

AGENDA ITEM
13A

Date: February 1, 2022

Council Action Date: February 7, 2022

TO: Honorable Mayor and City Council

FROM: Alex D. McIntyre, City Manager

SUBJECT: Adoption of 2022-2023 City Council Goals

SUMMARY

City Council held its third of three Goal-setting sessions on Saturday, January 29 and provided feedback on the list of goals developed during the prior two sessions. The final goals list contained in this report incorporates the comments made by Councilmembers during the third goal-setting session. Council adoption of the 2022-2023 goals is needed to ensure appropriate resources are allocated to execute the goals in the proposed operating and capital budgets.

RECOMMENDATION

Adopt the 2022-2023 City Council Goals developed over the three City Council Goal-setting sessions.

DISCUSSION/ANALYSIS

Through the goal-setting process, the City Council provides direction on initiatives the Council wishes to undertake during the upcoming year. The goal-setting process culminates with the formal adoption of the goals developed during prior meetings. The goal-setting process provides staff with the necessary direction and feedback to program resources into the upcoming budget document. The current goal-setting period begins January 2022 and runs through the end of June 2023, although several goals span beyond the next eighteen months.

The draft goals have been developed over a series of three meetings with the aid of facilitator Nicole Lance. The goals, short-term, and long-term scopes shown in the tables below reflects edits and additions made by Councilmembers during the January 29 goal-setting session.

Fiscal Stability

Economic Development Strategy	
Lead Department	City Manager's Office
Supporting Dept(s).	Community Development, Finance & Technology, Public Works
Project Goals	Develop an Economic Development Strategy
2022 – 2023 Scope	<p>Issue RFP and select consultants for updated ED Strategy.</p> <p>ED Strategy recommendation to Council to include:</p> <ul style="list-style-type: none"> • Business retention and resiliency • Business engagement program • Marketing for business recruitment • Build Ventura's brand as a tourist destination <p>Begin implementation of adopted ED Strategy. Continue efforts to improve permitting process and reduce turnaround times for comments and permit issuance. Explore potential sites for monument signage at east entrance to the City along the 101 Freeway. Revitalize the Johnson Corridor through initiatives beyond just the Housing Element.</p>
Long-term Scope	Ongoing implementation of Council-adopted strategy.

Fiscal Policies	
Lead Department	Finance
Supporting Dept(s).	City Manager's Office, Human Resources
Project Goals	Revise and adopt long-term and sustainable fiscal policies.
2022 – 2023 Scope	<p>Present specific, measurable, and achievable fiscal policies that initially and minimally address the adequate balance of the following:</p> <ul style="list-style-type: none"> • Unfunded pension liabilities • Fund(s) balances • Compensation policies including attrition • Appropriate cost allocations • Capital investment
Long-term Scope	Continual implementation of policies with reports back to Finance, Audit and Budget Committee, and City Council.

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Classification and Compensation Study	
Lead Department	Human Resources
Supporting Dept(s).	All
Project Goals	<p>Revise achievable and affordable compensation policy based upon the results of the comprehensive Citywide classification and compensation study. Study to minimally include:</p> <ul style="list-style-type: none"> • Clarification of compensation (salary, benefits, PERS formula and cost sharing) • Establishment of labor market(s) • Determination of internal relationships <p>Work closely with the City's labor groups. Explore opportunities to improve employee morale, including an expansion of recognition programs.</p>
2022 – 2023 Scope	<p>Present Study findings and recommendations to Council which will likely include a revised Compensation policy and program for implementation of recommended changes. Expand training programs and resources available to staff.</p>
Long-term Scope	Create a phased approach to making compensation adjustments.

Housing Policies

Housing Element	
Lead Department	Community Development
Supporting Dept(s).	City Attorney's Office, City Manager's Office, Public Works
Project Goals	Implement the objectives of the Housing Element in order to improve the overall housing situation in the community.
2022 – 2023 Scope	<p>Implement the objectives of the Housing Element designated for 2022-2023.</p> <p>Lay groundwork for the objectives designated for 2023-2024 and beyond.</p>
Long-term Scope	Given the 8-year time frame for the Housing Element, the long-term scope will be significant.

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Pro-Housing Designation	
Lead Department	Community Development
Supporting Dept(s).	City Attorney's Office, Finance, Public Works
Project Goals	Pursue the Pro-housing designation by the end of 2023
2022 – 2023 Scope	Following the recruitment of the Housing Manager, explore and analyze policies and regulations the City would have to implement to achieve a Pro-housing designation.
Long-term Scope	City Council decision on whether to pursue the designation expected first half of FY23-24. If designation pursued and received, the City should begin actively pursuing housing, infrastructure and transportation grants.

Broadband

Broadband	
Lead Department	Public Works
Supporting Dept(s).	City Manager's Office, City Attorney's Office, Finance & Technology
Project Goals	Improve Citywide broadband accessibility.
2022 – 2023 Scope	Council current direction is to bring the recently completed negotiation SiFi agreement to the Council for consideration. This could be completed as soon as March 2022. Begin construction on the Traffic Signal Upgrade project.
Long-term Scope	Identify opportunities to leverage the Fiber installed during the Traffic Signal Upgrade project to increase broadband access in the City.

Retain Focus on these ongoing projects

VenturaWaterPure	
Lead Department	City Manager's Office
Supporting Dept(s).	Ventura Water, Public Works, Finance & Technology, Community Development
Project Goals	VWP will create a local, drought-proof source of water supply for the community, while helping the City meet its Consent Decree requirements.
2022 – 2023 Scope	Acquire and annex the site for the VWP Facility. Complete design of ocean outfall. Begin design of remaining project components.
Long-term Scope	Completion of the VWP program. Phase 1A is estimated to be complete in 2025/2026 and Phase 1B in 2030.

Main Street Moves	
Lead Department	City Manager's Office
Supporting Dept(s).	Community Development, Public Works, Fire, Police Ventura Water, Parks & Recreation, City Attorney's Office
Project Goals	Expand and make permanent outdoor dining and retail opportunities for Downtown businesses by leveraging City's street space.
2022 – 2023 Scope	Establish a pedestrian mall program for Main Street which would minimally include: <ul style="list-style-type: none"> • Determining closure boundaries • Development of design guidelines • Creating physical safety for merchants and guests • Determining funding • Conducting community outreach • Mitigating environmental and legal concerns
Long-term Scope	Ongoing maintenance and management of program.

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Historic Preservation Process	
Lead Department	Community Development
Supporting Dept(s).	
Project Goals	Improve the City's Historic Preservation process.
2022 – 2023 Scope	Finalize the Context Statement and begin the Historic Survey. Include Historic Preservation policies in the General Plan update and shift historic threshold to 50 years (Matrix).
Long-term Scope	Council adoption Citywide Historic Context Statement and Survey with HPC recommendation. Council adoption of amended Historic Preservation regulations with HPC and PC recommendation.

Coastal Management	
Lead Department	Public Works
Supporting Dept(s).	Community Development, Finance & Technology
Project Goals	Protect and restore Ventura's coastline.
2022 – 2023 Scope	Construction of Surfers Point Phase 2 (pending grant funds). Design of Promenade structural repair project. Pierpont Beach Sand Management. Planning for Harbor Keys dredging. Weymouth stormwater lift station replacement. Temporary/emergency repairs.
Long-term Scope	Construction of Promenade structural repairs. Pierpont Beach Sand Management. Keys dredging. Relocation of sewer lift station at Surfers Point. Sanjon stormwater outfall refurbishment. Dover stormwater lift station replacement. Pierpont lane ends retaining wall replacements.

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Construction of Olivas Park Drive Road Extension and Levee	
Lead Department	Public Works
Supporting Dept(s).	City Attorney' Office, Community Development, Ventura Water, Finance & Technology
Project Goals	Convert unusable land to economically viable and developable land in Focus Area 1. Road extension may also help improve circulation of Johnson Corridor and Ventura Boulevard.
2022 – 2023 Scope	Project includes the extension of Olivas Park Drive to connect to Johnson Drive and construction of a levee along the north bank of the Santa Clara River. Project completion estimated to be summer of 2023.
Long-term Scope	

ERP Implementation	
Lead Department	Finance & Technology
Supporting Dept(s).	All
Project Goals	Modernize the City's financial and human resource management systems while improving accuracy, timeliness, and staff efficiency.
2022 – 2023 Scope	Finalize vendor selection and award contract.
Long-term Scope	Complete implementation a Citywide ERP by early 2024.

General Plan	
Lead Department	Community Development
Supporting Dept(s).	City Manager's Office, City Attorney's Office, Public Works, Parks & Recreation, Fire, Police, Finance
Project Goals	Comprehensive update to the City's General Plan which will include: <ul style="list-style-type: none"> • New Climate Action and Resiliency Plan (CARP); and • Comprehensive Local Coastal Program (LCP) amendment
2022 – 2023 Scope	Council endorsement of Vision Statement & Land Use Alternatives. Complete Draft General Plan and EIR. Final General Plan adoption.
Long-term Scope	Implementation of General Plan will be necessary. Comprehensive update to various sections of the Municipal Code.

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Fire Department Strategic Plan	
Lead Department	Fire
Supporting Dept(s).	City Manager's Office, Finance, Public Works, Human Resources
Project Goals	Creation and adoption of a sustainable 5-Year Strategic Plan.
2022 – 2023 Scope	Present findings and recommendations in March 2022, that address needs for both fire suppression and fire prevention. Explore program options that may result in reduced risk and associated insurance premiums for hillside homes.
Long-term Scope	Identify and implement sustainable support for staffing levels, fleet, and fire station improvements. Plan may have fiscal triggers embedded in it which will create a shift in policy direction.

Matrix Report	
Lead Department	City Manager's Office
Supporting Dept(s).	Community Development, Public Works, Fire, Ventura Water
Project Goals	Facilitate investment into private property by improving the City's entitlement and permitting process.
2022 – 2023 Scope	Complete the remaining 20 recommendations as detailed in the Matrix Report, including completion of General Plan and Objective Design Guidelines.
Long-term Scope	

Citywide Radio Upgrades	
Lead Department	Information Technology
Supporting Dept(s).	Fire, Police, Parks & Recreation, Public Works, and Ventura Water
Project Goals	Update the City's radio systems to current technologies that allow for interagency operability.
2022 – 2023 Scope	Coordinate with County to create plans for Public Safety upgrades. Begin procurement of required equipment
Long-term Scope	Finalize rollout of Public Safety equipment and remaining departments.

New Goals

During the goal-setting session, the City Council acknowledged that there may be new items that come forward that were not discussed in the list contained in this report. The Council identified the following criteria should be used to evaluate new goals that may arise:

- Equity
- Criticality/urgency of the item
- Grant funding/grant timing
- Funding availability
- Revenue implications (revenue neutral, revenue generating)
- Impact to existing priorities/does it advance or fit in with existing strategic priorities
- Staff time/capacity
- Community impact
- Risk aversion/risk factor
- Significance of benefits
- City-wide impact as well as district-specific impact
- Legal considerations

Furthermore, Councilmembers stated that they would like to make use of the existing sub-committees when considering new goals or opportunities.

Upon ratification of the goals, staff will begin programming in the necessary funds into the proposed budgets that will be presented to City Council in the Spring.

FINANCIAL IMPACT

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

Prepared by: Akbar Alikhan, Assistant City Manager