation Plan (ATP) Tier 1 Network - Prado/US 101 Interchange: Complete project approval and environmental document phase of project, and initiate design phase for new interchange, which includes extension of Prado Road over US 101 to Froom Ranch Way, with new northbound on/off-ramps, four auto lanes, center median/left turn lanes, sidewalks and protected bike lanes. Includes realignment of Elks Lane and signalization of the Prado/Elks intersection.	FY33 Q2	●	Project approval and environmental document complete. Initiating final design (PS&E) phase. Construction start estimated FY29 Q2, but significant funding gap currently exists.
j. Vision Zero Implementation - Update annual Traffic Safety Report to evolve into a 5-Year Vision Zero Action Plan and continue ongoing implementation of traffic safety projects and programs, focusing efforts on the City's high crash/injury network.	Ongoing	●	Vision Zero Action Plan will be presented to the City Council March 18, 2025. Annual funding to implement plan recommendations to be requested in forthcoming financial plans.
k. Transit Innovation Study Implementation: Begin planning implementation of strategies recommended in Final Transit Innovation Study, including incorporation of near-term strategies as part of planned SLO Transit/RTA Short Range Transit Plan update, as called for in CAP Connected Community Task 4.2.A and in the APMP Strategies 1.C.	Ongoing	●	Moved forward on implementation of SLO Transit Innovation Study Recommendations including modifications to the Downtown Access Pass Program, pursuing an open loop payment system in coordination with RTA, investigating the potential for a bikeshare program. Additionally, recommendations from the Transit Innovation Study have been incorporated into the recommendations of the Short Range Transit Plan which will be presented to Council February 25, 2025.
l. Reassess the viability of launching a citywide bikeshare system, with ongoing coordination with Cal Poly as called for in CAP Connected Communities Task 2.2.A and the APMP strategy 1.B.1. Solicit potential bikeshare system operators if staffing resources allow and this can be done without diverting resources from delivering priority active transportation infrastructure projects.	FY25 Q4	●	Request for Proposals was released in 2023, however ultimately staff recommended against award. Further investigation is necessary including monitoring and evaluating the effectiveness and success of bike share systems in other like communities, and researching funding opportunities including grants, sponsorships, etc.
m. Public EV Chargers - Enable public EV charger deployment on City property, support EV charger installation on private property, and deploy EV chargers in low-income areas of the City as called for in CAP Connected Community Tasks 6.1.A, 6.1.B, and 6.1.D.	Ongoing	●	Operationalized. Using staff time, the City supported a third party developer to operate publicly available high powered fast charges at four City owned sites. These will become operational in 2025. Staff continues to monitor for third party resources and other non-City funded opportunities to provide equitable access to EV chargers.
4.4 Increase Community Resilience			

Task/ Action	Completion Date	Status	Outcome
f. Initiate the development of Wildland-Urban-Interface Defensible Space and Home Hardening Program as called for in CASE program FI-5.15.	FY26 Q4	●	The Fire Department is actively working with Administration and City Attorney's Office to develop a project plan to explore these initiatives. The development of these programs is achievable with existing staff resources, however implementation would require additional resources and is not operationalized.
a. In coordination with Zone 9, convene a working group to assess the current creek flow monitoring system and provide recommendations for enhancements, as called for in CASE program FL-3.13.	Ongoing	●	The assessment is operationalized: a team from Administration, Utilities and Public Works has been formed and is working with the County Zone 9 staff to develop a plan for expanding the monitoring system. Implementation of team recommendations would require additional resources and is not operationalized.
b. Conduct a study session to consider options for funding stormwater and / or creek maintenance and flood preparedness in support of CASE programs 3.9, 3.10, 3.11, 3.12, 3.13, and 3.14.	Ongoing	●	Staff have hired a consultant to assist with a Council Study Session, which is scheduled for Q2 FY 25. Should Council direct staff to proceed with any of the identified options, implementation would require additional resources and is not operationalized.
d. Evaluate opportunities to integrate climate considerations in the City's Engineering Standards and Specifications as called for in CASE program MH-1.6.	Ongoing	●	Operationalized. City engineering staff are currently working on an update to the City Standards and are incorporating Caltrans standards for high limestone concrete mixes to reduce embodied carbon emissions.
e. Provide post-disaster recovery resources and emergency preparedness education to vulnerable community members as called for in CASE program MH-1.10.	Ongoing	●	Not operationalized outside of emergency operations or post-disaster recovery plan context. Staff provided focused outreach to community members affected by emergency level events and conducted a community workshop on the topic, however more attention is needed to provide resources and education at the level contemplated in the Climate Adaptation and Safety Element.
g. Monitor funding sources and if feasible pursue a Climate Resilience Hub planning grant with community partners, as called for in CASE program MH-1.8.	Ongoing	●	The City applied for a California Strategic Growth Council grant alongside Diversity Coalition and Undocusupport for a Multicultural Center and Resilience Hub that was unsuccessful. Due to statewide budget allocations through Prop 4, staff anticipate reapplying to the same and/or similar funding programs in the 2025-27 Financial Plan.
h. In partnership with Zone 9, seek funding to initiate the Waterway Management Plan update to incorporate climate-informed flood risk as called for in CASE program FL-3.7. Initial work in this Financial Plan period is envisioned to include identifying and securing funding, developing a project scope, and drafting a request for proposals.	FY25 Q4	●	Operationalized. Staff from the County of SLO have secured funding from Zone 9 to begin updating the Waterway Management Plan and the City and County are updating the reimbursement agreement for City staff to assist in the update with consultant services. Implementation of updated plan actions would require additional resources and is not operationalized.
i. Develop an Urban Creeks Vegetation Management Plan as called for in CASE program FL-3.10.	Ongoing	●	The City is in line to receive grant funding from the Coastal Conservancy to work with a consultant to develop a comprehensive Vegetation Management Plan (creeks and open space) beginning Q1 FY 2025. Implementation of plan actions would require additional resources and are not fully operationalized.
j. Incorporate Traditional Ecological Knowledge into open space management decisions as called for in CASE program OP-7.2.	Ongoing	●	The City has successfully implemented early pilot projects (e.g., Johnson Ranch cultural burn), however this work will require ongoing relationship building with tribes.
k. Implement the Mid-Higuera Bypass Project.	FY25 Q3	●	Mid-Higuera Bypass Project started in January 2025.

Task/ Action	Completion Date	Status	Outcome
l. Implement the Laguna Lake Dredging and Sediment Management Project.	Ongoing	●	Contractor removed over 10,000 cubic yards of sediment from Prefumo Arm following the winter storms of 2023. Staff are currently working on lake survey and extending permits for future dredging, which has been deferred to outer years of the CIP.
m. Implement Silt Removal Projects from Priority Creek Locations.	Ongoing	●	Operationalized. Staff have four locations identified for maintenance to be completed in 2025.
n Implement existing Community Wildfire Protection Plan and initiate focused update in 2024.	FY25 Q4	●	Grant funding was sought out in 2024, likely to be issued in Spring of 2025. Plan update should occur by the end of calendar 2025 and include an integrated Vegetative Fuels Management Plan encompassing all City Open Space and green belts. Not yet operationalized and will need additional resources to do so. Staff is currently seeking external resources through a federal grant, but the durability of that funding and outcome of application is unknown.
4.5 Continue to Build City and Community Capacity for Transformational Climate Action			
f. Conduct GHG Emissions Inventory and Biennial CAP and Lead by Example Progress Reports as called for in CAP Administrative Action 2 and Lead by Example Plan Administrative Action 2.	Complete	●	Operationalized. The Lead by Example biennial progress report was completed and presented to Council in May 2024 and the updated inventory and Lead by Example 2025-29 Work Program were presented to Council for adoption in February of 2025.
i. Complete steps and present recommendations and options to maximize the reuse of wastewater per the "Road Map" presented to the City Council.	Ongoing	●	This project is nearing completion per the adopted "Road Map"
a. Participate in the Cal Poly Climate Corps Fellowship program to build staff capacity as called for in the CAP.	Ongoing	●	Operationalized. The Climate Corps Fellowship Program is a regular resource for the City and staff is midway through a second successful year with the fellows.
b. Manage the Green Team to Support Lead by Example, Climate Adaptation and Safety Element of General Plan, and Climate Action Plan implementation, as called for in CASE program MH-1.11 and OP-7.9.	Ongoing	●	Operationalized. The Green Team has met regularly, per the Greet Team charter, and collaborated on completing the Lead by Example 2025-29 Work Program.
c. Continue to support and empower community collaboration for climate action, including support for the Climate Coalition and the San Luis Obispo Climate Justice Collaborative, as called for in CAP task 3.1.A.	Ongoing	●	Operationalized. Staff meet regularly with community based organizations including those named in the task.
d. Support regional efforts to develop the workforce required to implement the Climate Action Plan as called for in CAP task 2.2.A.	Ongoing	●	Staff have had initial discussions with the County Workforce Development Board and the Buildings Upgrade Prize work program has supported local contractor training on electrification installations. Staff will continue to identify and pursue opportunities to implement this task.
e. Initiate update to the Lead by Example plan to inform the 2025-27 Financial Plan as called for by CAP Lead by Example task 1.1.A and Lead by Example Plan Administrative Action 1	Complete	●	The Lead by Example 2025-29 Work Program has been completed and presented to Council for adoption in February of 2025.
g. Continue to integrate climate action and resilience into the 2025-27 Financial Plan development process consistent with Budget Policy A.6 and as called for by CAP Lead by Example task 1.1. and CASE Program MH-1.5.	Ongoing	●	Staff continue to evaluate CIP projects for consistency with the Climate Action Plan and continue to look for new opportunities to align spending with Council's climate action priorities.
h. As authorized by City Council (December 13, 2022) and as called for in CAP Administrative Action 6, pursue grant and other external funding sources opportunistically and strategically.	Ongoing	●	Staff continues to pursue grant funding, rebates, and incentives to implement Major City Goal tasks.

Strategy	MCG Tasks Completed in 2021-23 Financial Plan	Department
	Economic Recovery, Resiliency & Fiscal Sustainability	
1.1	h. Update the City's Economic Development Strategic plan	ADM (ED)
1.1	i. Review the Economic Development program structure based on the outcome of the EDSP update.	ADM (ED)
1.1	c. Evaluate and potentially establish a City Leadership/Chamber of Commerce / Minority Business Owners' roundtable.	ADM (ED/DEI)
1.1	d. Research, explore and potentially utilize innovative practices such as micro-loans, targeted-sector recruiting and promotion, City facilitated lending, grants, private support and crowdfunding to support businesses owned by or serving underserved/underrepresented communities. The City will also leverage its partner network, including the Chamber, Downtown SLO, REACH and others to support the DEI initiatives as they relate to economic development including creation, retention and attraction efforts.	ADM (ED/DEI)
1.1	a. Establish a process for the City to recognize and promote Minority-owned businesses.	ADM (ED/DEI)
1.1	b. Implement protocols within the City's Office of Economic Development to reach out to existing and new Minority-owned/operated businesses to learn of their experiences operating in SLO, and to identify ways the City can be of support.	ADM (ED/DEI)
1.1	g. Develop and implement a scorecard to track visitation to key areas of the City, employment, DEI economic efforts and other relevant economic indicators.	ADM (ED)
1.2	a-6. Review transitioning the Business Ambassador program from a COVID response action to an ongoing program with an available hotline as well as an online form option.	ADM (ED)
1.2	b-1. Continue to implement the TIPP-FAST program to fast track tenant improvement permits and support business recovery. Incorporate subsidies into program when funding is available.	CDD
1.2	a-5. Evaluate the continuation and/or modification of the Open SLO program Fitness in the Parks.	P&R
1.2	c-2. Set aside funding for the potential to expand the various Open Slo programs (Parklets, Street closures) to other areas of the City to support business recovery.	PW
1.2	b-3. Develop a streamlined and easy to understand process for businesses to allow activities encouraged by Open SLO, and other programs implemented in response to Covid-19, to continue - especially in relation to outdoor dining.	PW/CDD
1.3	b. Support the recovery of Arts , Culture and Community programs through a PCC program similar to GIA.	ADM (ED)
1.4	a-4. Review, evaluate and execute on the outcomes from the Downtown Future Forum ensuring the required public participation and Council approval as needed.	ADM (ED)
1.4	a-6. Support the restart of the various Downtown SLO activations like Farmers, Concerts in the Plaza and the Holiday Parade.	ADM (ED)/PW
1.4	b-1. Part 1: Update the Zoning Regulations to allow for more flexible administration of allowed uses, especially downtown, to support desired pop-up, shared-resource and new business model approaches to facilitate business opportunities in the community.	CDD
1.4	b-2. Part 2: Update the Zoning Regulations to allow for more flexible administration of allowed uses, especially downtown, to support desired pop-up, shared-resource and new business model approaches to facilitate business opportunities in the community.	CDD
1.4	e-8. Downtown safety enhancements - bollards	PW
1.4	e-9. Mission Plaza Railing Replacement	PW
1.4	d-11. Expansion of maintenance to ensure parking structures and adjoining areas remain safe, clean and orderly (see above for fiscal impact)	PW(Parking)
1.4	d-9. Assist with the continuation of Open SLO parklets and courtesy curbside pick up locations	PW(Parking)
1.4	d-1. Develop and present a long-term plan for the initiatives started under the Open SLO like parklets and street closures in the downtown.	PW/CDD
1.5	d. Complete benchmark compensation survey for SLOCEA, Management, and Confidentials groups.	HR

Strategy	MCG Tasks Completed in 2021-23 Financial Plan	Department
	<p>b. Regional Transit Authority Analysis: The RTA is currently building a Regional Transit HUB 800 feet from the City's SLO Transit Bus Yard. Much of the infrastructure that supports SLO Transit is aged and nearing the end of its lifespan. All transit providers are required to shift the fleet of transit vehicles to zero emission vehicles.</p> <p>1.7 This funding would support the analysis and review of SLO Transit's operations and infrastructure to determine if there may be benefit to sharing infrastructure, equipment or centralizing services to provide increased community services at the same or reduced purchasing requirements, alternative project delivery methods and other options to support local businesses and employees. The Community Services Group will be leading this effort.</p>	PW - Transit
	Diversity, Equity, Inclusion	
2.1	i. Consultant - DEI SME - 360 total hours	Admin-DEI
2.1	a. Design DEI Administration, Function, and Operations of the Office	Admin-DEI
2.1	b. Develop DEI Base Operating Budget	Admin-DEI
2.1	c. Identify and secure office space (2000/mo @ 7 mos Y1, 12 mos Y2)	Admin-DEI
2.1	d. Develop positions; Hire Staff	Admin-DEI
2.1	e. Hire Diversity position - 1.0 FTE	Admin-DEI
2.1	g. Hire CivicSparks Fellow - Y2 - .75 FTE	Admin-DEI
2.2	b. Utilize DEI Task Force Recommendations, Internal D&E Audit as foundation; Cal Poly Experience report and other documents as reference and for benchmarking	Admin-DEI
2.3	e. Conduct Pay Equity Audit	HR
2.3	f. Examine Policies and Programs to Support for Primary Caretakers	HR
2.5	d. Review new Police Station building program and budget for opportunities to reduce costs to preserve resources for community service investments	Admin / PD / Public Works
2.5	a. Implement After Action Report recommendations	PD
2.7	e. Support feasibility study for Multicultural Center; provide City liaison/staff support	Admin-DEI
2.7	f. Contribute to planning / feasibility study	Admin-DEI
2.7	j. Community Academy – second stage, longer program. Partner with Chamber, others. Test demand, develop. Pilot Y2	Admin-DEI
2.7	k. Develop "Undocu-Friendly" logo for City documents, as allowable by law (cost of internal resources)	Admin-DEI
2.7	i. City 101 – first stage, short program, easy access/commitment. Overview of City, how to access, ways to be involved. Extensive outreach to Underrepresented minorities, community-based sessions. Design, pilot Y1	Admin-DEI
2.7	g. Update City's formal Public Engagement & Noticing (PEN) procedures as well as other public outreach, input efforts to increase diverse participation. Develop tactics and cost to implement	Admin-DEI
2.9	c. Establish a City Leadership/Chamber of Commerce / Minority Business Owners' roundtable.	Admin-Econ De
2.9	d. Research, explore and potentially utilize innovative practices such as micro-loans, targeted-sector recruiting and promotion, City-facilitated lending, grants, private support and crowdfunding to support underserved/underrepresented communities. Leverage City's partner network, including the Chamber, Downtown SLO, REACH and others to support the DEI initiatives as they relate to economic development including creation, retention and attraction efforts.	Admin-Econ De
	Housing and Homelessness	
3.1	e. Subdivision Regulations Update (HE 6.20)	CDD; Attorney
3.1	g. Additional Housing Element Program Implementation (HE 2.16, 2.18, 3.10, 4.7 & 4.8)	CDD
3.1	a. Inclusionary Housing Ordinance (HE programs 2.13 & 4.6)	CDD; Attorney
3.1	m. CDD Fleet Replacement	PW
3.1	b. Flexible Density Program (HE Program 2.15)	CDD
3.1	c. Develop Objective Design Standards & Update Development Review Process (HE 6.22 & 6.23)	CDD; Attorney
3.1	d. Zoning Regulations Update - Housing (HE 5.5, 8.18, 8.23, 2.17 and AB 2345)	CDD; Attorney
3.11	b. Support a 25% expansion of the number of beds at the 40 Prado Homeless Services Center.	CDD

Strategy	MCG Tasks Completed in 2021-23 Financial Plan	Department
3.6	b. Develop a Strategic Plan to guide a sustained effort of engagement by regional partners, non-profit partners, and community members to identify and implement coordinated solutions to chronic homelessness.	CDD
Climate Action, Open Space and Sustainable Transportation		
4.1	a. To ensure consistent maintenance and adequate oversight of City Open Space lands, add one net new Ranger Maintenance Worker to maintain level of service standards following recent Open Space acquisitions. The City's level of service standard for Open Space is 1 Ranger per 1,000 acres.	P&R
4.1	b. To address Ranger Services staffing, recruitment, and retention, convert 5 Ranger Specialist positions (currently limited benefit temporary) to full-time regular permanent positions.	P&R
4.2	a. Complete the Biennial Climate Action Plan Update, as called for by CAP Administrative Action 3.	Admin
4.2	d. Update the Clean Energy Choice Program for New Buildings for consistency with the 2022 California Building Code update, as called for by CAP Green Buildings task 1.1.	CDD/Admin
4.3	b. Complete an Urban Forest Master Plan including a comprehensive update of tree inventory update, assessment of tree canopy coverage, and implementation of an ongoing tracking system, as called for by CAP Natural Solutions task 2.1.	Admin
4.3	j. Create the Righetti Hill Open Space Conservation Plan in order to guide the long-term protection and appropriate public use of this new City Open Space property.	Admin
4.3	k. Implement priority projects at Righetti Hill Open Space consistent with the Conservation Plan.	P&R
4.3	l. Complete installation of adopted trail systems and establish regular Ranger Service patrol at Miossi Open Space.	P&R
4.3	h. Update the existing South Hills Natural Reserve Conservation Plan (2007), including a contemporary natural resources inventory, mapping, policy review, and identification of land stewardship needs and priorities.	Admin
4.3	a. Working with the Coastal San Luis Resource Conservation District, complete existing planning efforts and pilot program implementation at Johnson Ranch Open Space and City Farm intended to improve soil health and remove and store carbon, as called for at CAP Natural Solutions task 1.1.	Admin
4.3	q. Implement Laguna Lake Dredging and Sediment Management and Shoreline Stabilizations Projects in order to begin restoration of the lake for recreation and habitat improvement purposes	PW/Admin
4.4	q. Replace SLO Transit bus shelters to maintain a quality environment for new and future transit users.	Transit/PW
4.4	i. Complete construction of the Orcutt Road/Tank Farm Road Roundabout, reducing congestion and auto emissions and improving access and safety for bicycles, pedestrians and drivers.	PW
4.5	d. Replace or repair Open Space fencing that is currently in disrepair at Cerro San Luis Natural Reserve, Irish Hills Natural Reserve, Bowden Ranch Open Space, and the Bob Jones Trail. (Includes existing Creek and Flood Protection Staffing resources)	Admin/P&R
4.5	f. Conduct a microgrid feasibility assessment to identify City properties that could add solar, battery storage, and controls to allow operation during times of electrical grid outages as an uninterruptable power supply.	Admin/PW
4.5	a. Complete the "Resilient SLO" planning project (Safety Element Update and associated CEQA) to assess community vulnerability to the impacts of climate change and adopt a resilience policy framework in the City's General Plan, as required by California Senate Bill 379.	CDD/Admin
4.5	n. Project: Laguna Lake Dredging - rerouting of Prefumo Creek has increased sediment deposits into the lake. This is a pilot project to ascertain if dredging is a viable solution for Laguna Lake and could become a routine maintenance activity.	Admin
4.5	i. Expand Technical Rescue Team roster from 3 to 6 firefighters to improve the City's open space rescue capabilities and improve self-sufficiency following the first 72 hours of a regional disaster such as earthquake or flood where resources are often limited.	Fire

Strategy	MCG Tasks Completed in 2021-23 Financial Plan	Department
4.5	q. Water Treatment Plant - Power Storage Units Tesla Battery Grant - when emergency power is not required for plant operations, the power storage units will allow plant staff to shift power needs during electrical time of use periods having lower electrical rates, and lower carbon emissions associated with the transmission of electrical power. The control module operating the power storage units will also monitor and track energy efficiencies of existing pumps and the plant's treatment units.	Utilities
3.10	a. Pair a crisis worker with an Emergency Medical Technician (EMT) to provide non-emergency response and care to unhoused community members.	FD/CDD