

AGENDA ITEM
11

Date: 02/02/2023

Council Action Date: 02/13/2023

TO: Honorable Mayor and City Council

FROM: Akbar Alikhan, Acting City Manager

SUBJECT: Adoption of 2023-2024 City Council Goals

SUMMARY

This report contains the summary of goals for 2023-2024 identified by the City Council and the associated resources needed to accomplish these goals.

RECOMMENDATION

Adopt the 2023-2024 City Council Goals and direct staff to program resources needed in the proposed operating and capital budgets to execute the proposed goals.

DISCUSSION/ANALYSIS

On January 28, 2023, City Council met to have a dialogue about goals that they wanted to set as goals for the upcoming year. The facilitated goal setting process was guided using the "SMART" goal setting process where goals must be:

- Specific
- Measurable
- Attainable
- Relevant
- Time-based

While most goals are programmed to be accomplished in a 12-month period (January-December), larger goals take longer. The annual goal-setting period begins in January and goes through the end of next June, 18 months later. Some goals will extend beyond the 18-month timeline, these goals are identified as multi-year goals.

To make sure the previously identified multi-year goals are looked at for continued prioritization and focus, staff provided an update and Council reaffirmed that these previous goals were still a priority that would need ongoing resources.

The new goals for 2023-2024 are shown in tables below. The first row in bold black is the language preserved from the January 28, 2023, session.

NEW GOALS IDENTIFIED

Develop a Broadband Master Plan	
Reference Title	Broadband Master Plan
Scope	<ul style="list-style-type: none"> Review proposals and approve contract to design and engineer INET 2.0. Review the Broadband Masterplan that was received and filed by Council in 2019. Update the Broadband Masterplan incorporating the progress made with SiFi Networks and INET 2.0, with the goal of removing impediments to accessing broadband internet citywide for both economic development and bridging the digital divide.
Deadline	6/30/24
Estimated Cost	\$80,000
Lead Department	Information Technology
Supporting Department	Public Works, City Manager's Office (Economic Development)

Develop and complete a Homelessness plan this Calendar Year that includes a Housing Services Report that will return to Council on a periodic basis	
Reference Title	Homelessness Plan
Scope	<ul style="list-style-type: none"> Complete the RFP process in partnership with the County to hire a consultant to assist with the preparation of the Plan. Conduct the analysis and community, department, agency, and stakeholder engagement necessary to prepare the Plan. Draft the Plan and take it through the hearing and adoption process. The Plan will include a yearly report to Council on the progress, services provided, and individuals served.
Deadline	12/31/23
Estimated Cost	\$25,000 (City's contribution of the \$100,000 total)
Lead Department	Community Development
Supporting Department	

Develop incentives that would encourage the use of green technology	
Reference Title	Green Technology Incentives
Scope	<ul style="list-style-type: none"> Review priorities contained in the Climate Action and Resiliency Plan (CARP). Develop a list of targeted green technologies with incentives for Council consideration. Program desired incentives into FY 2024-2025 budget and Master Fee Schedule.
Deadline	12/31/23
Estimated Cost	TBD
Lead Department	Public Works
Supporting Department	City Manager's Office (Economic Development) and Community Development

Complete the Fire Services Initiative this Calendar Year	
Reference Title	Fire Services Initiative Phase II
Scope	<ul style="list-style-type: none"> Launch Phase II of the Community Outreach Plan to determine most viable funding sources to address Fire service and infrastructure needs.
Deadline	12/31/23
Estimated Cost	\$100,000
Lead Department	Fire
Supporting Department	City Manager's Office (Communications)

Develop a city-wide disaster response public education plan	
Reference Title	Disaster Response and Public Education
Scope	<ul style="list-style-type: none"> Finalize RFP already underway for Evacuation Plan Consultant (CDBG/MIT-PPS funded). Select consultant and complete Evacuation Plan. Review recommendations shared in Emergency Operations Plan and Fire's 5-Year Strategic Plan. Develop concise type-specific disaster response playbooks to be incorporated as public annexes to the (Emergency Operations Plan) EOP. Public education through community councils and City website.
Deadline	12/31/23
Estimated Cost	\$90,000 (Grant Funded)
Lead Department	Police
Supporting Department	City Manager's Office (Communications)

Improve conditions across the City for maintenance of roads, sidewalks, medians, and public spaces	
Reference Title	Standards for streets, sidewalks, bikepaths and ADA ramps
Scope	<ul style="list-style-type: none"> • Report to Council in August 2023 with an assessment and options with cost estimates for achieving various service levels for streets, sidewalks, bikepaths, and ADA ramps. • City Council will approve a course of action based on the assessment and allocate the needed resources to improve conditions.
Deadline	Multi-Year Goal
Estimated Cost	Minimal cost for providing report to Council. Cost of implementation to be determined (TBD).
Lead Department	Public Works
Supporting Department	Finance, Parks & Recreation, Information Technology

Hold a Council workshop on undergrounding city-wide utilities	
Reference Title	Underground Utilities Workshop
Scope	<ul style="list-style-type: none"> • Hold a workshop with the City Council on the process, costs, impacts, and alternatives for undergrounding all above ground utilities within the City. • Develop principles for City Council to consider on how to best use the City's Rule 20 undergrounding funds.
Deadline	12/31/23
Estimated Cost	Minimal cost for providing report to Council. Cost of implementation TBD.
Lead Department	Public Works
Supporting Department	Finance

Update the STVR Ordinance by 12/31/2023	
Reference Title	Short-Term Vacation Rental (STVR) Ordinance
Scope	<ul style="list-style-type: none"> • Conduct stakeholder meetings/mediation • Develop proposed ordinance provisions to bring to Council for consideration. • The LCPA (Local Coastal Program Amendment) for an adopted ordinance will be processed along with the adopted General Plan LCPA in FY 2024-2025.
Deadline	12/31/23
Estimated Cost	\$75,000
Lead Department	City Attorney
Supporting Department	Community Development, Finance

Establish a 21st century plan for a general customer service contact	
Reference Title	Customer Service Plan
Scope	<ul style="list-style-type: none"> • Adopt revised customer service standards with a timeframe to achieve and maintain the standard, including commitments to fellow employees. • Provide customer service training for all staff regularly interacting with customers. • Implement 311/Customer Service Response Management (CRM) system to better track and manage customer inquiries and responses, including via text messages. • Identify a plan forward for centralizing customer service through dedicated resources in a one-stop shop environment and explore the feasibility of a team that would oversee the 311/CRM system and accountability to customers. • Enhance way-finding signage throughout City Hall.
Deadline	12/31/23
Estimated Cost	One Time <ul style="list-style-type: none"> • \$50,000 311/CRM Implementation • \$60,000 Customer Service Analysis & Training Annual <ul style="list-style-type: none"> • \$70,000 311/CRM software Total \$180,000
Lead Department	City Manager's Office
Supporting Department	Information Technology, Human Resources

Initiate the process to evaluate potential changes to the City Charter	
Reference Title	City Charter Evaluation
Scope	<ul style="list-style-type: none"> Establish timeline for Charter amendments for November 2024 election. Provide analysis to Council outlining options for limited amendments or wholesale update.
Deadline	6/30/23
Estimated Cost	NA
Lead Department	City Attorney
Supporting Department	City Manager's Office (City Clerk)

Increase cultural unity events	
Reference Title	Increase Community Events
Scope	<ul style="list-style-type: none"> Continue annual \$100,000 contribution to Museum of Ventura County to staff the Albinger Archeological Museum on weekends, and to facilitate up to four free or affordable programs, events, and exhibits that support cultural unity. Modify Special Event Grant Program (SEGP) and increase funding available for Ventura-based organizations and community groups to host up to two additional free or affordable events, such as outdoor community concerts, that support cultural unity, in collaboration with available city services. Modify the Cultural Funding Grant (CFGP) Program and increase funding available for Ventura-based nonprofit arts and cultural organizations to add two additional free or affordable events, such as outdoor community concerts, that support cultural unity, in collaboration with available city services.
Deadline	6/30/24
Estimated Cost	\$150,000 (and continued \$100,000 for Museum of VC)
Lead Department	Parks & Recreation
Supporting Department	Police, City Manager's Office

Create an action plan to address employee retention and stability	
Reference Title	Employee Retention & Stability Plan
Scope	<ul style="list-style-type: none"> • Complete Classification and Compensation Study. • Unify and update citywide recognition program. • Receive Council direction on reaffirming or revising the City's compensation philosophy. • Develop pathway(s) towards competitive pay for City Council consideration. • Explore innovative benefits with staff such as childcare and/or maternity/paternity leave.
Deadline	12/31/23
Estimated Cost	Minimal cost for providing information to Council. Cost of implementation TBD.
Lead Department	CMO
Supporting Department	Human Resources, Finance

PREVIOUSLY IDENTIFIED ONGOING MULTI-YEAR GOALS

There are several goals from the previous annual cycle(s) of goal setting that will continue beyond the year they were created and will need continued resources to accomplish. These goals are listed below.

Previously Identified Multi-Year Goals		
Title	Percent Complete	Estimated Completion
Class and Compensation Study	90%	2023
Economic Development Strategy	10%	2023
Fiscal Policies	90%	2023
Main Street Moves	20%	2024
Historic Preservation Process	40%	Historic Context Statement and Survey in Fall 2023
ERP Implementation	15%	2024
General Plan Update	30%	2024
Construction of Olivas Park Drive Road Extension and Levee	40%	2025
Fire Department Strategic Plan*	15%	2027
*NOTE: There is a specific objective for Fire Department Strategic Plan this year, therefore, this broad goal will be replaced with this year's shorter-term SMART goal.		
VenturaWaterPure (VWP)	25%	2032
Pro-Housing Designation	15%	TBD
Housing Element	20%	Elements span across the 8-year period of the Housing Element.
Citywide Radio Upgrades	40%	TBD- Pending Needs Assessment
Broadband**	5%	TBD- Pending Needs Assessment
**NOTE: There is a specific objective related to broadband this year, therefore, this broad goal will be replaced with this year's shorter-term SMART goal.		
Matrix Report	40%	Multiple projects at various stages, and some ongoing.
Coastal Management	Multiple projects at various stages of completion	Multiple projects at various stages, and some ongoing.

FINANCIAL IMPACT

There is no direct financial impact from the current Council action. Based on direction received, staff will program necessary resources into proposed Operating and Capital budgets.

Below is a summary of the financial impact for the new proposed goals for 2023-2024. Note that these expenses do not include internal resources such as staff time.

Proposed Goal	City Contribution	External Funding	Total Project Cost	New Annual Expense
Broadband Master Plan	\$80,000	\$ -	\$80,000	TBD
Homelessness Plan	\$25,000	\$75,000	\$100,00	N/A
Green Technology Incentives	TBD	\$ -	TBD	TBD
Fire Services Plan Phase II	\$100,000	\$ -	\$100,000	N/A
Disaster Response & Public Education	\$ -	\$90,000	\$90,000	N/A
Standards for streets, sidewalks, bikepaths and ADA ramps	TBD	\$ -	TBD	TBD
Underground Utilities Workshop	TBD	\$ -	TBD	N/A
STVR Ordinance	\$75,000	\$ -	TBD	N/A
Customer Service Plan	\$180,000	\$ -	\$180,000	\$70,000
City Charter Evaluation	\$ -	\$ -	\$ -	N/A
Increase Community Events	\$150,000	\$ -	\$150,000	\$150,000
Employee Retention & Stability Plan	\$ -	\$ -	\$ -	TBD

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