

AGENDA ITEM
13A

Date: November 12, 2021

Council Action Date: November 15, 2021

TO: Honorable Mayor and City Council

FROM: Alex D. McIntyre, City Manager

SUBJECT: 2022-2023 City Council Goal Setting Session

SUMMARY

Each year, the City Council sets goals for the upcoming year at its annual goal-setting session. The results of the session are used to create the draft budget such that resources are incorporated into the budget to complete the City Council goals. This report provides an update on the progress of the Council's 2021-2022 Goals details new changes to the goal-setting Process. The November 15 Meeting is the first of three goal-setting meetings and will be led by a facilitator.

RECOMMENDATION

Receive an update on the Council's 2021-2022 goals and provide staff direction and input on the 2022-2023 Council Goal Process.

DISCUSSION/ANALYSIS

During an annual goal setting session, the City Council provides direction on initiatives the Council wishes to undertake during the upcoming year. After the goal-setting session, City Council then formally adopts the goals at a future meeting. The goal-setting process provides staff with the necessary direction and feedback to program resources into the upcoming budget document. The goal-setting period runs on a rolling 18-month cycle, including the remainder the current fiscal year and the entirety of the next fiscal year. The current goal-setting period begins January 2022 and runs through the end of June 2023.

For the 2021-2022 goal setting process, the City Council adopted 26 goals, some of which are sub-goals to parent goals. Despite challenges with ongoing vacancies, staff has made considerable progress in fulfilling the goals. In short, nine of them have been completed,

nine are on track to be complete before the end the Fiscal Year (FY), and eight will be completed next fiscal year. Detailed notes on each goal's progress can be found in Attachment A.

Reshaping the Goal-Setting Process

In prior years, the goal-setting process began in January and was facilitated by staff. In light of last year's session, some Councilmembers made the following observations:

- *The adopted goals resembled a staff workplan.* The 18 goals (26 including all sub-goals) was a lengthy list of departmental objectives to accomplish over the 18-month period, instead of higher-level goals.
- *The adopted goals were already part of staff's established objectives.* The adopted goals contained tasks that were already part of established efforts, instead of new initiatives developed by Council.
- *The adopted goals were too specific.* The goals list was a series of tasks, or a strategy, that one would follow to accomplish a higher, more abstract goal.
- *The adopted goals were limited in their timeframe to completion.* Because the goal-setting process runs in overlapping 18-month cycles, many of the goals tended to be shorter, perhaps with the intent of showing progress or completion by the end of the cycle. The limited timeframe eliminated the possibility for long-range goals.

To address the observations above, staff has developed a revised approach to the goal-setting process, as described below:

1. Instead of staff, the goal-setting process will be facilitated by Nicole Lance, an Executive Coach who specializes in strategic consulting for local governments. Ms. Lance is familiar with the City of Ventura and the Executive Team. She facilitated the Executive Team's teambuilding retreat in 2019 and will be doing so again in 2021.
2. Goals will be developed over the course of three meetings beginning in November of each year, with subsequent meetings in December and January.
 - a. November – Reporting on status of prior goals and providing an overview of available staffing and financial capacity (see Attachment B).
 - b. December – Identify high-level goals that City Council wishes to undertake. After this discussion, staff will develop the specific strategy/tasks to support the identified goals.
 - c. January – Approve the goals and the strategy presented by staff.
3. Goals identified by Councilmembers should transcend the day-to-day and strive to be long-lasting and impactful initiatives, that may or may not be limited to a single 18-month goal-setting cycle.

FINANCIAL IMPACT

There is no direct fiscal impact associated with staff's recommendation. Resources needed to complete the 2022-2023 goals will be programmed into the FY 2022-2023 Budget.

Prepared by: Mitchell Cameron, Senior Management Analyst

ATTACHMENT:

- A 2021-2022 Council Goal Status Update
- B General Fund Forecast

ATTACHMENT A

2021-2022 Council Goal Status Update

#	Goal	Status	Notes
1	General Plan Update	In-progress Anticipated Completion in FY2023	Background analysis and community engagement underway. Project remains on schedule for early 2023 adoption.
2	Ventura Water Pure		
2A	Hire Program Director and begin filling in team members	Complete	Program Director, Principal Engineer, and Senior Management Analyst have been hired. Additional team members will be introduced in 2022.
2B	Acquire site for advanced purification facility	In-progress Anticipated Completion in FY2023	At the 11/8/2021 City Council Meeting, staff was authorized to prepare a purchase and sale agreement for parcel located at Harbor Blvd and Olivas Park Drive, as the future home of the advanced water purification facility.
2C	Complete design and prepare bid documents	In-progress Anticipated Completion in FY2023	Design work for outfall is ongoing and will be ready for advertisement at 60% in Spring 2022. At that time work with the regulators will begin. Advertisement for bids is anticipated in Summer of 2023.
	IT Initiatives		
3A	Complete the IT Strategic Plan	Complete	ITSP has been adopted. By June 2022 annual process will be in place to maintain the plan.
3B	Complete scoping documents for new Enterprise Resource Planning (ERP) system	Complete	Scoping documents are complete, and RFP has been released. Depending on length of selection process & contract negotiations, City Council could be asked to consider a contract by June 2022.
	Environmental Initiatives		
4A	Propose a new Energy Action Plan	In-progress Anticipated Completion within FY2022	The Energy Action Plan final draft is completed, and it's anticipated that staff will present the findings to Council in early 2022. Staff will be seeking direction from Council to pursue strategies from the plan that do not require additional resources. The EAP, including the community greenhouse gas inventory, will be an important component to the City's Climate Action and Resilience Plan (CARP), which will be developed by Community Development as a part of the General Plan update process.

4B	Active Transportation	In-progress Anticipated Completion within FY2022	The plan is on schedule and has completed the "discovery" phase and is nearing completion of the "desire" phase. The "desire" phase consists of a major public outreach and survey efforts looking at the wants/needs of the community.
4C	Electric Vehicle Blueprint	In-progress Anticipated Completion within FY2022	The EV Blueprint is complete. The blueprint, in addition to the accompanying EV Accelerator Plan, identifies the number of charging stations and the best locations for those stations throughout the community. Staff has worked with a third party (Charge Point) to apply for funding opportunities to help cover the cost of EV charging infrastructure as well as working with some owners of private parking lots to explore additional options. The sites currently considered for installation of EV charging stations are the parking lot behind Downtown Ventura Partners, the Museum parking lot, and the top floor of the downtown parking structure.
4D	Mobility Plan – emphasis on walking/biking	In-progress Anticipated Completion within FY2022	Included in the ATP item 4B.
4E	Electric Vehicle Fleet Infrastructure	In-progress Anticipated Completion within FY2022	Staff has been adding EV to fleet when possible. We will also add EV charging stations for fleet vehicles as needed. This is an ongoing goal with no end point as written.
5	Implement new water and wastewater rates, including updated Net Zero Fee	Complete	Five-year water and WW rates approved by Council; Net Zero Fee updated and approved by Council
6	Complete Fire Operational Review	Complete	Operational Review was completed with presentation to Council at a Special Meeting in April 2021. Current efforts are underway to complete a Fire Department Strategic Plan as directed by Council prior to starting the FY 2023 budget process.

7	Finalize agreement for municipal broadband	In-progress Anticipated Completion in FY2023	Staff solicited a request for proposal for Broadband Infrastructure and negotiated an agreement with SiFi Networks. Based on the feedback received at the Council's Broadband Workshop in March 2021, staff is no confident that the agreement will meet this Council's expectations to reduce broadband rates. In light of new federal and state funding opportunities, staff is exploring alternative options including participation in the County's Regional Broadband Efforts.
8	Develop a pathway to solvency for the Lighting District	In-progress Anticipated Completion in FY2023	We have determined a potential path forward using the eminent domain process to acquire the lights. We are also pursuing using a Prop 218 initiative to adjust fees to recover all costs. We plan to bring this item to Council for direction after early 2022.
9	COVID Recovery		
9A	Successfully repopulate City Hall (and other city facilities) and establish any necessary safety measures	Complete	Required facilities modifications and repopulation completed.
9B	Establish safe activities/offerings for Parks & Recreation programming	Complete	All offerings are done in compliance with current COVID guidelines.
10	Complete City Council Redistricting effort	In-progress Anticipated Completion within FY2022	Council conducted two of the required four public hearings. Mapping tools released for the public; draft maps from the public due by 5 pm, Friday, December 10, 2021. Council will review the draft maps in January. Council has until April 17, 2022, to adopt the new District map for the November 2022 Election.
11	Determine feasibility of Citywide Outdoor Dining Program	Complete	Council's guidance on Main Street Moves Outdoor Dining sets the stage for the Citywide Dining Program focus. Design guidelines, which will be created in

			collaboration with staff and a consultant, and approved by Council, will be the standard for all outdoor dining participants. Once this step is completed and Main Street Moves is set on the path toward full use, staff will broaden the scope and create opportunities where feasible.
12	Complete Housing Element by State deadline of October 2021	In-progress Anticipated Completion within FY2022	Housing Element document being finalized for Planning Commission and City Council hearings. City Council hearing scheduled for 1/31/2022. The schedule will require use of most of the State's 120-day grace period that goes into February 2022.
13	Complete Cannabis Program framework and begin accepting applications	Complete	The first round of applications has been received and reviewed by HdL. Interviews with finalists will be scheduled and followed up with public meetings in the coming months. Optimally, awards will be given in spring 2022. Second round will occur after Local Coastal Program (LCP) amendment is approved by the Coastal Commission.
14	Adopt a Permanent Streamlining Ordinance	In-progress Anticipated Completion within FY2022	Draft ordinances prepared, and DRC, HPC and one round of PC review have occurred. Second PC hearing on 11/17 and City Council hearing on 12/6. An amendment to the Local Coastal Program (LCP) will be required. Goal is to have the LCP amendment approved by Coastal Commission by 5/18/22 expiration of ESO
15	Adopt an Accessory Dwelling Unit Ordinance	In-progress Anticipated Completion in FY2022	Draft ordinance prepared and will be released for public review in November. Planning Commission review is scheduled for 12/8. City Council hearing scheduled for 1/10/2022.
16	Adopt an Inclusionary Housing Ordinance	In-progress Anticipated Completion within FY2022	Stakeholder meetings have occurred, and the ordinance will be prepared for public hearings shortly after the Housing Element adoption. Planning Commission scheduled for 1/26/22 and City Council on 2/28/22.

17	Begin development of a Short-Term Vacation Rental Ordinance	In-progress Anticipated Completion in FY2023	This will begin in early 2022. The timeframe for this project will depend on the scope that ends up being pursued based on stakeholder input (note stakeholders will include STVR owners as well as neighbors affected by STVRs). An amendment to the Local Coastal Program (LCP) will be required. It is anticipated that this will be complete in Fall of FY 2023
18	Advance the Historic Context Statement and Citywide Survey	In-progress Anticipated Completion in FY2023	Consultant has prepared a draft context statement and stakeholder engagement is underway with community engagement in early 2022. Anticipated City Council hearing to adopt the context statement and citywide survey in 2023.

ATTACHMENT B

General Fund Forecast

	FY 2021-22 Projected	FY 2022-23 Outlook	FY 2023-24 Outlook	FY 2024-25 Outlook	FY 2025-26 Outlook	FY 2026-27 Outlook
Ongoing Resources	\$122.7 M	\$129.4 M	\$133.8 M	\$138.7 M	\$142.7 M	\$146.8 M
Expenditures	\$122.8 M	\$128.5 M	\$133.1 M	\$137.8 M	\$141.4 M	\$146. M
Operating Surplus/(Deficit)	(\$0.1 M)	\$0.9 M	\$0.7 M	\$0.9 M	\$1.4 M	\$0.8 M
One-Time Resources	\$9.8 M	\$1. M	\$0.2 M	-	-	\$1.3 M
Total Resources over Expenditures	\$9.7 M	\$1.9 M	\$1.0 M	\$0.9 M	\$1.4 M	\$2.1 M

Future Funding Considerations Excluded from Forecast

- 9 frozen positions (\$1.4 M annually)
- Capital and operating increases for Fire Strategic Plan (?)
- Additional salary & benefit increases related to Citywide Compensation Study (?)
- Additional staffing needed to support various ongoing programs and initiatives (?)
- Increased funding to address deferred maintenance and unfunded CIP projects (?)