

# NOTICE OF SPECIAL MEETING

## ATASCADERO CITY COUNCIL

Saturday, April 20, 2024, 9:00 A.M.

City Hall – Council Chambers  
6500 Palma Avenue, Atascadero  
(Enter on Lewis Avenue)

\*\*\*\*\*

### City Council Workshop

**ROLL CALL:**

**PUBLIC COMMENT:**

**COUNCIL WORKSHOP:**

**1. Review of Strategic Priorities and Projects**

Council review, discuss, and provide direction as appropriate for the various presentation items:

- a. 2023-2025 Strategic Priorities and Goals (Action Plan)
- b. Public Safety Facilities Project
- c. Zoo Accreditation
- d. Legislative Platform
- e. Community Engagement Program
- f. Short-term Rentals
- g. Essentialism Evaluation and Employee Culture and Mission Statement Updates
- h. Dial-A-Ride Program

**2. Other Council Topics**

*\*\*\*At the discretion of the Mayor, and as time permits, Public Comment will be open during the discussion of the above topics.\*\*\**

**ADJOURNMENT: The Council will adjourn to the next Regular Session on Tuesday, April 23, 2024.**

*Please note: The City Council will be served lunch at 12:00 p.m. Members of the public planning to attend should provide their own meals.*



# CITY OF ATASCADERO

## CITY COUNCIL STAFF REPORT

Item 1

**Department:** City Manager  
**Date:** 4/20/24  
**Placement:** Management Report

**TO:** JAMES R. LEWIS, CITY MANAGER  
**FROM:** LARA CHRISTENSEN, DEPUTY CITY MANAGER  
**PREPARED BY:** LARA CHRISTENSEN, DEPUTY CITY MANAGER  
**SUBJECT:** Review of Strategic Priorities and Projects

### RECOMMENDATION:

Council review, discuss, and provide staff direction as appropriate for the various presentation items.

### DISCUSSION:

During the two-year budget cycle, the City Council holds an annual workshop to review and discuss the City Council's strategic priorities and goals and to review the status of the Action Plan. The Action Plan is a two-year workplan for City staff, setting out actions to address the Council's strategic priorities and related key focus areas. This mid-cycle update provides an opportunity for staff to highlight progress being made, emphasize special projects and/or request direction on action items, and allow Council the opportunity to review, discuss and provide direction on establishing new priorities and/or re-establishing current priorities and/or key focus areas for the upcoming fiscal year.

#### ***2023-25 Strategic Priorities and Goals (Action Plan)***

Staff will provide a review of the adopted 2023-2025 Council Strategic Priorities and Goals and a brief Action Plan status update, including highlights of special project areas and requesting any modifications from the Council moving into the upcoming 2024-25 fiscal year.

#### ***Public Safety Facilities Project***

Staff and consultant team will provide an overview of the Public Safety Facilities Project including the Design-Build process, site renderings, mobilization and demobilization, budget, and timeline. Council may provide direction to staff on the project as appropriate.

#### ***Zoo Accreditation***

Staff will provide an update on the Zoo including the upcoming accreditation process for the Zoo. Council to review, discuss, and provide staff direction on options for the continuation of the accreditation process.

***Legislative Platform***

At the request of the City Council at the December 12, 2023, meeting, this item is being brought back for further review and discussion by the Council. Staff will provide an overview of the items identified by Council for additional discussion.

***Community Engagement Program***

Staff will provide an overview of the Community Engagement Program. Council may provide staff direction on the type, frequency, and location of communications and engagement options.

***Short-term Rentals***

Staff will provide a brief presentation on short-term rentals in the City. Broad discussion and general Council direction to staff to potentially bring forward an item for future discussion by the Council.

***Essentialism Evaluation and Employee Culture and Mission Statement Updates***

Staff will provide a brief update to Council on the Essentialism Evaluation currently underway amongst all City Departments. Staff will also present an update on efforts to enhance employee culture as well as implementing the Mission Statement throughout the organization.

***Dial-A-Ride Program***

Staff will provide a brief presentation on the Dial-A-Ride Program in the City. Broad discussion and general Council direction to staff on options for the future of the program and potentially bringing an item forward to Council at a future meeting.

**REVIEWED BY OTHERS:**

This item has been reviewed by the Executive Team.

**REVIEWED AND APPROVED FOR COUNCIL AGENDA**

---

James R. Lewis, City Manager

**ATTACHMENT(S):**

1. Action Plan and
2. Legislative Platform



# **Atascadero City Council**

## **Staff Report – City Manager’s Office**

---

### **Update on Council Goals and Action Plan**

#### **RECOMMENDATION:**

Council receive and file a report on the progress being made relative to the City Council’s goals.

#### **DISCUSSION:**

An integral part of the budget planning process is the development of an action plan outlining the strategic priorities and actions to be taken in Fiscal Years 2023-2025. The goal setting workshop held on February 10-11, 2023, was the foundation for both the Budget and the companion Action Plan. On March 14, 2023, Council adopted the 2023 Strategic Planning Statements and Strategic Priorities (Statements & Priorities) and on April 25, 2023, Council reviewed the Draft Action Plan providing further direction. In conjunction with the 2023-2025 Budget, the 2023 Action Plan document was adopted by Council on June 13, 2023.

The Action Plan was the culmination of a very robust public outreach effort and included specific actions to address the following three strategic priorities and related key focus areas:

#### **Strategic Priority: Economic and Community Vibrancy**

Key Focus Areas:

- Downtown Viability
- Activation of Underutilized Sites and Nodes
- Business Support and Jobs/Housing Balance
- Neighborhood Compatibility and Wellness

#### **Strategic Priority: Fiscal and Infrastructure Efficiency & Sustainability**

Key Focus Areas:

- Asset Management/Replacement/Modernization
- Financial Strategies
- Transparency and Accountability

#### **Strategic Priority: Ensuring Public Safety and Providing Exceptional City Services**

Key Focus Areas:

- Staff
- Unhoused Population
- Flourishing Community

As part of the City's planning process, the City Council has been extremely consistent in its desire to not only engage the public in developing the Action Plan, but also in its desire to be very transparent in the City's progress in achieving not just the actions, but the underlying goals in the Action Plan. As part of this transparency, the Council expressed a desire to receive consistent updates on progress achieved and areas that need more attention. Tonight's session is intended to update the Council and the public on the progress that has been achieved in the strategic priorities and key focus areas since adoption of the Action Plan seven months ago. This also provides an opportunity for the public to learn of the City's progress and share input with the City Council on any of the priorities and key focus areas prior to priorities and/or key focus areas being reestablished or new one established. The City Council will review the current Strategic Planning Statements and Strategic Priorities at a special workshop in April. The staff has made significant progress addressing the City Council's key priorities. The City is well on its way to making substantial progress.

## **Review of City Goals and Highlighted Action Plan Items**

### **Strategic Priority: Economic and Community Vibrancy**

#### Key Focus Area #1 – Downtown Viability

- Final design/construction plans for the Downtown Infrastructure Enhancement Project (DIEP) are being completed for an anticipated bid release in April.
- Completed the Downtown paving project and implemented a Community Engagement program to provide weekly construction updates to businesses and residents.
- Approved the Restaurant Loan Program to incentivize additional restaurants and applications are being processed.
- Continue to maintain Atascadero Creek as a quality aesthetic feature in the downtown through voluntary clean-up programs and ongoing management of vegetation and fuels in the creek.
- Continued economic development activities to expedite the relocation of nonconforming uses and occupancy of vacant buildings, encouraged compatible development on vacant lots, recruited new retail business, engaged the new owners of the Carlton to build on the success of the hotel, and facilitated redevelopment of underutilized properties along Sunken Gardens/East Mall/West Mall.
- Released the Request for Qualifications to facilitate development for City-owned East Mall properties.
- Encouraged ongoing collaboration with Downtown businesses to promote Downtown vitality including increased activity and use of The Plaza on El Camino, establishing and promoting events (such as First Fridays) to stimulate business activity and facilitating and sponsoring events increasing tourism and activity in the Downtown.

#### Key Focus Area #2 – Activation of Underutilized Sites and Nodes

- Completed traffic analysis, concept plans and plan line set-backs for Del Rio corridor/East El Camino Real/US 101 commercial node and continue to work on other commercial nodes in conjunction with major development and the General Plan Update.

- Continued, creative support of development at commercial nodes throughout the City where major sites at Del Rio and Dove Creek have approved designs and are entering construction and and/or final approval phases.
- Utilizing large development projects to assist in the formation of design “themes” for commercial nodes such as Del Rio marketplace setting a new theme for the Del Rio node.
- Employing the General Plan Update process to facilitate redevelopment of underutilized industrial zoned sites and consideration of other site rezoning potential.
- Continue conversations and pursue options with property owners for the redevelopment of Colony Square and the Kmart center.

#### Key Focus Area #3 – Business Support and Jobs/Housing Balance

- General Plan Update process is more than halfway complete and expected to be finalized and submitted to the Planning Commission and City Council for review and approval before end of year 2024.
- Continue to facilitate enhancement of fiber-optic broadband infrastructure access with award of a contract to Astound for fiber installation to provide increased bandwidth at various City facilities, approval of a zero-fee fiber permit, and preparing the drafts for micro-trenching and “Dig Once” policies.
- Implemented program to provide low interest loans to restaurants for equipment purchases.
- Actively participate in regional economic development planning and conversations to locate businesses to Atascadero.

### **Strategic Priority: Fiscal and Infrastructure Efficiency & Sustainability**

#### Key Focus Area #1 – Asset Management/Replacement/Modernization

- Examining the life cycle costs for capital projects and purchases and continuing to look for opportunities and grants to fund infrastructure.
- Working through a taskforce of representatives from all departments to purchase and implement Asset Management Software to conduct inventory and condition assessment of City assets, establish procedures for proactive monitoring, and development of a sustainable replacement plan.
- Collaborating with the Friends of the Charles Paddock Zoo to maximize fundraising and increase awareness of the Zoo in order to develop a Zoo capital improvement and funding plan to discern the viability of continuing AZA accreditation.
- Continuing to work on the replacement of Fire Station #1 and upgrades to the Police Department and Fire Station #2 including onboarding of a program, project and construction management firm, increasing the annual allocation to reflect high cost of construction for essential services facilities, and pursuing grants, low interest loans and financing to fund the project.
- Hired consultant to perform program management for the wastewater treatment plant retrofit and secondary treatment improvements and budgeted for increased staffing in Public Works to help with the management of this and other capital projects.
- Implemented “Essentialism Task Force” to review processes that are non-essential or could be made more efficient.

#### Key Focus Area #2 – Financial Strategies

- Continuing to implement fiscal strategies and adjust plans as needed to allow the City to respond to changes in a fiscally sustainable manner.
- Continuing to actively look for creative investment opportunities, capitalize on grant opportunities and exploring public and private partnerships to accomplish Action Plan goals including hiring and onboarding a grant writing consultant.
- Looking at strategies and possibilities for renewal of Measure F-14 on the 2024 ballot.

### Key Focus Area #3 – Transparency and Accountability

- Continuing to utilize technology to increase and clarify transparency and accountability such as implementing the City's records management program to facilitate online access to records, budgeting for a Citywide scanning project in FY24-25 to increase availability of records, employing an online payment and tracking system for City fees and payments, and ensuring messaging is accessible and consistent across all media platforms.
- Completed total overhaul of City website with a new site launched in November 2023.
- Utilizing the Fire Inspection Program to improve and increase emergency planning communications with the business community.
- Implementing a Community Engagement program to build trust and rapport with the community at large including presenting at quarterly Chamber hosted Talk on the Block events, electronic newsletters, and increased use of social media.
- Continuing to refine the annual Measure D-20 and Measure F-14 reports and utilizing the Community Engagement program to highlight use of funds generated by these sales tax measures.
- Making access to financial data such as budget information more user friendly and increasing accessibility to meetings.

## **Strategic Priority: Ensuring Public Safety and Providing Exceptional City Services**

### Key Focus Area #1 – Staff

- Continuing to hire and retain an adequate level of staffing to achieve Council priorities such as budgeted for an 8<sup>th</sup> dispatch position in FY24-25, exploring grant opportunities to fund administrative positions to reduce span of control for Public Safety supervision, and adding one additional firefighter to increase Fire & Emergency response resources.
- Providing competitive salaries/benefits and appropriate classifications for all employees.
- Working to ensure employees have adequate resources to perform duties such as replacing 6 aging police vehicles, replacing AED and heart monitors, purchasing new turnouts and expecting delivery of a new Wildland Engine, ordering a new structure engine, purchasing a new freezer and x-ray machine for the Zoo, purchasing new 4X4 vehicle for building inspections, purchase of compactor/roller, mini-excavator, and dump trailer and budgeted for replacement pickup trucks and utility trucks in Public Works.
- Continuing to support and promote mental health and wellness services through the implementation of peer support programs and mental health services in the Police and Fire Departments and utilizing AEDAC to promote Citywide employee wellness.

- Hosting an all-staff event, *All for Atascadero! All In!*, to highlight the importance of a cohesive culture that emphasizes working together as one team and treating each other like family.
- Rolled out updated mission statement communitywide through the all-staff event which included items for employees to promote the work they do for the City and their commitment to the mission statement.
- Hired new key staff members including a new Police Chief and City Attorney.
- Completed a rebranding campaign updating the City's brands to modernize the City's image and enhance staff and community credibility and pride.

#### Key Focus Area #2 – Unhoused Population

- Established the Outreach for Underrepresented Residents (OUR) Team program with a focus on connecting homeless/underrepresented individuals with services, providing a resource for community concerns, and participating in multi-jurisdictional information sharing system.
- Continuing to participate in crafting and developing regional solutions to address homelessness, collaborating with the County in looking for opportunities and grants to provide resources to respond to future opportunities to support underrepresented residents, and supporting partner non-government organizations outreach efforts.
- Revised the Municipal Code to strengthen the camping ordinance and in process of drafting a shopping cart ordinance that does not require a large upfront capital investment from local businesses.
- Continuing to expand training and education of staff and community members on available support resources for our unhoused population and training and educating staff and community members on compassionate interactions with our underrepresented residents.
- Performed 38 clean-ups of problem encampments since July 1, 2023.
- Strengthened communication and partnership with ECHO.
- Continued active participation in countywide task forces addressing homelessness.

#### Key Focus Area #3 – Flourishing Community

- Signature events continue to be planned and hosted and new or expanded signature events are in the works.
- Completing the draft Digital Inclusion Strategy to ensure that all residents and businesses are afforded the ability to connect to and use the new broadband fiber network.
- Implementing new recreation leagues for both youth and adult and continuing to look for opportunities to provide additional recreational activities to the community.
- Working collaboratively with the Atascadero Unified School District and middle and high school principals on common issues and partnering to increase community access to recreation activities.
- Continuing robust communications regarding emergency preparedness such as community wildfire preparedness, evacuation planning, and storm preparedness utilizing social media, community newsletters, billboards, Zonehaven, and the Wildfire Consultation program.



**FISCAL IMPACT:**

None.

**ATTACHMENT:**

1. Adopted Action Plan 2023-2025



# CITY OF ATASCADERO

Action Plan

Approved 6/13/23

## Table of Contents

Strategic Priorities .....	3
ECONOMIC AND COMMUNITY VIBRANCY .....	4
Downtown Vitality.....	4
Activation of Underutilized Sites and Nodes.....	5
Business Support and Jobs/Housing Balance.....	6
Neighborhood Compatibility and Wellness.....	6
FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY .....	7
Key Focus Area: Asset Management/Replacement/Modernization .....	7
Key Focus Area: Financial Strategies .....	8
Key Focus Area: Transparency and Accountability .....	9
ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY SERVICES .....	10
Key Focus Area: Staff .....	10
Key Focus Area: Unhoused Population.....	11
Key Focus Area: Flourishing Community .....	11

## Strategic Priorities

Three current strategic priorities were carried forward from the 2021-2023 Strategic Plan and were reshaped with revised key areas of focus.

- **Economic and Community Vibrancy**
- **Fiscal and Infrastructure Efficiency & Sustainability**
- **Ensuring Public Safety and Providing Exceptional City Services**

## ECONOMIC AND COMMUNITY VIBRANCY

### Key Focus Areas:

- **Downtown Vitality**
- **Activation of Underutilized Sites and Nodes**
- **Business Support and Jobs/Housing Balance**
- **Neighborhood Compatibility and Wellness**

### Downtown Vitality

- Construct the Downtown Infrastructure Enhancement Plan (DIEP) to provide increased safety, Downtown walkability, business support, parking availability **IN PROGRESS**.
  - Conduct purposeful, targeted campaign for 'We Are Open for Business' as part of the Downtown Infrastructure Enhancement Plan (DIEP) **ONGOING**
- Complete Downtown paving project (pavement markings, ADA ramps, drainage issues, sidewalk repairs) **COMPLETE**
- Continue Street Tree Renewal Program with goal of having all trees and tree wells replaced and/or filled in compliance with adopted Street Tree Renewal Program (throughout the Downtown core) **ONGOING**
  - Establish Downtown Streetscape Education Campaign that communicates ownership and maintenance responsibilities of trees, sidewalks, streets, etc
- Facilitate Chamber/ Business Improvement Area (BIA) project to install string lights over Entrada Ave **ONGOING**
- Maintain the Atascadero Creek as a quality aesthetic feature to be enjoyed by all
  - Promote the voluntary creek clean-up program as a way to keep the creek free of trash **ONGOING**
  - Explore permits and programs to manage vegetation and fuels in the creek **ONGOING**
  - Continue homeless outreach programs and the Orange Bag Program to help keep the creek clean, safe and healthy **ONGOING**
- Incentivize additional restaurants through the Restaurant Loan Program **ONGOING**
- Explore zoning code changes to increase vibrancy **ONGOING**
  - Research the ability to enforce regular operating hours **IN PROGRESS**
  - Introduce a better definition of retail zoning in the Downtown **IN PROGRESS**
  - Consider up-zoning/mixed-use/potential incentives as part of the General Plan Update **ONGOING**
  - Explore incentives and code revisions to expedite the relocation of nonconforming uses and the occupancy of vacant buildings Downtown **ONGOING**
  - Consider adjusting building height limitations in the Downtown as part of the general plan process and future zoning updates **IN PROGRESS**

- Engage property owners and tenants to encourage compatible development of vacant lots **ONGOING**
- Continue to facilitate and promote current and future uses of vacant lots in Colony Square **ONGOING**
- Continue to facilitate continued operation of the Downtown theater **ONGOING**
- Facilitate redevelopment of underutilized properties along Sunken Gardens/East Mall/West Mall **IN PROGRESS**
- Facilitate development of City-owned East Mall properties: **ONGOING**
  - Research ways to incentivize development of property consistent with Council long-term vision and PD37 (\$0 sale or forgivable loan)
  - Ensure sale and development of properties are done without delay
  - Complete sale of property to developer and facilitate prompt development of properties in accordance with PD37
- Aggressively pursue the Armory site as a potential location for the Public Safety Center/Fire Station #1 **COMPLETE** (site abandoned and project reworked)
- Implement Police Department special assignment position to provide business liaison to address Downtown concerns **PLANNED**
- Acknowledge historical significance & importance of Printery in Downtown and look for opportunities to assist the Printery in obtaining grant funding. **ONGOING**
- Continue to plan and host successful signature events **ONGOING**
- Look for opportunities to facilitate and sponsor events designed to increase tourist activity **ONGOING**
- Continue to build out First Friday events designed to stimulate business activity in the Downtown **IN PROGRESS**
- Facilitate increased activity and use of The Plaza on El Camino **ONGOING**
- Communicate collaboratively with businesses to encourage a sense of pride, ownership, positive attitude, and harmony that promotes Downtown vibrancy **ONGOING**

### Activation of Underutilized Sites and Nodes

- Consider developing design “themes” for Commercial Nodes **ONGOING**
- Complete transportation operational analysis, develop transportation concept plan, and adopt plan lines at nodes **IN PROGRESS**
- Creatively support development at Del Rio, Dove Creek & San Anselmo nodes **IN PROGRESS**
  - Begin exploring transportation improvements at San Anselmo/ECR and San Anselmo/101 intersections **ONGOING**
- Investigate potential rezone/road abandonment for The Oaks Center (Spencer’s, Guest House, et.al) **IN PROGRESS**
- Creatively support retail or hospitality buildout of Springhill/Home Depot node **ONGOING**
- Facilitate redevelopment of underutilized industrial zoned sites (Via, Sycamore)

## Business Support and Jobs/Housing Balance

- Pursue land uses that support business and jobs/housing balance **ONGOING**
  - Complete General Plan Update and begin General Plan implementation strategies including municipal code updates designed to streamline zoning policies **IN PROGRESS**
  - Continue to work toward meeting our RHNA affordable housing goals **ONGOING**
- Continue to facilitate enhancement of fiber-optic broadband infrastructure access for residents and businesses **IN PROGRESS**
  - Leverage earmarked broadband funds to increase broadband speed, reliability and access, while reducing costs for residents and businesses
  - Use completed Broadband Strategic Plan to apply for additional available funding through Federal and State grants to advance connectivity
  - Find ways to increase consumer ISP choices
  - Consider adjusting permitting fees to encourage fiber-optic broadband development **COMPLETE**
  - Develop micro-trenching policy **IN PROGRESS**
  - Consider developing a “Dig Once” policy **IN PROGRESS**
- Investigate ways we can support and capitalize on the proposed Space Port
- Look for ways to toot our own horn and continue to publish proof that we are easy to work with! **ONGOING**
- Launch a business attraction social media campaign **ONGOING**
- Continue to support regional economic development efforts **ONGOING**
- Support expansion of family entertainment opportunities
- Continue to support Chamber and other non-profit partnerships **ONGOING**

## Neighborhood Compatibility and Wellness

- Establish Objective Design Guidelines to support Quality Development and transitions between zoning districts **IN PROGRESS**
- Look for opportunities for trail/pedestrian connections **IN PROGRESS**
- Prepare thoughtful, targeted educational materials for residents/neighbors on SB 9, ADUs, and zoning **IN PROGRESS**
- Participate in and present at local ADU workshops **PLANNED**
- Explore options for short-term rental ordinance by bringing a discussion item to Council. (No staff report)

## FISCAL AND INFRASTRUCTURE EFFICIENCY & SUSTAINABILITY

### Key Focus Areas:

- **Asset Management/Replacement/Modernization**
- **Financial Strategies**
- **Transparency and Accountability**

### Asset Management/Replacement/Modernization

- Examine life cycle costs for capital projects and purchases **ONGOING**
- Look for opportunities and grants to fund infrastructure **ONGOING**
- Purchase and implement Asset Management software **IN PROGRESS**
  - Conduct inventory and condition assessment of City assets **PLANNED**
  - Establish procedures for proactive monitoring **PLANNED**
  - Develop a sustainable replacement plan and prioritize funding for City assets **PLANNED**
- Begin replacing Fire Station #1 **IN PROGRESS**
  - Aggressively pursue obtaining Armory property within first year **COMPLETE**
  - Explore feasibility of co-located Public Safety Center for Fire, Police, Dispatch and Emergency Operation Center (EOC) **COMPLETE**
  - Pursue grants, low interest loans and financing to fund project **ONGOING**
  - Increase projected annual allocation to reflect high cost of construction for essential services facilities **COMPLETE**
- Develop Zoo capital improvement and funding plan to discern the viability of continuing AZA accreditation
  - Collaborate with Friends of the Charles Paddock Zoo (Friends) to maximize fundraising and increase awareness **IN PROGRESS**
  - Work with Friends to develop and implement plan to raise \$1,000,000 in the next two years for construction of the Madagascar Biodiversity Hot Spot **IN PROGRESS**
  - Consider City matching capital funding for Madagascar Biodiversity Hot Spot **COMPLETE**
- Update wastewater treatment plant retrofit and secondary treatment improvements **IN PROGRESS**
  - Add additional staff and/or consultants to manage Wastewater Treatment Plant Update Project **COMPLETE**
  - Begin design of treatment plant upgrades **ONGOING**
  - Pursue grants, low interest loans and financing to fund project **ONGOING**
  - Discuss potential policies related to wastewater capacity charges and other development fees that may discourage desired business types **ONGOING**



- Pursue collaboration with Atascadero State Hospital on common wastewater solutions **ONGOING**
- Based on the availability of grant funding, begin planning to extend sewer to priority eligible sewer expansion areas **IN PROGRESS**
- Continue to address key deferred maintenance issues in parks and public facilities **ONGOING**
- Begin replacement of the financial system **PLANNED**
- Expand energy infrastructure (back-up generators, redundancy) **IN PROGRESS**
- Consider sidewalk repair amnesty or other limited assistance program **PLANNED**
- Update City Engineering Standards to provide safe and consistent public improvements **PLANNED**

### Financial Strategies

- Develop balanced strategy of operational expenditures vs. capital/one-time expenditures that will accommodate future growth **ONGOING**
- Adopt budgets and fiscal strategies that: **ONGOING**
  - Continue conservative Council/general fiscal strategy
  - Prepare the City for changing economic conditions
  - Build and maintain responsible reserves for asset replacement
  - Maintain a healthy general fund reserve
- Continue fiscal strategies and adjust plans as needed to allow the City to respond to changes in a fiscally sustainable manner **ONGOING**
- Renew F-14 on the 2024 ballot **PLANNED**
- Implement opportunities, strategies and plans to grow the organization as the community grows **IN PROGRESS**
- Invest in full and part time staff **ONGOING**
- Develop responsible reserves for unfunded liabilities (non-asset) **PLANNED**
  - Explore and consider funding Section 115 Trust for pensions
  - Consider additional payments for unfunded pension liability (UAL)
- Ensure that the resources (tools, equipment, facilities, technology) are available to assist staff and to build staff capacity **IN PROGRESS**
- Identify and invest in tools, equipment and facilities to increase long-term operational efficiencies. Invest in:
  - Agenda management solution **IN PROGRESS**
  - Digital plan check software, equipment and process **PLANNED**
  - Records organization, scanning and destruction **ONGOING**
  - Other time savers
- Prepare and strategically implement new impact fee study **PLANNED**
- Perform critical third-party review of permitting process towards essentialism **IN PROGRESS (moved in-house)**
- Remain active in the League of CA Cities for City's rights and sales tax allocation statewide **ONGOING**
- Actively look for creative investment opportunities **IN PROGRESS**
- Capitalize on grant opportunities to accomplish action plan goals **IN PROGRESS**

- Explore public and private partnerships to achieve action plan goals **IN PROGRESS**
- Establish Citywide primary survey benchmark system to reduce Public Works and Technology staff time and to streamline development **PLANNED**
- Hire grant writing consultant **COMPLETE**

### Transparency and Accountability

- Continue to look for ways in which technology can increase and clarify transparency and accountability **IN PROGRESS**
- Complete overhaul of City website. (simplify, eliminate old data and make it more efficient) **COMPLETE**
  - Continue to devote resources to keep website up-to-date **ONGOING**
- Continue and build upon outreach efforts for Measure D-20 and Measure F-14 sales tax measures **IN PROGRESS**
  - Develop outreach program highlighting available information on use of F-14 funds **IN PROGRESS**
  - Refine Measure D-20 annual report to include results and performance measures **COMPLETE**
  - Continue to publish and distribute Measure D-20 and Measure F-14 annual reports **ONGOING**
- Improve transparency and understandability of financial reports **PLANNED**
  - Consider alternate financial presentation to demonstrate balanced budget
  - Make Finance Committee meetings available virtually
- Implement records management program to facilitate access to public records **IN PROGRESS (Laserfiche)**
- Increase transparency and public awareness of Zoo **IN PROGRESS**
- Implement an online payment and tracking system for City fees and tax payments **IN PROGRESS**
- Create and incentivize a new customer satisfaction survey for permit/planning processes
- Ensure that all messaging is accessible and consistent across all media platforms **ONGOING**
- Improve wi-fi at City Hall and the Zoo **IN PROGRESS**
- Continue community engagement in decision-making discussions **ONGOING**
- Improve emergency planning communications with business community through the fire inspection program **ONGOING**

# ENSURING PUBLIC SAFETY AND PROVIDING EXCEPTIONAL CITY SERVICES

## Key Focus Areas:

- Staff
- Unhoused Population
- Flourishing Community

## Staff

- Hire and retain an adequate level of staffing to achieve our priorities **ONGOING**
  - Work toward long-term goal of 2 emergency dispatchers on duty at all times
  - Develop and implement organizational changes to reduce span of control for Public Safety supervision **ONGOING**
  - Work toward long-term goal of additional Fire & Emergency Response resources- **ONGOING**
  - Develop strategies to ensure adequate staffing based on projected changes to workload as community grows/demands change **ONGOING**
- Provide competitive salaries/benefits and appropriate classifications for all employees **ONGOING**
- Continue to maintain and look for opportunities to enhance other hiring, retention, employee growth and development programs **ONGOING**
  - Provide training and professional development opportunities
  - Facilitate employee promotional opportunities with an eye toward succession planning **IN PROGRESS**
  - Explore a wider City employee recognition/commendation program
  - Explore other retention and attraction strategies (low cost loans?)
  - Designing/Implementing apprenticeship programs
- Work to ensure that employees have the tools necessary to do their job – **ONGOING**
- Continue to support and promote mental health and wellness services for employees – **ONGOING**
- Continue to prioritize a cohesive culture that emphasizes working together as one team (no silos) and treating each other like family. **ONGOING**
- Complete an essentialism evaluation of each department to identify lower priority programs and activities **IN PROGRESS**
- Roll out updated mission statement **COMPLETE**
- Hire for heart **ONGOING**

## Unhoused Population

- Expand training and education of staff and community members on available support resources for our unhoused population **ONGOING**
- Continue to train and educate staff and community members on compassionate interactions with our under-represented residents **ONGOING**
- Build Outreach for Underrepresented Residents (OUR) Team program with a focus on: **COMPLETE**
  - Connecting homeless/underrepresented individuals with services **ONGOING**
  - Providing a resource for community concerns
  - Participate in multi-jurisdictional information sharing system to more effectively provide services and respond to community needs **ONGOING**
- Look for opportunities to assist Non-profits in facilitating pathways out of homelessness **ONGOING**
- Participate in crafting and developing regional solutions to address homelessness **ONGOING**
- Advocate for addiction and mental health programs **PLANNED**
- Collaborate with the County in looking for opportunities and grants to provide resources to respond to future opportunities to support underrepresented residents **ONGOING**
- Optimize use of opioid settlement funds to support local programs and partnerships
- Support partner non-government organizations outreach efforts **ONGOING**
- Consider revisions to the municipal code to strengthen the camping ordinance and create a shopping cart ordinance that does not require a large upfront capital investment from local businesses **IN PROGRESS**
- Implement strategies for ongoing areas of public concern including design of public spaces **ONGOING**
- Continue to perform regular clean-ups of problem encampments **ONGOING**
- Continue to perform vegetation management activities in the Downtown District **ONGOING**

## Flourishing Community

- Adopt list of historic structures and implement General Plan policy **ONGOING**
- Implement Community Choice Energy **IN PROGRESS**
- Continue to meet requirements for AZA accreditation for the Charles Paddock Zoo **IN PROGRESS**
- Consider name change for Zoo to Central Coast Charles Paddock Zoo **IN PROGRESS**
- Increase awareness of available recreational scholarships for lower income residents **ONGOING**

- Consider expanding recreational scholarship program to all low-income residents **IN PROGRESS**
- Improve communications with the schools on common city/school issues like vaping, food distribution resources and safe corridors for kids **ONGOING**
- Continue robust communications regarding community wildfire preparedness and evacuation planning – **ONGOING**



City of Atascadero

## 2024 Federal and State Legislative Platform

Reaffirmed by the City Council on December 12, 2023

### PURPOSE

The Legislative Platform establishes the priorities, principles, and policy statement of the City of Atascadero City Council and creates the basis for its advocacy efforts, alerting our legislators and legislative partners of the greatest needs of our residents and where we may need additional help. The Platform provides general direction to City departments, legislative advocates, delegation members, and the public on our positions on critical policy matters that may impact how the City does business. Adoption of a legislative platform by the City Council streamlines the City's advocacy efforts by enabling City staff to take immediate action on pressing legislative items efficiently and without delay under City Council direction.

Throughout the legislative session, the City will review and take positions on various policy and budget items at the State and Federal levels. When a recommended position is consistent with existing City policy, as adopted in the Platform, the City Manager's Office will prepare a position letter for the Mayor's signature.

### PRIORITY POLICY AREAS

Throughout the year, the City will respond to various legislative items, but three policy areas will remain a priority.

- **Affordable Housing and Homeless Resources** – The City continues to support policies and funding mechanisms for affordable housing and homeless resources as long as the state provides direct funds to support such efforts. In partnership with the County and State, the City strives to permanently reduce homelessness in Atascadero by protecting the health and safety of all residents, increasing housing opportunities, enhancing the system of care, improving public policy and engagement, and strengthening regional capacity to address homelessness. Affordable and permanent supportive housing is a vital component in addressing homelessness, and the City desires to make housing accessible to all income and service levels needed as funding is available.
- **Infrastructure Funding** – The City faces a significant amount of deferred maintenance and unfunded capital projects. Over \$150 million of unfunded capital and maintenance projects are outstanding over the next five years, the largest being in streets and public buildings. Priority projects for infrastructure funding include construction of a new Fire Station 1, renovation of the Police Station and Fire Station 2, construction of a new

Working together to **serve**, build **community** and enhance **quality of life**.

wastewater treatment plant, street paving, highway bridge widening, additional fire station for wildfire protection, and additional parks and sports facilities.

- **Maintaining Local Control** – The City of Atascadero is committed to preserving local control and decision-making authority, along with state and local funding sources, and opposes unfunded or inadequately funded mandates or loss of local land use control or reduction of crime enforcement. The City supports ongoing engagement between state and local governments to ensure local control is maintained and responsible housing development is promoted in a collaborative effort.

## POLICY STATEMENTS

**COMMUNITY DEVELOPMENT:** Monitor and support efforts that encourage economic development; strengthen local government’s capability to implement orderly plans for growth, development, and conservation consistent with the City’s development patterns; seek additional funding through grants and other possible revenue streams for housing and neighborhood revitalization programs.

### State

- Support legislation that provides cities with tools and resources that promote and stimulate economic development.
- Support local, county, and state efforts to attract, retain and provide incentives for current and future commercial and industrial businesses; to jointly leverage resources and assets to develop economic and entertainment centers in Atascadero.
- Support incentivizes for private investment, technological innovation, and job creation throughout the city.
- Support programs that enable local government to finance economic revitalization; pursue tax-increment financing through Enhanced Infrastructure Financing District (EIFD), or similar redevelopment strategies.
- Support efforts to protect local control over planning and land use while strengthening local agencies’ legal and fiscal capability to prepare, adopt, and implement financial plans for orderly growth, development, beautification, and conservation of local planning areas.
- Support legislation that provides additional resources, including adequate funding, to local agencies to address regional growth issues such as air quality, water quality, air pollution, transportation corridors, and homelessness.
- Oppose efforts to penalize RHNA non-performance without specific entitlement funding from the State to support local development of affordable housing and related infrastructure.
- Monitor local, state, and federal actions related to medical and recreational marijuana regulatory changes; support legislation that strengthens local governments’ regulatory authority and control over siting of marijuana businesses.

Working together to **serve**, build **community** and enhance **quality of life**.

- Seek modification to the current state guidelines on the disposition of City surplus property, allowing more flexibility on how disposed property may be developed.
- Seek additional direct funding sources, including grants, for affordable housing such as, construction of affordable housing projects, after-school/preschool programs, health and fitness programs, and downtown economic development.
- Support efforts to create efficiencies within CEQA and support efforts to limit delays in the local planning and development process.
- Support legislation that prevents CEQA lawsuits from being filed for any reason other than a bonafide environmental impact.
- Oppose legislation that changes local land use policies at the state level that are inconsistent with the General Plan or orderly neighborhood development.
- Advocate for legislation and/or state policies that recognize and consider rural bedroom communities already experiencing a jobs/housing imbalance differently than urban centers when it comes to implementation of housing policy mandates.

### Federal

- Monitor federal mandates that affect economic development, land-use planning, neighborhood rehabilitation, revitalization, and oppose any additional redundant or cumbersome mandates/restrictions.
- Support federal efforts to engage tourism and federal reimbursement rates that allow for business in the Central Coast of California.

**EMPLOYEE RELATIONS:** Monitor impacts of legislation or reform affecting public employees' benefits, rights, and labor relations.

### State

- Monitor legislation and regulations affecting labor relations, employee rights, benefits, and working conditions.
- Oppose legislation and regulations that further erode the management rights of public employers.
- Preserve a balance between the needs of the employees and the resources of public employers that have a legal fiduciary responsibility to taxpayers.
- Oppose legislation or reform that would have California Public Employees' Retirement System (CalPERS) reduce flexibility in utilizing retired employees for critical services, or otherwise impact options for the City's service delivery.
- Work in partnership with other groups and stakeholders to promote sustainable and secure public pension systems to help ensure responsive and affordable public services.
- Support legislation that would control medical and legal costs related to workers' compensation, especially for safety employees.

Working together to **serve**, build **community** and enhance **quality of life**.



**FIRE/EMS/DISASTER PREPAREDNESS:** Seek and support funding for various fire, EMS, and disaster preparedness projects, including specific federal funding for enhancements to the Emergency Operations Center and Fire Training Facility.

### State

- Support efforts to address and/or fund disaster preparedness and operational needs at the city and county levels, particularly communication equipment, PG&E Public Safety Power Shutoff (PSPS) events, training, or ongoing operations and maintenance costs.
- Support efforts to fund and/or improve disaster preparedness, including evacuation preparedness and emergency fire responsiveness; healthy vegetation management; climate adaptation and resilience; and homeowner’s insurance reform.
- Seek funding and support for Critical Incident Stress Management (CISM) training and programs to address Post Traumatic Stress Disorder (PTSD) effects on public safety and administration.
- Monitor legislation and potential reform surrounding the state EMS Act and Local EMS Agency (LEMSAs) authority regarding EMS delivery in the City.
- Seek funding and possible legislation to recover costs associated with preparing for and recovering from PSPS events.
- Seek funding for new or enhanced public safety facilities.

### Federal

- Support funding for Urban Search & Rescue (US&R), Hazardous Materials (HAZMAT), Community Emergency Response Team (CERT), Staffing for Adequate Fire and Emergency Response (SAFER), Emergency Medical Technicians (EMT), Emergency Medical Services (EMS), Assistance to Firefighters Grants (AFG), and Physical Fitness funding in order to strengthen existing programs, replace outdated equipment, provide training, safety gear and continuing education, and to increase public awareness about Emergency Awareness and Fire Safety.
- Support and apply for funding to enhance the City’s Emergency Operations Center, Fire response resources and disaster preparedness capabilities.

**GOVERNMENT ADMINISTRATION & BUDGET/FINANCE:** Protect and secure local authority and revenue sources to preserve existing infrastructure and community programs. Support legislation and funding that helps the City of Atascadero provide residents with equitable access to City programs and services.

### State

- Oppose any effort to eliminate or cap the tax-exempt status of municipal bonds - one of the few remaining tools for local governments to finance large capital projects.

- Seek, promote, and implement new or alternative approaches that may replace redevelopment funding mechanisms that deliver positive benefits to Atascadero.
- Oppose any attempts to restrict local authority concerning issues that affect local communities.
- Oppose attempts to decrease, restrict, or eliminate city revenue sources. Oppose any efforts at the state level to retain additional revenues currently dedicated to local government for state purposes.
- Oppose measures that would impose state-mandated costs for which there is no guarantee of local reimbursement or offsetting benefits (i.e., unfunded mandates). Monitor legislation affecting accounting rules and financial reporting for both changes and conflicts between federal and state regulations.
- Seek modification to state and local sales tax use and allocation, specifically online sales tax from the County pool to the city where the purchase is made.
- Monitor potential legislation that makes mandatory changes to district election policy and procedures.
- Support state action and funding to assist cities in maintaining local services and relief programs for residents and businesses.
- Monitor legislation relating to records retention and seek funding to assist with physical and digital storage and retrieval of documents and records relating to efforts to comply with the Public Records Act.

### Federal

- Monitor the progress of the federal budget committee and the budget's effects on local government.
- Support federal action and funding to assist cities in maintaining local services and pandemic relief programs for residents and businesses.

**INFORMATION TECHNOLOGY AND CYBER SECURITY:** Support legislative initiatives and pursue funding to promote data and technology to create efficiencies, promote economic development, enhance public safety, improve transportation and mobility, improve sustainability, maintain and improve cyber security, enhance the municipal quality of life factors, and help solve civic challenges.

### State

- Advocate for legislation and funding to prevent and reduce cybercrime that would impact municipal services and support efforts to protect, prevent, and resolve cyber security attacks and breaches.
- Support and advocate for funding for technological advances for the proper digitization and archival of vital City records to ensure transparency, accessibility, and posterity of records.

- Support legislation and regulations that ensure emergency communication capabilities and interoperability for information technology and public safety department and agencies.
- Support legislation for cost-effective environmental technology initiatives.
- Support policies that enhance digital inclusion and seek to overcome the digital divide, such as expanding broadband access.

### Federal

- Advocate for legislation and funding to prevent and reduce cybercrime that would impact municipal services and support efforts to protect, prevent, and resolve cyber security attacks and breaches.

**HOUSING/HOMELESSNESS:** Monitor and support sustainable funding for various levels of housing to address California’s housing and homeless crisis; neighborhood revitalization programs; improve cumbersome state funding allocation process and requirements; increase local funding and opportunities for substance abuse and/or mental health related homelessness, seek additional funding through grants and other types of revenue sources that improve and sustain quality of life for all Atascadero residents, including those who are homeless or at risk of homelessness.

### State

- Develop, seek, and support legislation to provide the City with tools and resources that promote and stimulate housing development in areas of most need as determined by the City.
- Support state budget policies and related legislation that provide sustainable and reliable funding for homeless, workforce and affordable housing for persons of very low- to moderate-incomes.
- Monitor state mandates that can potentially delay housing development, housing rehabilitation, and neighborhood revitalization efforts.
- Support owner-occupancy through homeowner housing and homebuyer assistance programs that foster long-term neighborhood investment and stabilization.
- Propose modifications to any programs that fund affordable housing programs and projects that do not provide funds to administer and deliver them.
- Pursue additional funding sources, including grants, to produce workforce and affordable housing for lower income households. Housing types to include single residence occupancy units, multifamily units, and accessory dwelling units.
- Support and/or pursue changes to the Surplus Land Act that currently limits local authority to dispose of property where proceeds can be used for local priorities in addition to affordable housing development.
- Continue opposition to state efforts to mandate construction of new unfunded affordable housing and penalties that would penalize cities that fail to meet under-funded Regional Housing Needs Assessment requirements for new housing construction.

Working together to **serve**, build **community** and enhance **quality of life**.

- Support legislation that increases mental health funding, services, and resources for homeless individuals, including crisis intervention, mobile outreach, diagnosis, streamlined access to medication, and dual diagnosis.
- Support legislation and resources that support mental health resources, such as access to psychiatric facilities, behavioral health care treatment, and street-based services.
- Support ongoing state investment for homeless services, homelessness prevention, and rapid rehousing/supportive housing to meet the needs of those experiencing homelessness and the chronically homeless.
- Improve state funding allocation process and requirements for emergency shelters, homeless prevention, and supportive services for homeless and those at risk of homelessness.
- Increase local funding and opportunities for substance abuse and/or mental health related homelessness.
- Support legislation and policy that provides opportunity for regional collaboration of services and funding that most effectively and efficiently serves homeless and those at risk of homelessness.

### Federal

- Monitor federal mandates that affect housing rehabilitation, neighborhood revitalization, and homeowner/homebuyer assistance programs, and continue opposition to additional mandates/restrictions that delay development.
- Urge Congressional action to adopt federal spending plans that provide sustainable, reliable funding for priority local programs such as Home Investment Partnerships Program (HOME), Community Development Block Grant (CDBG), Veteran's Affairs Supportive Housing (VASH) vouchers and U.S. Department of Housing and Urban Development (HUD) Section 8 funds. Monitor budget bills to ensure that administrative and program funding is not provided at levels below what is required to manage these programs.

**PARKS AND RECREATION:** Support investment in policy and funding that creates equitable access to City programs, parks, open space and recreation and that fosters active and healthy lifestyles.

### State

- Support youth funding and policies that promote healthy lifestyles, proper nutrition, life skills, college preparation, job experience training, antibullying awareness, decrease obesity and diabetes, and funding incentives for inter-generational programming.
- Seek funding and support legislation for trail improvements, park development, enhancement, and expansion. Offer Prop 68 funding or similar opportunities annually.
- Support senior funding and policies that promote healthy lifestyles, financial protection and security, safety measures, proper nutrition, and funding incentives for intergenerational programming.

Working together to **serve**, build **community** and enhance **quality of life**.

- Seek funding and resources to provide more opportunities for at-risk youth to access youth programming.
- Seek and support funding and policies that promote equity of access to recreational programming for people with disabilities, and funding incentives for adaptive recreation programming.
- Seek funding for ADA upgrades on existing facilities, park and open space improvement and preservation, water safety, and increased equitable access to outdoor recreation in low-income neighborhoods.
- Seek funding and resources such as solar, native oak, and habitat restoration that foster environmental stewardship and sustain the future of Atascadero's natural habitat.
- Seek funding for additional facilities and upgrades on existing facilities including youth soccer fields, baseball and softball fields, and basketball courts that will result in additional programming opportunities for at-risk youth and in locations in high unemployment and low-income neighborhoods.
- Seek ongoing funding for ongoing disease prevention (such as COVID-19) for public protection and prevention, such as sanitization, staffing, supplies, and one-time equipment upgrades in parks and public facilities.
- Support strategies and legislation to foster independence, well-being, and access to resources for older adults.
- Advocate for state and federal funding for opportunities to increase access to childcare for the community.
- Support legislation and bond measures that provide per capita grants to local governments to fund parks and capital improvements to community facilities and recreation programs that enhance the quality of life for Atascadero residents.
- Seek and support funding and policies that promote art in public places, including parks and on public property.
- Seek and support funding and policies for irrigation infrastructure, including the removal and replacement of water smart technologies for municipal golf courses.
- Seek and support funding for open space maintenance, educational programming, and increased public safety.

### Federal

- Seek and support funding for new, and upgrades to existing, facilities and infrastructure at the Charles Paddock Zoo.

**POLICE DEPARTMENT/CRIMINAL JUSTICE REFORM:** Monitor ongoing effects of Criminal Justice Reform including potential for available funding sources; 2016's passage of Proposition 64; and seek funding for supported local law enforcement projects. Support legislation and funding that assists in preventing and reducing crime, such as drug prevention programs, mental health initiatives, enhanced protective equipment, and solutions for homelessness.

Working together to **serve**, build **community** and enhance **quality of life**.

## State

- Support legislative and/or ballot measure efforts that provide dedicated funding to address the impacts associated with California’s Criminal Justice Reform.
- Continue to participate with local partners and the California Police Chiefs Association in addressing the adverse effects of California’s Criminal Justice Reform.
- Support efforts to address emergency preparedness and operational needs, particularly those that include regional efforts to improve interoperability, training, and/or ongoing operations and maintenance costs.
- Seek support and funding resources for mental health, supportive housing, and shelters to assist the police Community Action Team in reducing homelessness.
- Oppose the state’s effort to disclose home addresses of sworn police officers that are investigated for serious wrongdoing.
- Seek funding sources to enhance existing Community Action Team.
- Support legislation that increases the penalties for those with Fentanyl and other dangerous drugs for sale convictions.

**PUBLIC WORKS/TRANSPORTATION:** Secure funding and favorable administration to ensure infrastructure is built in a timely manner and projects are delivered.

## State

- Support legislation that provides funding opportunities for energy-efficiency projects and programs for public buildings, facilities, and infrastructure.
- Support legislation that generates funding for storm drain capacity and maintenance projects.
- Support legislation that provides and/or enhances existing funding for wastewater treatment and collection operations and facilities, including additional funding where new or increased regulations trigger the need for infrastructure investment/improvements.
- Seek and secure funding for wastewater treatment and collection infrastructure.
- Oppose legislation that would reduce access to, or otherwise condition the receipt of, local streets and roads funding.
- Seek and support legislation and transportation funding reform to permanently increase funding for local streets and road maintenance. Continue to work with the local, regional, state, and federal partners to secure permanent funds for transportation infrastructure including maintenance and electrification mandates.
- Support efforts to preserve and enhance local road maintenance funding, as well as transit, “safe route to school” initiatives, road safety, and enhanced accessibility and mobility initiatives.
- Support legislation preserving the City’s interest in telecommunication, broadband, and infrastructure operations. Support efforts to fund and provide high-speed internet including infrastructure development and training, competition and redundancy, and local

Working together to **serve**, build **community** and enhance **quality of life**.

franchise authority and public right-of-way management. Monitor implementation of the State "Broadband for All" Action Plan.

- Support legislation, regulation, and compliance regarding cyber and physical security to protect utility assets and operations.
- Oppose legislation, regulatory proposals, or administrative actions that limit or eliminate local discretionary review of the installation of small cell wireless equipment or any wireless technology facilities on public infrastructure or in the public right of way.
- Seek funding support to help comply with solid waste mandates for recycling and organics recovery/processing.

### Federal

- Seek and secure funding to meet storm water/water quality regulation mandates.
- Continue to support and seek funding for transportation infrastructure, and public transportation equipment, maintenance, replacement, and electrification initiatives.
- Monitor and support efforts to streamline application, reporting and monitoring requirements to meet federal mandates.