



Council Goal-Setting Workshop

February 8, 2025

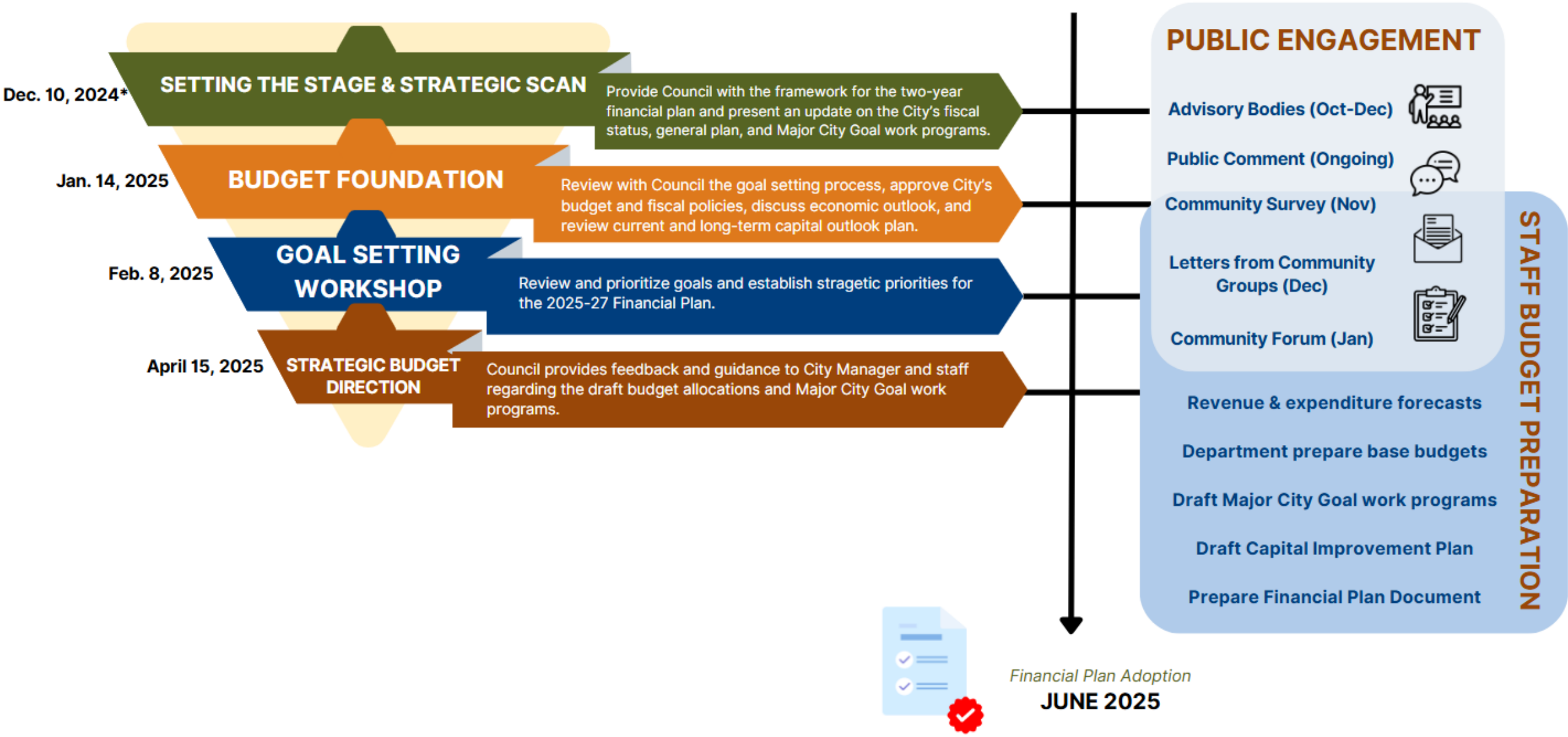


Today's Agenda

- 9:00 a.m. Welcome, *Mayor*
- 9:05 a.m. Introduction and Budget Context, *City Manager*
- 9:15 a.m. Review of Community Input and Forum Results, *Staff*
- 9:35 a.m. Process and Guidelines, *Facilitator*
- 9:40 a.m. Discuss Goals for FY 2025-27 and Review Prioritization, *Council*
- 12:00 p.m. Break
- 12:30 p.m. Discuss Goals for FY 2025-27 and Review Prioritization, *Council*
- 2:00 p.m. Public Comment, *City Clerk*
- 2:30 p.m. Discuss Next Steps, *Council/Staff*

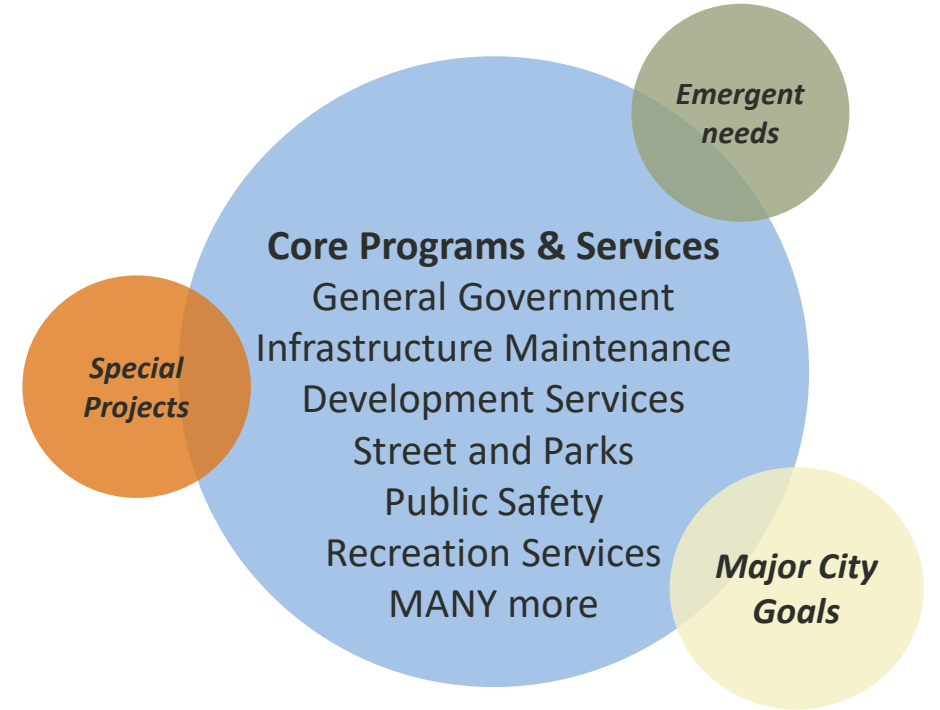


Budget Process & Community Engagement Timeline

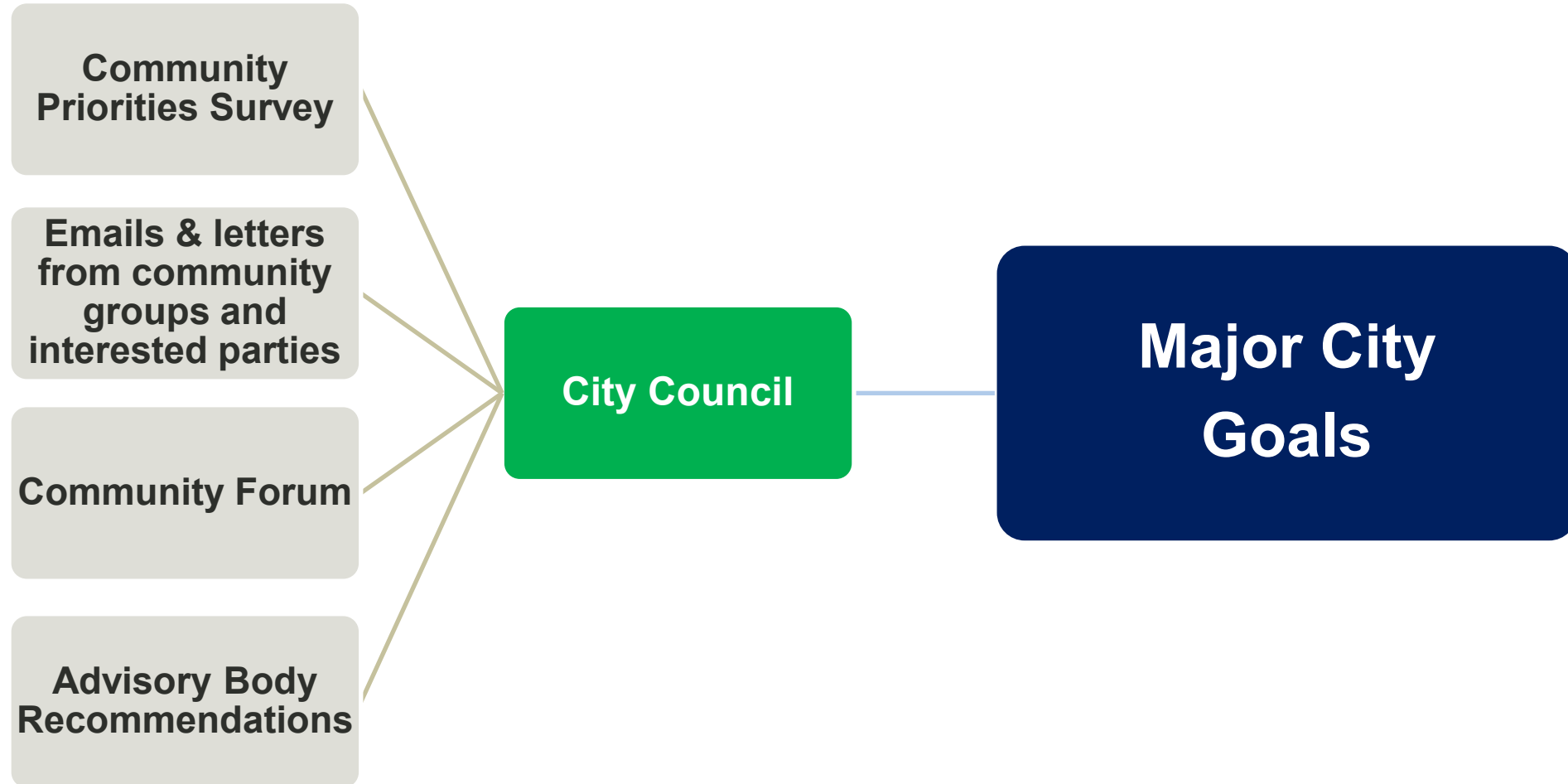


City Services & Goal Setting Relationship

- The City of San Luis Obispo is a full-service city.
- The City's **first obligation is to provide core services.**
- New initiatives and one-time strategic goals *overlap* core services and require tradeoffs.
- Historically, many Major City Goal (MCG) initiatives have morphed into core services (Housing, Climate Action, DEI). **These programs do not go away** even if not selected as MCGs.
- MCGs should reflect the most important, strategic focus areas for the upcoming financial plan years.



Budget Process and Community Input



Economic Outlook

General consensus is that a recession is not expected, despite numerous recessionary indicators since 2020

Staff is waiting for information to update the long-term forecast, but is closely tracking a number of items:

- a. Major revenue streams, analyzed by City's consultants
- b. Upcoming labor negotiations
- c. Costs to support a growing community (ex. Fire Station 5)
- d. 2023 Storms expenditure reimbursement
- e. Los Angeles fires
- f. Potential actions by incoming Federal administration



Risks & Opportunities to factor into forecast

FY 2025-26	Upside Case	Downside Case
Risk		
Sales Tax	(\$1.0M)	(\$3.0M)
Development Fees	(2.0M)	(2.5M)
Labor	(1.0M)	(1.5M)
Opportunity		
Fire Station 5 timing	+1.1M	+1.1M
Property Tax	+1.5M	+1.0M
Base budget savings	+1.0M	+0.5M
TOT	+0.6M	+0.4M
Net Change to Last Forecast	+\$0.2M	(\$4.0M)

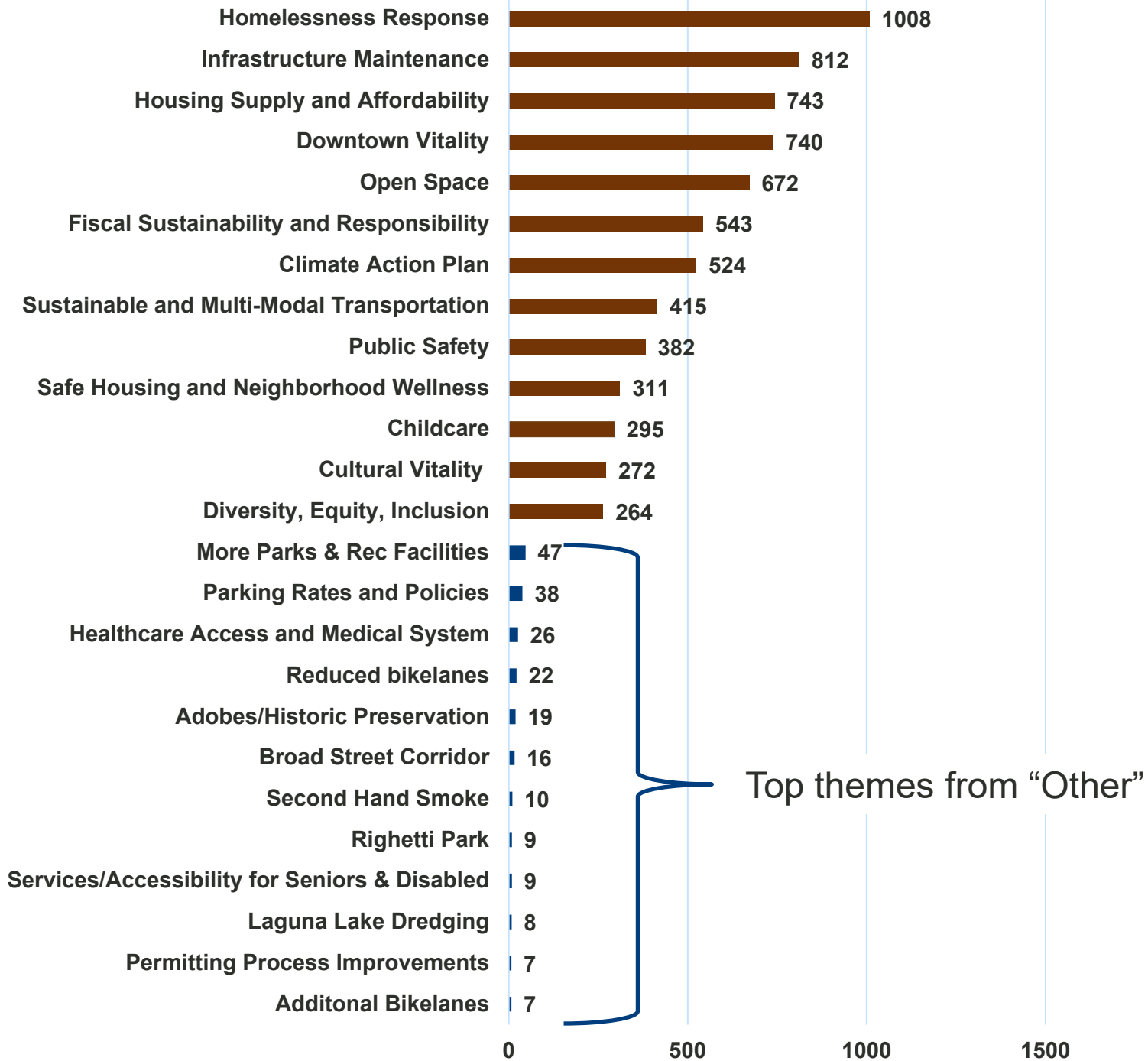




Community Survey and Forum Results



Survey Results



Participation Summary *(# of participants)*

Station	Ranking Poll	Free Response Poll	Combined
Infrastructure	325	103	428
Downtown Vitality and Economic Development	175	244	419
Climate Action and Open Space	266	80	346
Housing Safety, Affordability, and Neighborhood Livability	234	60	294
Diversity, Equity, and Inclusion	161	43	204
Public Safety	137	34	171
Homelessness	133	36	169
Use of the Local Revenue Measure <i>(no free-response)</i>	128	-	128
Fiscal Sustainability	104	21	125
New Ideas <i>(no ranking poll)</i>	-	74	74



Housing Safety, Affordability and Neighborhood Livability

Priority Projects/Programs <i>(shortened description)</i>	Count
Implement Below Market Rate Housing best practices	143
Improve unsafe/unsanitary/illegal housing conditions, barriers to accessibility, or unsafe neighborhoods	139
Leverage grant funding and collaborate with partners to develop additional below-market-rate units.	133
Update the Margarita Area Specific Plan and the completion of the Prado Road extension to Broad Street.	127
Work with Cal Poly to secure the designation of on-campus fraternity/sorority living groups.	121
Update the Upper Monterey Area Plan	116
Update to the 7th Cycle Housing Element to comply with state mandates	110
Continue the City's Neighborhood Services/Code Enforcement programs	109
Support "good neighbor programs" with Cal Poly, Cuesta College, the City and local residents.	106
Continue State housing law tracking and implement changes to comply with new housing laws.	105
Tenant Protections and Safe Housing (e.g. rental registry)*	14
Zoning Changes for Higher Density*	9
Accelerate the LUCE Update*	5

Climate Action and Open Space

Priority Program/Project <i>(shortened description)</i>	Count
Acquire and protect new open spaces in the San Luis Obispo Greenbelt and manage open spaces	206
Continue to build and maintain a contemporary and sustainable trail system.	195
Provide affordable and accessible sustainable transportation options (e.g., public transit, bike/pedestrian infrastructure, electric vehicle chargers, electric car and bike share programs, etc.).	159
Support the City goal to plant and maintain 10,000 new trees by 2035 (the "10 Tall" initiative).	149
Invest in resilient infrastructure to improve community safety and reduce natural disaster risks	145
Provide access to resources and direct support for residents that make it easy and affordable to have a green and healthy home	136
Reduce greenhouse gas emissions from City operations	129
Laguna Lake Dredging*	18
Additional bike trails and infrastructure (e.g. Mountain Bike Park at Laguna Lake)*	11
More trail connections*	6

Homelessness

Priority Program/Project (<i>shortened description</i>)	Count
Support partners in securing funding for and implementing transitional and permanent supportive housing	101
Leverage funding from partner agencies for the MCU and CAT programs	94
Work collaboratively with County and key stakeholders to coordinate regional outreach, including an expanded hotel voucher program to ensure a bridge for temporary emergency shelter	93
Rotating Safe Parking Program Implementation	79
Continue to increase homelessness response communications, resource sharing, and education, including increased public use of Ask SLO app	77
Continue to develop the City's Safe Housing Outreach and Education Program	76
Continue to expand implementation of digital encampment management tool internally and for potential countywide use or explore using other countywide systems	63
Rent Control and Tenant Protections*	9
Mental Health and Drug Rehabilitation Programs*	4
Multi-use Homeless Site*	3

Diversity, Equity, and Inclusion

Priority Program/Project (<i>shortened description</i>)	Count
Grant programs that support arts, culture, and the work of non-profit organizations in the community	121
Efforts to attract and support minority-owned businesses and resources for success in SLO.	110
Continue efforts to improve access and affordability of high-speed internet in the community	106
Implement strategies for enhancing disaster preparedness programs for underrepresented communities.	97
Implement climate justice projects that support vulnerable populations.	94
Improve participation in public meetings through updated public engagement practices	93
Continue efforts toward community-based policing to address the needs of vulnerable communities.	91
Create and sustain inclusive recruitment practices to encourage a diverse workforce.	89
Continue to host equity and inclusivity focused education and events (e.g. Community Belonging Series).	87
Tenant Protections and Housing Solutions as a Strategy for Advancing DEI*	11

Downtown Vitality and Economic Development

Priority Program/Project (<i>shortened description</i>)	Count
Continuation/expansion of Cultural Vitality programs (e.g. Cultural Arts District, arts and culture)*	210
Continue programs to support small businesses like Buy Local Bonus and SLO Restaurant Month	128
Support activations in Mission Plaza and other Downtown events	122
Work with regional partners to support the business community	113
Support of Downtown's Clean and Safe ambassador programs.	92
Promote and empower business neighborhoods including and beyond Downtown.	92
Expand outreach efforts to businesses through a business retention and expansion program.	91
Continue to support childcare business startups and expansions through grants and incentives	89
Continue to bolster the entrepreneurial ecosystem.	81
Implement disaster preparedness measures and training for business preparedness	73
Continue telling the SLO story via targeted marketing and activities of an authentic and inviting California community for residents and visitors.	73

Fiscal Sustainability

Priority Program/Project (<i>shortened description</i>)	Count
Identify and secure grants and partnerships that reduce reliance on the General Fund.	78
Implement cost-saving measures and explore revenue-generating opportunities to strengthen long-term fiscal sustainability.	78
Continue to implement and enhance the City's sound financial management practices	73
Continue to implement strategies to expedite the paydown of the City's CalPERS pension liabilities.	59
Complete a Development Impact Fee study and implement updated Council-adopted fees.	46

Other responses:

- *Re-prioritizing infrastructure projects and expediting their completion to mitigate inflationary costs.*
- *Reducing departmental budgets and headcount.*
- *Expanding the business license program to include a rental registry and implementing a per-property fee for landlords.*
- *Suggestions for investment strategies.*

Use of the Local Revenue Measure

Funding Priority	Count
Street Maintenance and Transportation	92
Address Homelessness	85
Open Space/Natural Areas Preservation and Maintenance	83
Safe and Clean Public Spaces	81
Community Safety and Emergency Preparedness	75
Youth/Senior Services & Recreation Facilities	74
Economic Development and Business Retention	69
Creek and Flood Protection	68
Protection of Financial Stability	54
Other Services and Projects	48



Infrastructure and Sustainable/Multi-modal Transportation

Priority Program/Project (<i>shortened description</i>)*	Count
Implement Parks & Recreation projects for new and improved parks and park amenities.	249
Implement the Active Transportation Plan Tier 1 (Bike/Pedestrian) Network	133
Continue work towards building the Prado Road Interchange and Creek Bridge Replacement.	112
Continue work on flood control infrastructure improvements	110
Complete infrastructure improvements for individuals with mobility issues (e.g. curb ramps)	98
Continue to implement Street Reconstruction and Resurfacing projects.	98
Maintenance of traffic control devices (refreshing roadway striping, traffic signal timings, etc.)	87
Improve public transit as described in the Short-Range Transit Plan and Transit Innovation Study	87
Continue projects that replace and improve water and wastewater infrastructure.	86
Install additional street lighting.	84
Implement traffic safety improvements identified in the Vision Zero Action Plan	84
Begin construction of the California/Taft Roundabout.	74
Righetti Ranch Park*	49
Expansion of Bike Paths and Bike Infrastructure (e.g. Mountain Bike Park)*	19

Public Safety

Priority Program/Project (<i>shortened description</i>)	Count
Utilize proven strategies to increase road safety for pedestrians, bicyclists, and motorists.	91
Enhance City hazard mitigation and risk reduction capabilities (fire, flood, earthquake).	85
Provide diversified outreach and enforcement to keep downtown clean, safe, and secure.	79
Utilizing grant opportunities to expand police and fire programs and support public safety initiatives.	77
Continue to diversify outreach and support for our unhoused community members and enforce city ordinances preserving overall quality of life for all community members.	74
Increase and expand community policing initiatives	67
Increase public safety staffing to enhance service delivery to the community	67
Enhance the City Emergency Operations Center and Management capabilities.	64
Continue to leverage technology to support a safer community and streamlined efforts of public safety personnel.	62



New Ideas and Email Responses Combined

Top 10 Themes

Program/Project	Count
Cultural Arts	29
Safe Housing, Tenant Protections	18
La Loma Adobe	13
More Parks & Rec Facilities/Services	10
Righetti Ranch Park	9
Trails Systems and Open Space	7
Bike Trails/Park	6
Broad Street Corridor, Vision Zero	5
Clean Air - Smoking Ordinance for Multifamily homes	5
Childcare/Kids Programs	3



Workshop Facilitator



Sommer Kehrli, Ph.D.

Chief Executive Officer

The Centre for Organization Effectiveness



Purpose of Goal-Setting

Define the most important, highest priority goals for the City to accomplish over the next two years, and as such, resources to accomplish them should be provided and included in the 2025-27 Financial Plan.



City Council Vision Statement

The City of San Luis Obispo is a dynamic community embracing its future while respecting its past with core values of civility, sustainability, diversity, inclusivity, regionalism, partnership, and resiliency.

In the planning process we are committed to:

- Being honest and respectful in our discussions.
- Participating with active listening and respectful challenging
- Believing in the process and the outcome
- Allowing for differences
- Learning from the past
- Making the process and progress visible
- Committing to transparency around priorities
- Engaging the public

With the plan we are committed to:

- Creating a clear plan with agreed upon purposes.
- Making sure our stated values are clear.
- Making defining, concrete statements
- Including measurables, budgets, and timelines for all items
- Making the plan accessible

In implementation we are committed to:

- Doing what we say
- Remaining open to new information, new ideas, and public input
- Scheduling bi-annual updates with Council on progress
- Considering emerging issues



Bike Rack



Overall Pre-Work Notes

- Overall, the current Major City Goals are still relevant
 - Refine some of the titles and goal definition
 - Refine actions for the next two years
 - Potentially add performance measures to MCGs and/or action items
 - Three additional goals submitted
- Openness to reorganizing the language and revisiting the label of Major City Goal (MCG) to maybe Major City Budget Goals, Pillars, Priority Areas, or Strategic Budget Priorities
 - Potentially making the MCGs more inclusive of all of the work of the city (more of a strategic plan with a longer-term view and then having specific strategic budget priorities for the 2-year financial plan cycle)



FY 23-25

Major City Goals (MCGs)

- Climate Action, Open Space & Sustainable Transportation
- Diversity, Equity and Inclusion
- Economic Resiliency, Cultural Vitality and Fiscal Sustainability
- Housing and Homelessness



Additional Three Goals

Strengthening Community Sense of Well Being

- Complete and improve parks (shade retreats, splash pads, bike courses), including Righetti park
- Continue DEI policies in city administration and reach out to new residents, permanent and student
- Support youth, senior and mental health services, partnering with the county and nonprofits
- Expand local volunteer opportunities
- Make the city a “Family Friendly workplace” (improve childcare options for employees)
- Continue to facilitate high speed internet access for all residents

Improving Public Safety

- Increase CAT, MCU and Community Service Officers, expand evening and weekend coverage
- Hire more needed police officers
- Determine a location for Fire House #5 and expedite construction
- Hire an Emergency Operations Officer
- Educate cell phone users that they need to sign up for reverse 911 service
- Reinstate CERT and community emergency preparedness
- Improve notification of evacuation routes, including that of senior and disabled residents

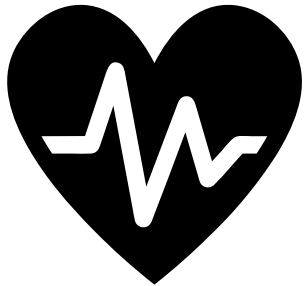
Infrastructure and Transportation

- Protect water security & improve ground water augmentation
- Extend purple pipe to older neighborhoods to save potable water
- Upgrade maintenance of streets for automobile, bicycle, and mass transportation
- Conduct actual usage, traffic counts and “origin/destination” studies for need, before building future permanent bike lanes or eliminating traffic lanes
- Prioritize improvement of dangerous streets and intersections, as well as evacuation routes
- Improve the safety of the Broad Street corridor



Loads of Input

Public Engagement
(e.g., Community Forum, Survey)



Pulse

MCG Upd

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.



Reflection Questions

- What needs focus over the next 2 years?
What do you want to see take a higher priority?
- If needed, are you willing to cut services or capital to make this happen?

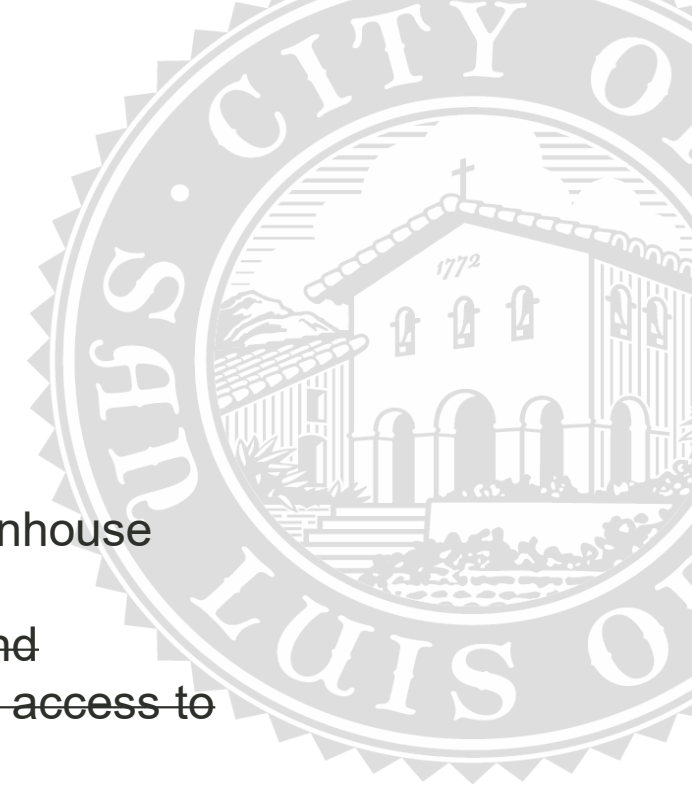


Climate Action, Open Space & Sustainable Transportation

Proactively address the climate crisis and increase resiliency through the implementation of the Climate Action Plan. Use resources to reduce greenhouse gas emissions and reach carbon neutrality by 2035, ~~with a focus on the preservation and enhancement of convenient and equitable alternative and sustainable transportation, the preservation of open space, and equitable access to parks and open space.~~

Title Change Suggestions:

- Protection of Open Space and Natural Resources, Climate Action and Resilience
- Climate Action and Sustainability
- Climate Action >>>> Climate Resilience
- Sustainable Transportation >>>> Safe Transportation or Vision Zero

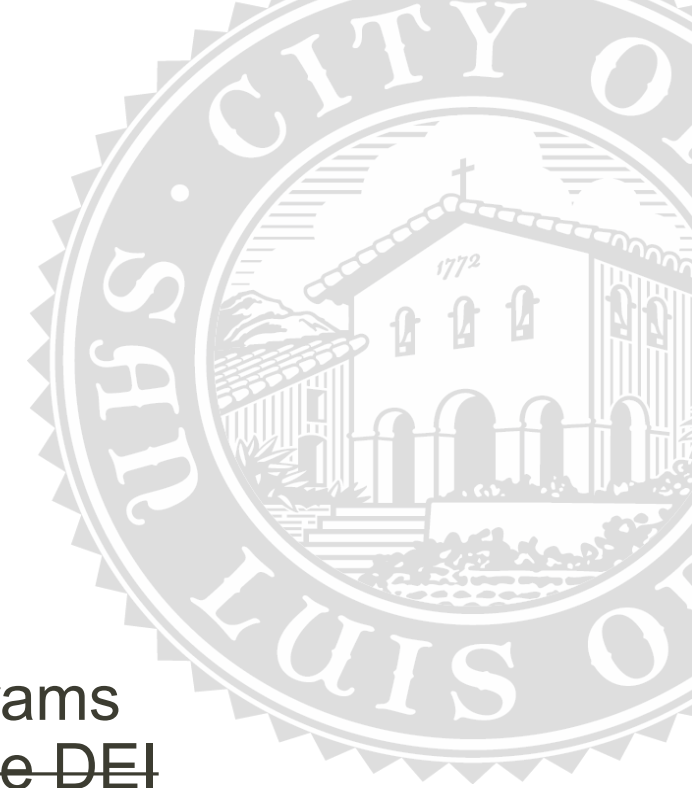


Diversity, Equity and Inclusion

Further our commitment to making San Luis Obispo a welcoming and inclusive city for all by continuing to incorporate diversity, equity, and inclusion into all programs and policies and advancing the recommendations of the DEI Task Force DEI Strategic Plan.

Title Change Suggestion:

- Diverse, Inclusive and Culturally Vibrant



Economic Resiliency, Cultural Vitality and Fiscal Sustainability

In collaboration with local partners, implement initiatives that reinforce a thriving and sustainable local economy, support a diverse, inclusive, and culturally vibrant community, ~~preserve arts and culture, and ensure fiscally responsible and sustainable city operations~~ along with fiscally responsible city operations.

Title Change Suggestions:

- Cultural and Economic Vitality
- Economic and Cultural Vitality
- Fiscal Responsibility and Sustainability
- Responsible Government and Economic Vitality



Housing and Homelessness

Support the creation ~~expansion~~ of housing options for all, and continue to facilitate the production of housing, including the necessary supporting infrastructure, with an emphasis on affordable and workforce housing as well as accessibly connected development. Collaborate with local non-profit partners, non-governmental agencies, the county, the state, and federal governments to advocate for increased funding and implementation of comprehensive and effective strategies to prevent and reduce homelessness.

Title Change Suggestions:

- Housing, Homelessness, and Tenant Protection
- Healthy, Safe, Livable
- Housing for Social, Economic and Neighborhood Balance

Separate into two goals:

Increase Housing Quantity, Safety, and Overall Livability

Support the expansion of housing options for all, and continue to facilitate the production of maintenance of safe and healthy housing, including the necessary supporting infrastructure, with an emphasis on low-income, as well as accessible and attainable-workforce housing

Reduce and Prevent Homelessness

Collaborate with local non-profit partners, non-governmental agencies, all level of governments to advocate for increased funding and implementation of comprehensive and effective strategies to prevent and reduce homelessness.

Additional Three Goals

Strengthening Community Sense of Well Being

- Complete and improve parks (shade retreats, splash pads, bike courses), including Righetti park
- Continue DEI policies in city administration and reach out to new residents, permanent and student
- Support youth, senior and mental health services, partnering with the county and nonprofits
- Expand local volunteer opportunities
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Infrastructure and Transportation

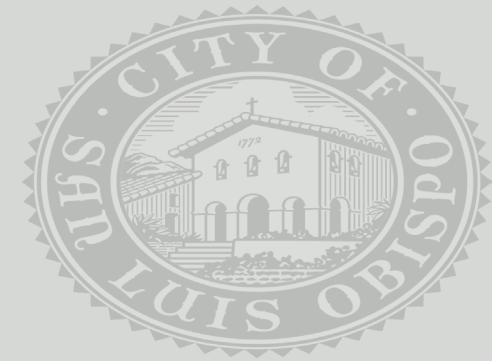
- Protect water security & improve ground water augmentation
- Extend purple pipe to older neighborhoods to save potable water
- Upgrade maintenance of streets for automobile, bicycle, and mass transportation
- Conduct actual usage, traffic counts and “origin/destination” studies for need, before building future permanent bike lanes or eliminating traffic lanes
- Prioritize improvement of dangerous streets and intersections, as well as evacuation routes
- Improve the safety of the Broad Street corridor

Reflection Questions

- What needs focus over the next 2 years? What do you want to see take a higher priority?
- If needed, are you willing to cut services or capital to make this happen?



Future Focus



How might you want to revisit the label/ structure of Major City Goals?



- Overall considerations:
 - Continue doing the things we are already committed to (Active Transportation Plan, Climate Action, DEI Strategic Plan, specific plans)
 - Wiggle room as new items coming forward in the next two years that we aren't anticipating
 - Internal city staff:
 - Pacing and workload for staff – we're asking a lot, keep goals but may need to slow down some
 - Family friendly workplace – set the example
- Housing – Short-term rental housing ordinance
- **Tenant protections** – awareness of rights they already have, rental registry, multi-family smoking bans, health elements
- **Neighborhood challenges – balance needs of longer-term residents and students**
 - **Approach towards code enforcement**
- Evaluate approach to unhoused neighbors – Are we doing the *right* work?
- **Increase CAT and MCU resources – greater access**
- **Emergency preparedness and response** (wildfire, flood, drought) – resiliency and evacuation plans, build awareness of reverse 911, evacuation routes
- Childcare – make progress on this goal
- Facilities for family use – splash pads, enough parks (Righetti park), hours for pool
- Continued protection of open space
- Trails and bike infrastructure
- Active transportation and infrastructure (specifically Higuera, Foothill and Broad)
- Water security
- Downtown:
 - Continue support of local downtown economy and cultural arts district
 - Entice different types of businesses (e.g., access to groceries)
- Public outreach, engagement, and communication:
 - Engaging more to be involved in government (e.g., volunteers) and build awareness towards voter rights
 - Reaching out to new residents to create cohesive community
 - Updating community on work being done
- **Update of General Plan (+Land Use and Circulation Element)** – not to have updated in this financial plan, but take steps in this direction (Housing Element required and due to be updated in 2028)
- **Public safety – traffic enforcement, traffic safety**

Focused Action Items

Potential Major City Goals for FY 25-27

(with specific action items to be identified under each one)

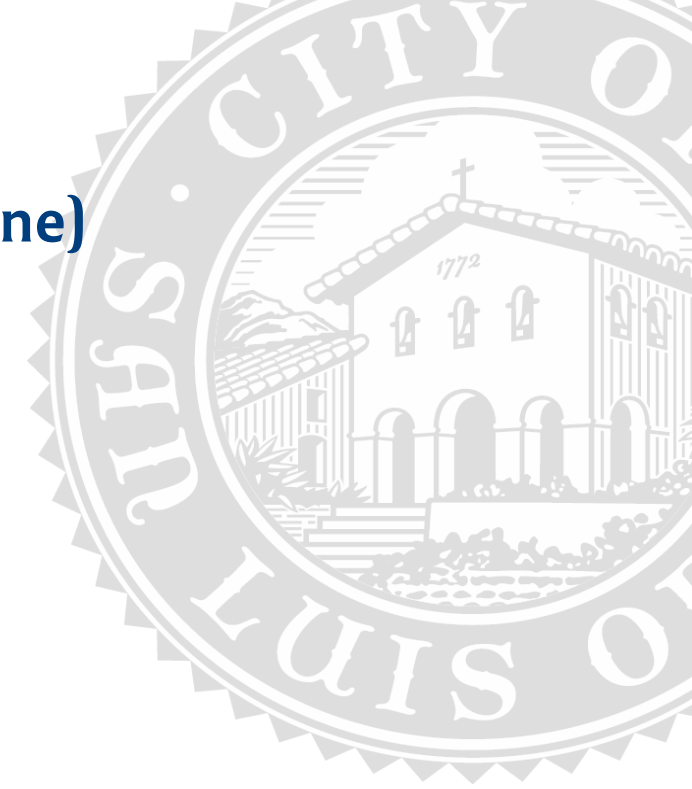
- Open Space and Climate Resilience
- Diversity, Equity, and Inclusion
- Economic Resilience and Cultural Vitality
- Housing and Neighborhood Wellness – healthy, safe, livable, and affordable
- Homelessness
- Infrastructure and Sustainable Transportation
- Responsive City Government and Fiscal Sustainability



FINAL Major City Goals for FY 25-27

(with specific VERB action items to be identified under each one)

- Open Space, Climate Action and Resilience
- Infrastructure and Sustainable Transportation
- Diversity, Equity, and Inclusion
- Cultural Vitality, Economic Resilience and Fiscal Sustainability
- Housing and Neighborhood Livability – healthy, safe, and affordable
- Homelessness Response





Thank you!

