



*** COVID-19 NOTICE ***

Consistent with the SLO County Region 1 – Southern California Regional Stay at Home Order, the City Council Meeting will not be physically open to the public and City Council Members will be teleconferencing into the meeting.

HOW TO OBSERVE THE MEETING:

To maximize public safety while still maintaining transparency and public access, the meeting will be available for public participation through the following link <https://us02web.zoom.us/j/85471274237?pwd=ZVRtaDVWUjRqSGpmekJ3UFFDZ1cvZz09>

HOW TO SUBMIT PUBLIC COMMENT:

Members of the public are highly encouraged to use the link above or may call **1-669-900-6833** (Webinar ID: 854-7127-4237) to listen and provide public comment via phone. Written public comments may be submitted to cityclerk@atascadero.org by 3:00 pm on Friday, February 19, 2021. Such email **comments must identify the Workshop date and Agenda Item Number in the subject line of the email**. The comments will be read into the record, with a maximum allowance of 3 minutes per individual comment, subject to the Mayor's discretion. All comments should be a maximum of 500 words, which corresponds to approximately 3 minutes of speaking time. If a comment is received before the close of the meeting, the comment will still be included as a part of the record of the meeting but will not be read into the record.

AMERICAN DISABILITY ACT ACCOMMODATIONS:

Any member of the public who needs accommodations should contact the City Clerk's Office at cityclerk@atascadero.org or by calling 805-470-3400 at least 48 hours prior to the meeting or time when services are needed. The City will use their best efforts to provide reasonable accommodations to afford as much accessibility as possible while also maintaining public safety in accordance with the City procedure for resolving reasonable accommodation requests.

City Council agendas and minutes may be viewed on the City's website: www.atascadero.org.

Copies of the staff reports or other documentation relating to each item of business referred to on the Agenda are on file in the office of the City Clerk and are available for public inspection on our website, www.atascadero.org. Contracts, Resolutions and Ordinances will be allocated a number once they are approved by the City Council. The Minutes of this meeting will reflect these numbers. All documents submitted by the public during Council meetings that are either read into the record or referred to in their statement will be noted in the Minutes and available for review by contacting the City Clerk's office. All documents will be available for public inspection during City Hall business hours once City Hall is open to the public following the termination of the Shelter at Home Order.

NOTICE OF SPECIAL MEETING

ATASCADERO CITY COUNCIL

Friday, February 19, 2021, 4:00 P.M.
Saturday, February 20, 2021, 8:30 A.M.

City Hall – Council Chambers
6500 Palma Avenue, Atascadero
(TELECONFERENCE)

Goal Setting Workshop

FRIDAY, FEBRUARY 19, 2021, 4:00 P.M.

ROLL CALL:

COUNCIL WORKSHOP – STRATEGIC PLANNING

- 1. Welcome, Facilitation Framework, Review of Strategic Priority Progress** *(45 min)*
- 2. D20 Study Session Review** *(60 min)*
Review input from the study sessions and engage in key priority alignment exercise
- 3. Public Comment** *(30 min)*

DINNER BREAK *(30 min)*

- 4. Communication Dynamics, Focus Areas, and Goal Setting** *(105 min)*
Discussion on how the Council will agree to work together, identifying and defining focus areas, and introduction to the goal setting exercise

ADJOURNMENT: The Council will adjourn to Saturday, February 20, 2021, 8:30 A.M. to continue the Strategic Planning Workshop.

SATURDAY, FEBRUARY 20, 2021, 8:30 A.M.

ROLL CALL:

COUNCIL WORKSHOP – STRATEGIC PLANNING

- 1. Welcome and Goal Setting** *(120 min)*
Continuation of goal setting exercise
- 2. Public Comment** *(30 min)*
- 3. Alignment, Wrap-up, Next Steps** *(90 min)*
Affirmation of Council priorities, wrap-up of the workshop and discussion on next step

LUNCH BREAK *(60 min)*

4. **SB 1090 Funds** *(60 min)*
Discussion on use of SB 1090 funds
5. **Council Norms** *(30 min)*
Review of Council Norms adopted in 2020

ADJOURNMENT: The Council will adjourn to the next Regular Session on Tuesday, February 23, 2021.

PLEASE NOTE: All times estimated and dependent upon Council discussion

Goals Setting Materials

1. D20 Study Session Notes
2. 2019-2021 Action Plan
3. 2021-2023 Budget and D-20 Priorities Public Outreach Kickoff Session Staff Report - January 12, 2021

Date: January 14, 2021

Time: 10am

Facilitators: Casey Bryson and Phil Dunsmore

Attendees:

1. What is going well in the City? (10 minutes)

- Development in downtown
- Container project and La Plaza
- Feels like a lot of development on the horizon
- New community events (prior to covid) are drawing tourists and other county residents to town
- Family friendly downtown establishments

2. What things big and small would make Atascadero better? (15 minutes)

- Incentivize the less-community oriented business (typewriter repair, dentist) to move to business parks outside of the downtown
- More funding for recreation – either free or low cost recreation activities for families and children. Especially before and after school childcare funded through the City – either free or on a sliding scale.
- No in-town busing for school.
- Sidewalks throughout the City. Better bike connections
- Police support through other agencies. More money for mental health services.
- Money for Public Works for creek cleanup. Park maintenance
- Money put aside for emergency master plans and for resident information and education – looking for community planning. Emergency Access planning
- Community Action Team – mental health and paramedic services for homeless
- Money into broadband. Money into researching community choice energy.
- Community choice energy
- Reduced fire danger on trails
-

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Priority one is Fire	
Evacuation Planning	
Continue firefighter grant funding for firefighter and BC positions	
Emergency Master plans for wildland fire and evacuations	
Priority two is making City better – safer	
Access and emergency evacuation for Santa Lucia, bridges at Llano and Balboa access	
Then focus on police and hiring	
Create an emergency safety center – even if it has to be something like Paso did where there is one state of the art facility for both Police and Fire in the downtown or a central location – probably also need to look at a 3rd fire station (reduce	

response times in response to homeowners insurance)	
Fire engine and equipment replacement funding	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Vibrant active downtown driving people from the community and out of the area into the City
- Upgrading emergency services, fire and police, so that staffing is what is required for this community
- Enhanced safety for community
- see more people out and about and using the downtown – people eating, shopping, utilizing the area – more shops, more parking, more landscaping, more sidewalks
- Is the Zoo the best use of the City's funds – what are ways that the Zoo could better attract people (serve food, serve beer, have tap house/coffeehouse/restaurant next door, pad for a food truck to have service for those utilizing the Zoo/Park, create more synergy around the Zoo – something around the Zoo to increase attendance and make it more cost effective)
- City encourages gatherings, adult entertainment, interesting and exciting events, etc. like the concerts on the roof at the Raconteur Room
- Fewer unhoused people living in downtown – fewer contacts with police – more services for those experiencing homelessness and/or mental health issues

5. How should the City measure that success? (5 minutes)

- Building up of places to go – when the name Atascabama falls out of disuse you'll know it was successful
- Answers blended with 4 above

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: January 14, 2021

Time: 10 am

Facilitators: Bob Masterson, Jeri Rangel

Attendees: Mr. and Mrs. Seely, Bob Molle, Cindy Chavez

1. What is going well in the City? (10 minutes)

- Good job overall in providing services

2. What things big and small would make Atascadero better? (15 minutes)

- Egress from properties on West Side/Santa Lucia
- Culvert repair on Santa Lucia
- Llano Rd repair of small bridge- to provide alternate egress
- Internet access in rural areas of town

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

- None

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- None

5. How should the City measure that success? (5 minutes)
- Identify projects and timelines, and report on progress

6. Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: January 14, 2021

Time: 10am

Facilitators: Rachelle and Nick

Attendees: Steve Ryburn, Colette Layton, Dean Pericic (partial), Susan Funk, Ron Overacker

1. What is going well in the City? (10 minutes)

- Emerging Downtown
- Great family environment
- Nice parks and recreation facilities
- Increase in businesses, restaurants, breweries, etc.
- Increase in City events (tamale festivals, craft beer, etc.)
- Trees
- Hiking trails

2. What things big and small would make Atascadero better? (15 minutes)

- More good jobs in town (head of household)
- Better emergency evacuation and supporting infrastructure (Santa Lucia Bridge and nearby box culvert)
- Better access to Fire insurance
- Shopping diversity

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Santa Lucia Bridge replacement	
Santa Lucia culvert widening	
PD staffing levels	
PD Retention/Professional staffing	
Staff training and tools	
FD staffing levels	
Aging Fire Stations- esp. FS1	
Aging Fire Engines and apparatus	
Emergency evacuation outreach	
Fire engine replacement	
Storm drain replacements	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Increase minimum PD staffing from 3 to 4
- Establish a viable evacuation route for outer Santa Lucia Road
- Increase minimum FD staffing by 3, + grant position _ battalion chiefs
- Fire Station No. 1 remodel to address code deficiencies, function, staff needs, safety, storage, and future needs
- Replace aging apparatus and engines

5. How should the City measure that success? (5 minutes)

- When residents leave home and won't worry about not having a home to return to

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Consider assessment districts for fire protection in high-risk zones

Date: January 14, 2021

Time: 2 pm

Facilitators: Phil Dunsmore, Casey Bryson, Jeri Rangel

Attendees: Katherine O'Clair, Cheryl Powers, Matt Madrigal, Cindy Chavez

1. What is going well in the City? (10 minutes)

- repaved streets- F14 project
- Centennial plaza
- the way the city is run
- economic development- downtown
- public safety/fire responsiveness, and welfare checks

2. What things big and small would make Atascadero better? (15 minutes)

- Fire engines/trucks and adequate fire staffing
- Increasing staffing (fire and other depts.)
- Safety is #1- wages and equipment
- competitive wages
- safety equipment replacement
- deferred maintenance
- staff diversity- recruit from diverse pools

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Public safety equipment	Areas where grants might be a potential
Deferred maintenance	
Staffing/salaries	
Employee retention	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- More fire dept staffing
- Fire dept. equipment (including communications equipment)
- Fire station remodels
- Appropriate operating budgets
- Improvements to overall city staffing/salaries/retention

5. How should the City measure that success? (5 minutes)

- Talking with community to understand the impacts of the spent funds, especially in those communities most directly impacted.
- Statistical reporting (similar to what was reported in Talk on the Block)
- Employee moral surveys/retention changes

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: January 14, 2021

Time: 2 pm

Facilitators: Rachelle, Bob and Nick

Attendees: Madalyn and Jerry McDaniels, Howard Gillingham, Jack Light and Bob Molle

1. What is going well in the City? (10 minutes)

- People love living here
- A lot of people think City is doing well
- Depts. seem to work well with one another
- Good employees who are invested in the community
- Downtown/Traffic Way/Entrada are improving
- New people feel Atascadero is welcoming

2. What things big and small would make Atascadero better? (15 minutes)

- A large retailer here in town
- Improve Atascadero's reputation in surrounding communities - not welcoming to people from other places (blacks don't come here)
- Law enforcement
 - Salaries/retention- not a training ground
- Fire
- More hiking/walking trails
- Departments are important and it is hard to balance
- Staffing
- Having equipment that is up to date
- Reducing turnover
-

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Police Salaries	First take care of the safety items first and then start looking at others
Fire Engine replacement	
Fire Staffing	
Fire stations	
Police staffing	
Staffing	
CAT teams	
Economic Development- particularly sales so the tax brings in \$	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Stores open, vibrant business community
- Improvement- Don't let perfection be the enemy of great
-

5. How should the City measure that success? (5 minutes)

- The number of police officer per capita increases
- The turnover rate in staffing is reduced
- Increases in population
- Minimum- Maintaining current service levels

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Recreation should be lowest priority. Take care of fire/police/safety first and then move into other stuff if there are remaining funds

Date: January 20, 2021

Time: 4 pm

Facilitators: Casey, Phil and Jeri

Attendees: Vickie Rabourn, Cody Ferris, Betty Lightfoot, Loreli Cappel

What is going well in the City? (10 minutes)

- City council listens
- La Plaza looks nice
- City is responsive and easy to work with for developers
- Momentum in community- businesses and fun
- Joy Park
- Road improvements
- Farmers Market
- ECHO
- Loaves and Fishes
- Atascadero City Band

1. What things big and small would make Atascadero better? (15 minutes)

- Clean up trash and debris in creek bed
- Make a better recreation area of creek path/trail near Century 21, ABC, High School, Tent City- clean up and maybe some lighting
- Promote golf as tourism (package deals with golf and lodging)
- Fund police and fire depts.
- Continue to repair roads
- Better lighted pedestrian crossing across ECR (near Chalk Mountain liquor)
- Better internet
- Senior Citizens – what can we do for them – line item in the budget, Senior Day, with tours
 - Pick up and bring to Farmers Market
- Focus on downtown, downtown street improvements, downtown enhancement plan

2. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Security – Police Department	
Infrastructure – Roads	
Order that the video was in:	
<ul style="list-style-type: none">• Fire• Police and transient issues• Roads	

3. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Up to par with levels of service
- Staffing levels in Police and Fire are at sufficient level
- Facilities are up to par (Fire)
- Feel good/solid ground with facilities and staffing
- Do not feel we are under water
- City feels safer (panhandling)
- People are out more – safe at night
- Parking for Senior Citizens during Farmers Market
-

4. How should the City measure that success? (5 minutes)

- Attendance at events increases
- Match or exceed other cities with staffing levels (per population)
- Match or exceed other cities with facility quality
- Ability to hire new employees
- Ability to give staff raises
- Measure revenue (downtown improvements increase business and pedestrian traffic)
- Fewer calls for police if areas are cleaned up
- Surveys

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Can we do surveys through the Chamber or general public

Date: January 20, 2021

Time: 2 pm

Facilitators: Nick DeBar, Bob Masterson, Rachelle Rickard

Attendees: Grigger Jones, Dennis Schmidt, Zachariah Jackson, Charles Bourbeau (observer)

1. What is going well in the City? (10 minutes)

- Getting businesses here in town
- Streamlining and improving planning and permitting process
- Professionalism of staff (all departments)
- Cooperation between staff
- Treat public well
- F-14 and the road improvements
- Growth- La Plaza, apartments, residential
- Has its own cemetery
- Quality of life
- Values
- Families

2. What things big and small would make Atascadero better? (15 minutes)

- Better traffic control/slow down traffic
- Issue more tickets/speed bump
- Staffing – retention
- Improve alleyways / implement piazzas in downtown
- Staffing
- Fire stations
- Delays in response time/effect on equipment of non-City maintained roads
- Improving response times

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Staffing- Public safety	
Equipment Replacement	
Staff priorities- ASK staff	
Fire Stations	
More jobs / broadband	
Traffic circulation	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Enough for each of the departments to have what they need to serve the community
- Economic development that serves the community (drives City revenues – which would multiply D20 funds)
- Enhance Sunken Garden to make it exciting. Complete redevelopment of park. Plumbing to farmers market. Platform at front with exhibit. Public buildings along the side in Sunken Gardens with Plaza in the middle.
- Enough for each of the departments to have what they need to improve service levels

5. How should the City measure that success? (5 minutes)

- Happiness of citizens
- Metrics are good
-

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Need an active discussion of do we want this money to serve our citizens or to attract tourists
-

Date: January 23, 2021

Time: 10 am

Facilitators: Bob Masterson, Nick DeBar, Jeri Rangel

Attendees: Katy Buell, Brenda May, Kellye Netz, Kyle Nakazawa, Darcy Price, Ayla Tomac

1. What is going well in the City? (10 minutes)

- La Plaza Project
- Focus on downtown is nice- pedestrian and bike friendly
- Good job on D-20 funding and result
- Beautification of downtown and bringing in more businesses
- Small town feel of Atascadero
- Existing employees are dedicated and want to be here. Good employees.

2. What things big and small would make Atascadero better? (15 minutes)

- More parks- green space, recreational activities for people and families to do
- Funding for police dept.
- Clean up downtown and encampment debris
- Better assist the homeless community
- Make City more pedestrian and bike friendly- maybe add bike lanes in road projects
- Additional staffing for Police dept.
- Repair fire stations
- Additional staffing to assist those with mental illness
- Public safety

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Public safety staffing level increases	
Public safety equipment and vehicles	
Staffing salaries	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Long term police dept. retention
- More recreational opportunities-indoor facilities, green space, spaces for families with younger children
- Vibrant downtown core for enjoyment
- Greater staffing in fire and police depts.
- More business types downtown- more restaurants (versus medical offices) (placemaking downtown)
- More head of household jobs
- Festivals and events, but not overwhelming tourism
- Small town feel
- More diversity- more welcoming for diverse businesses, and people of all types
- More diverse, cultural, or unique festivals

5. How should the City measure that success? (5 minutes)

- Staffing statics- retention numbers and number of employees
- Diversity- population statistics, and working with the Chamber on minority owned business and Chamber Diversity Council
- Numbers of responses for service/incidents in the downtown
- Decline in response times
- Comparison of walkability and bike-ability of town-how many routes and what expansions have occurred

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Focus on businesses is great, but also need focus on parks and recreation so the families have plenty to do

Date: January 23, 2021

Time: 10 pm

Facilitators: Matt Miranda, Phil Dunsmore and Rachelle Rickard

Attendees: Jim Black, Ken Parkhurst, Rochelle Hanson-Torres, Call in User 2 (did not speak), Scott Groomer

1. What is going well in the City? (10 minutes)

- Revamp of Sunken Gardens/City Hall/Jr. High/La Plaza (Appealing downtown center)
- Safe town- police presence and fire presence
- Overall appearance
- Downtown is growing and improving
- New restaurants
- Increase in housing – both SFR and multi-family

2. What things big and small would make Atascadero better? (15 minutes)

- Create a warm/inviting/desirable hub- build upon direction we are going
- More retail
- Homeless- creeks/bridges/underpasses and mental health issues
- Help get people off the streets and get them help
- Clean creeks
- Homeless- trash all over town
- Homeless encampments/hangouts- don't feel safe
- Homeless intimidating
- Clean out creeks- trimming and brush removal
- Fold in Non-City maintained streets into maintained roads
- Vacant retail- boarded up / blight

Study Session #4

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Staff levels (minimum) in public safety	Road repairs
Combat homelessness #1	
Spend money to make money	
Fire station	Building a new fire station
Combat homelessness #1	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- No homeless
- Creek cleans
- Vibrant life around town
- Places to shop during day and places to be at night
- Green /verdant
- Ways to take advantage of our beautiful weather
- No COVID
- Safe and healthy
- Happily disagree with one another and not attack one another
- The good stuff going on downtown would spread to other parts of time
- Available housing for all income levels
- Welcoming to all income levels
- Properly funded police and fire departments, public works and all departments

5. How should the City measure that success? (5 minutes)

- Staffing levels in a reasonable amount time
- Set goal and time frame to meet it
- What is you ROI on dollars invested for economic development
- All departments receive what they need to provide services
-

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: January 28, 2021

Time: 6:00 pm

Facilitators: Bob Masterson, Nick DeBar

Attendees: Alesen Corella, Geoff Auslen, Tom Birkenfeld, Paul Netz, Bob Molle

1. What is going well in the City? (10 minutes)

- Good place to live/be
- Improving business friendly atmosphere
- Excellent job in utilizing roadway funding
- Police, Fire, and Public Works Departments do very well with limited resources
- Good collaboration with emergency response (storms, etc.) and everyday (routine) work

2. What things big and small would make Atascadero better? (15 minutes)

- Improving infrastructure and City services
- Improve networking
- Adequate staffing levels
- Improved internet performance to support/attract business
- Improve downtown such as better lighting, landscaping, street trees, etc.
- Update parking regulations
- More head-of-household jobs based in town

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Pursue grant funding	
Long term financing plan	
Public safety and infrastructure (parks/rec.), emergency generators ~50 to 75%	
Downtown unification and beautification	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Balance “cause and effect” of how monies are spent against how those monies may trigger unforeseen expenditures and liabilities (e.g., more police officers triggers more squad cars, equipment, building space, etc.).
- Consider long-term personnel strategy similar to CIP, financial strategy
- Decrease homelessness

5. How should the City measure that success? (5 minutes)

- Decreased response times
-

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Ensure D20 funding goes to major intent of ballot campaign (fire-police-infrastructure) at a ratio of at least 70%.

Date: January 28, 2021

Time: 6 pm

Facilitators: Phil Dunsmore, Jeri Rangel

Attendees: Haley, Aiden Dugan-Culton, Craig Martineau, Susan Funk, Anna Pecharich, Tori Keen

1. What is going well in the City? (10 minutes)

- Festivals (Colony Days, Tamale Festival, etc)
- Out of the box development (Tiny homes, small groups of condos)
- Outreach to community- listen
- Cold mix available for potholes
- Fish in the lake, and more wildlife
- Things are happening downtown (La Plaza and new businesses for example)
- Statue in the park
-

2. What things big and small would make Atascadero better? (15 minutes)

- More light in the downtown- streetlights, or café lights, welcoming lighting (encourages walkability)
- Cleaner trees downtown (some current trees are messy)
- Walkability of creek trail, enhance area for placemaking and enjoyment
- Places to go for those in a homeless situation that are other than creek or downtown (safe area)
- Staffing levels for needs of community- including community of homeless individuals
- Increase the feeling of safety in the downtown (all members of the community, including those that are experiencing homelessness)
- More sports fields (possibly for tournaments, and including playground areas)
- Needle exchange program

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Fire safety related issues	Police staffing
Fire Station rehab	
Fire preparedness	
Police dept. salaries	
Storm Drains	
Events	
Lake Park/Zoo	
Community Center-playground, shade structure	
Police staffing	
Dedicated mental health worker	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- People wanting to stay here
- Police response to non-emergency issues in a timely manner
- A place where people want to go and enjoy (keep small town feel)
- Successful events on a regular basis, and FREE! (concerts, festivals, etc)
- Development of downtown to support the events and their growth, and businesses downtown- vibrant community
- People of all income levels can enjoy the community
- Fire safety- modern and safe station

5. How should the City measure that success? (5 minutes)

- Where could the city do better spending the funds (trust building)?
- What has been built and costs (fire station #1 costs \$xxx...)
- Police per capita staffing
- Fire- retrofitting of station
- Streets and public works- reporting statistics- pot holes or clear roads

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: January 28, 2021

Time: 6 pm

Facilitators: Casey and Rachelle

Attendees: Tony Villa, John and Kristen, Syndi, Debra, Mark Plants, Kathie and George Asdel

1. What is going well in the City? (10 minutes)

- Fire and police work
- The animals at the zoo are well kept
- The zoo is an asset
- Encouraged by the communication by the City
- La Plaza development
- City managed well with what we have
- Overall the City looks pretty good
- Good place to raise a family
- Good public schools
- Good family community
- Exciting to see improvements and changes
- Love the small town feel
- A lot of opportunity
- The library and curbside pickup is great

2. What things big and small would make Atascadero better? (15 minutes)

- Help the homeless (social service)
- Work on issues related to transients
- Jobs for transients
- Police to have time to work with homeless
- Accept unmaintained roads for maintenance
- One way out of Llano/Santa Lucia
- Draw more people to stay here, eat here and shop here
- Food dessert- need restaurants
- Homeless issues in general
- Vandalism
- Safety for kids
- Let people know about restaurants
- Clean creek
- Retention of Police personnel
- Well trained police

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Law enforcement fully staffed	Attracting jobs shops
Fire staffed	
More social workers to police calls	
Fire station #1 brought up to date	
Safe sidewalks	
Keep accredited zoo	
Creek cleanliness	
Bring in new quality businesses	
Have good safe services here for businesses	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Ada accessibility
- Take out center divider in downtown for more parking
- Walkable downtown
- Keep up the Sunken Gardens looking nice
- More public art and sculptures
- All of our parks are maintained
- Trees lining the streets
- Recreational opportunities for kids
- More gyms for kids
- Keep the character of Atascadero- nice main, street, great sense of community, community with a heart
- Put in another accessible playground at the south end of town
- Storm drains in good shape
- Safe community
- There aren't issues related to transients
- All the wires and utilities were underground
- Amazing fire department
- Fire station is an attractive building
- Fixed sidewalks

5. How should the City measure that success? (5 minutes)

- Fewer transient calls
- Fewer vacant commercial properties
- Fire station improved
- Lower staff turnover
- Survey on how the money was spent- happiness

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Complete one section of
- Survey on how money is spent
-

Date: January 29, 2021

Time: 12 pm

Facilitators: Bob Masterson, Jeri Rangel

Attendees: Andrew Hawkins, Carol Ann Jones, Doc Hurley, Barbara Babka

1. What is going well in the City? (10 minutes)

- Transparency- outreach meetings
- Business are open again
- ALPS
- La Plaza construction
- Friendly community
- Open spaces
- City services
- Family/community feel
- Events/festivals (sense of community)

2. What things big and small would make Atascadero better? (15 minutes)

- Racial exclusion clauses off of property deeds
- Police dept. expansion and retention
- Assistance for community experiencing homelessness
- Retention across the board for all staff
- Upsize staffing in public safety and replacement of equipment
- Fire station renovations
- Potential of 3rd fire station
- Recycling and waste management- address issues with non-recyclable items (Styrofoam, for example), and better information on what is or is not recyclable

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
CAT team program/social services	More sidewalks- long term goal
Public safety staffing and retention	
High quality staff	
Fire equipment and fire safety	
Community education program for fire safety issues	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- More retention and staffing in public safety
- Growth in the city- draws people to the city for living and shopping and enjoying
- Additional stations (or unit)-Fire and potentially Police
- Downtown enhancements
- Reduced large fires
- Police and fire response times better
- People enjoy living here
- Common vision on where we're going as a community and progressing that direction
- Save and enhance quality of life and small town feel
- Maintain and add to open space

5. How should the City measure that success? (5 minutes)

- Maintain open space (acres count)
- Trail count/distance
- Emergency (public safety) response times (comparisons to other communities)
- Communications equipment- show that equipment is effective
- Public safety equipment reporting
- Recreational strategic plan for the community (long-term plan)
- Storm drain improvements- repairs to pipes and culverts
- Critical infrastructure status

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Continued communication about issues and questions
- CAT team in place- involve social services

Date: January 29, 2021

Time: 12 pm

Facilitators: Casey Bryson, Nick DeBar

Attendees: Delma Meyer, Brad Green, Ayla Tomac, Alfred Vossler, Bob Molle,

1. What is going well in the City? (10 minutes)

- Housing construction for limited income/low income
- City as a whole is doing remarkably well with limited resources
- Dedicated personnel
- Maintain what we have with limited resources
- Focus on town center, La Plaza is a focus point
- La Plaza is a gathering place
- Downtown community events bringing everyone together

2. What things big and small would make Atascadero better? (15 minutes)

- Increasing housing for low income to decrease transient issues
- Increase staffing levels all levels
- Increase salaries in Police Department
- Increase in staffing in Police and Fire – Proactive
- Increase Public works for cleanup and maintenance of facilities
- Increase in staffing
- Salaries for all employees to keep those we train
- Safety
- Properly equipped Police and Fire
- Earthquake safe Fire Station
- Attracting quality businesses
- Spend money on amenities and growth for our residents
- Broadband

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Increased Staffing for Police and Fire	Community events
Make salaries competitive	Parks and Lake
Update public safety tools, equipment, stations	Roads
Retrofit Fire Stations	Zoo
Public Safety issues	
Storm drains, infrastructure projects to be fixed now	
People – get good people, city staff	
Working equipment for Police and Fire	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Well-equipped and functioning Police and Fire Dept.
- Roads are in good condition
- Improve infrastructure in a way that we bring in new businesses that expand tax base to take care of the other problems
- Good people and good equipment
- Businesses that bring in revenue
- Events in downtown,
- Staffing for the large events
- Updated parks
- Well run activities and events that will attract tourism

5. How should the City measure that success? (5 minutes)

- Retention is Police department, all employee retention
- Increase in new businesses
- Increase in tax base
- Less trash to pick (homeless) means we are housing more people
- Improvements in roads
- Response times (Safety and Public Works)
- Citizen satisfaction survey before and after
- Send out annual flyer – survey monkey, how well is the city doing

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Wildfire safety issue
- Develop paper roads to provide multiple ways out for evacuation
- Buy easements on private property to build connections for evacuations
- Construct on existing easements
- Attracting businesses, employees want/need great schools

Date: January 29, 2021

Time: 2 pm

Facilitators: Rachelle Rickard, Phil Dunsmore

Attendees: Angela Cisnerso, Anet Carlin, Alex Gentilly, Zach Yeaman-Sanchez

1. What is going well in the City? (10 minutes)

- Events are well attended and done well
- Good sense of pride
- Events are excellent
- Love this City
- Events are awesome
- Genuine City leadership and not self-serving
- Great community groups that are strong and serve the community
- Very motivated (police fire) employees who want to make the City better
- Huge compassionate nature of police, fire and public works workers to help and assist the homeless
- Compassionate City staff of all City staff
- Small town/but growing
- LaPlaza Project
- Downtown Infrastructure Enhancement

2. What things big and small would make Atascadero better? (15 minutes)

- Make sure that non-safety department's needs are met too.
- Bring the population out to do things- events
- More theater
- Improved communication- website cumbersome
- Help transient population- helping them be successful
- Meet police and fire needs- staffing, facilities, and equipment
- Staff retention is huge
- Need equipment for public safety and retention
- We don't want to be a training ground for employees
- Retain businesses and we want it to grow
- Business enticement- get anchor businesses
- Don't want to see us stagnant or behind the ball

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
City buildings that need repair	No more sports fields
Addressing staff retention	Zoo repairs
Infrastructure- facilities- fire stations	Zoo repairs
Fix leaky roofs and general bldg. maintenance	Zoo repairs
Staffing levels	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Citizens are satisfied- happy with how the money was spent
- Proper staffing to respond to calls for service (police and fire)
- We have equipment and facilities that are up to date and necessary for the job
- We have a well-trained, professional and loyal employees that have been here awhile.
- Our employees have institutional knowledge that allows them to be efficient and effective
- Steady growth of businesses and families
- Our community would proud to be Atascadero (a change in mind set- no Atrashcadero)
- Fewer transients
- Resources are provided for transients
- Feel safe to walk around
- Feel like kids are safe
- Creeks and areas are clean (bathrooms, trash, etc available for all)
- There are things to do here
- People aren't driving down the grade or to Paso to go to work

5. How should the City measure that success? (5 minutes)

- Show increased dollar figures in income due to increased growth
- Do another video but show what has changed and what was done with it
- Report on staffing levels
- Report on what is cleaner – creeks, water, etc.
- Show people with an open house that the facilities/stations are in better shape
- Hear stories from officers and others about what has changed for the better – “i.e. I received other offers, but I love it here”
- How many people are knocking on our doors to be in Atascadero

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: February 1, 2021

Time: 1:30 pm

Facilitators: Bob Masterson and Bob Molle

Attendees: Brenda Mack, Erik Madsen, Carol DeLisle, Marty Brown

1. What is going well in the City? (10 minutes)

- City is attractive for people to move for individuals.
- Possible City Power Community Choice could provide expanse to attract businesses.
- Business community working together well pre-Covid
- City attracting events downtown.
- Fire and Police doing well. Serving the homeless well.
- Zoo is nice and doing a good job.

2. What things big and small would make Atascadero better? (15 minutes)

- Staffing, getting raises to bring in “trauma specialist”. Social worker/Mental health to deescalate situations.
- Bathroom at Sunken Gardens.
- More trash collections area around city
- Assist in collection of trash for homeless population
- Restroom facilities for homeless
- Cohesive Atascadero, (stronger identity to make Atascadero more marketable.)
- Create more partnerships with volunteer and non-governmental agencies.
- Community Choice Power. (Take another look)
-

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Police and fire(ems) (equipment/Communications/salaries)	
Security for police department (secure fencing around the PD)	
Assisting animals in distress (entangled in fishing lines etc)	
Streets and sewer (*Palma)	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- More retention in PD. Possibly leading to more agencies looking at Atascadero.
- Friendly environment leading to more business.
- More people coming to Atascadero. Starting business,(head of household type)

5. How should the City measure that success? (5 minutes)

- Type of calls responding to. Decrease in certain types of crimes.
- Community policing increase. Partnership with the public and city.
- Increase tax base. Create more business and more population.
- More NGO involvement.
- More volunteers

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: February 1, 2021

Time: 1:30 pm

Facilitators: Casey Bryson, Jeri Rangel

Attendees: Kent Olsen, Judith Hemenway and guest, Sarah Sulllivan, Shirley Summers, Zoe Zappas

1. What is going well in the City? (10 minutes)

- Good place to live,
- Not a lot of traffic problems, easy to get around
- Road repairs
- Law enforcement is receptive to collaborative work
- Officers are courteous and respectful
- City government is accessible and responsive, easy to get ahold of
- La Plaza and the plaza

2. What things big and small would make Atascadero better? (15 minutes)

- Paving non-city maintained road
- Road condition
- Nice restaurants
- Maintenance of sidewalks and street trees (including for safety and accessibility)
- More police on patrol
- Full-time social worker on staff with Police dept.
- Resources to assist with transient activities and assistance with the community experiencing homelessness
- Explore the availability for Operation Roomkey- more availability within the City for community of homeless (not just in times of COVID)
- AB109- making sure City of Atascadero gets what's we're entitled to
- Streamlining permit process, including ADUs

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Fire protection	
Police protection	
Storm drains	
Road maintenance-City maintained	
Road maintenance-non-city maintained	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- People feel safe- fire and police protection and are able to get around the community safely
- Reduced turnover in public safety
- Downtown Enhancement project in place
- Increased development activity, including retail opportunities- (make sure zoning works)
- Highway 41 sidewalks look good and safe
-

5. How should the City measure that success? (5 minutes)

- What percentage of people in the community participated in the webinars?
- List of improvements in deferred maintenance and tracking over time.
- Improvements in road conditions.
- Improvement/replacement of public safety equipment and what would need to be replaced next.
- Prioritize equipment replacement.
- Number of individuals in transient population or community of homelessness.
- Employment numbers.
- Turnover rates decreasing (able to retain staff).
- Salary comparisons, improve relative standing to other communities.

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Efficient hiring of employees, only as necessary.
- Appreciation to participate in the planning and provide input
- Build up reserves for large vehicles and equipment.

Date: February 1, 2021

Time: 1:30 pm

Facilitators: Nick DeBar, Phil Dunsmore

Attendees: Max Zappas, Vy Pierce, Ellen Beraud, Tasia Trevino- Hill and Andrew Luera

1. What is going well in the City? (10 minutes)

- A lot more going on downtown
- El Camino downtown infrastructure plan
- Police treatment of homeless
- Public Spaces/ Events
- Echo services
- Professional staff in meetings
- Good conversation about City and future
- Positive outlook from community members

2. What things big and small would make Atascadero better? (15 minutes)

- Employee retention/salaries
- Fewer Stray Cats
- Need to invest in people/skills- internships to grow professional development (private/public)
- Support of Printery building and performing Arts facility
- Improved pedestrian and bicycle connections through town
- Mental Health services to work with PD to aid in homeless services
- Keep Atascadero Local
- Improve bike paths and connect to Templeton
- More sidewalks close to downtown
- Downtown Broadband

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Salaries	
City Infrastructure	
Fire Station	
Downtown Infrastructure Plan	
Social Services due to mental health under COVID	
Atascadero Lake Maintenance	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Complete downtown infrastructure plan
- New fire station
- Competitive Salaries
- Head of Household jobs in town
- Private/Public investment
- Balance of meeting needs of emergency services along with providing social services/mental health
- A sense of public safety amongst all residents including homeless

5. How should the City measure that success? (5 minutes)

- Employee retention rate
- Complete Fire Station repairs
- Downtown infrastructure plan complete
- Echo Data to view needs of residents being met
- Additional community input opportunities
- Employee morale in specific departments
- Number of open businesses each year- reduced vacancies

Is there anything else that you want to make sure the Council knows? (5 minutes)?

Date: February 1, 2021

Time: 1:30 pm

Facilitators: Luke Knight and Rachelle Rickard

Attendees: Mark Capozzoli, Josh Cross, Tom Little, Mark Dariz (observing)

1. What is going well in the City? (10 minutes)

- Small town feel
- City communication to residents is better
- Fiscal responsibility
- Events- Dancing in the streets, taco day. Sense of place
- Do quite a bit with what we are given
- La Plaza and growth
- Small town feel, but some businesses are coming in
- Events- place to visit
- City leaders are in the community and participate in events

2. What things big and small would make Atascadero better? (15 minutes)

- More youth sports programs / more variety / more accessibility to sports programs
- Solution for homelessness
 - Addiction
 - Mental Health
- Focus on head of household jobs (we have limited available land to grow).
- Workforce/job attraction strategy
- South ECR Beautification and intensification of use. Increase vibrancy
- Invest in downtown- infrastructure, marketing and generally drive tourism downtown
- Streamline development process. (task force)
- Tools/resources to respond to homeless calls
- Grow additional jobs / commercial businesses
- Diversity of businesses
- Improve crossing of El Camino in downtown- safety

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Fire and Police Department	Zoo
Facilities, staffing and equipment enhancement- fire and police	
Economic development	
Infrastructure	
Staffing – public works	
Leverage our resources	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- 500 new head of household jobs within 5 years here in Atascadero
- Vibrant and active downtown
- No vacant storefronts
- Lots of youth programs for kids of all abilities, income levels and interests
- More fields for sports
- 80% of all kids 5-18 participating in some sort of extra-curricular activities
- Appropriate staffing across all City departments
- Addressed the most dilapidated infrastructure and equipment
- Increased feeling of safety in the community
- An involved community
- We are still Atascadero- our own unique town
- There should be pride in Atascadero
- Kids feel safe walking through downtown

5. How should the City measure that success? (5 minutes)

- Enhanced response times
- 500 new head of household jobs within 5 years here in Atascadero
- No vacant store fronts downtown
- Reduced number of trips going over the grade/keeping jobs in town
- No more pan handling
- Adequate staffing- fire personnel/police personnel/etc on duty at any given point in time
- Reduced visual presence of homeless

Study Session #7

Is there anything else that you want to make sure the Council knows? (5 minutes)?

-
-

Date: February 4, 2021

Time: 4 pm

Facilitators: Casey Bryson, Nick DeBar

Attendees: John Sanders, Edmond Temple, Michael Ens, Lauri Graham, Cindy

1. What is going well in the City? (10 minutes)

- Special events bringing visitors/revenue
- Relatively peaceful
- Nice parks,
- hiking trails, and
- no/low cost outdoor activities
- Street improvements – especially on busier/more visible roads
- Good use of Measure F-14 funds
- Small business growth

2. What things big and small would make Atascadero better? (15 minutes)

- Improve box culvert on Santa Lucia Road near Llano Road to improve pavement width and safety
- Reduce/eliminate homelessness issues
- Ensure community doesn't become a "soft target" due to
- Construct pickleball courts
- Implement sustainable measures for landscaping, solar, etc. to reduce operational costs
- Look for ways to expand lower paying job opportunities to reduce costs (trash pickup, etc.)
- Make staff salaries and levels competitive countywide****

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Needs for improving Emergency Services (fire/police salaries, infrastructure, equipment, etc.)	Non-Emergency Service needs
	Zoo and park amenity needs

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Adequate salaries, staffing, and facilities for Police and Fire
- No litter in creeks and along roads
- Address and manage homelessness issues
-

5. How should the City measure that success? (5 minutes)

- Staff retention levels for Police
- Reduce homelessness population and call frequency
- Number of social service interactions with homelessness
-

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Appreciate opportunity to learn more and be engaged
- Encourage City Council and other meeting available to public

Date: February 4, 2021

Time: 4 pm

Facilitators: Chief Masterson, Jeri Rangel

Attendees: JoAnn Richardson, Tess Ramirez, Kelly Arebalo, Maurica Fitzgibbons, Jeanne Miller

1. What is going well in the City? (10 minutes)

- Open spaces & trails
- Road improvements
- Great use of F-14 funds
- Infrastructure improvements
- Events
- Shopping
- Citizen outreach and sharing information
- Helpful employees
- Administration building rehab
- Great vibe
- Farmer's market
- Great people
- La Plaza
- Business friendly
- Infill- smart growth
- Chipping program
- Fire Department-fire safety
-

2. What things big and small would make Atascadero better? (15 minutes)

- Assistance for those in mental health crisis
- Assistance for those that are experiencing homelessness
- Look for specific housing programs (Housing First) for solutions
- Walkable spaces in the downtown core
- Dog and me spaces downtown
- Bike lanes in the downtown core
- Downtown Infrastructure Enhancement
- After school recreation for students
- Fire safety ideas
- Privatize the Zoo
- Rehabilitate Fire Station #1
- Fire safety and education

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Staff salaries	Atascadero Lake retaining walls
Public Safety Equipment and infrastructure	Zoo
Roads	Roads
Sewer system	
Homelessness assistance	
Police and Fire Department needs	
Zoo	
Infrastructure	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Employee retention (particularly Public Safety)
- Beautiful City
- Enjoy City –quality of life assets

5. How should the City measure that success? (5 minutes)

- Staff retention metrics
- Metrics on call for services
- Reduction on specific call types
- Referrals to other agencies to assist population experiencing homelessness
- New business numbers/filling in existing spaces
- Headcount of people using trails and open space

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Happy with the use of F-14 for road improvements
- City employees are lowest paid in area
- Salary equity across the board-all staff

Date: February 4, 2021

Time: 4 pm

Facilitators:

Attendees: Heather Branton, Lisa and Charles Kania, John Lindstrom,
Lynda Horejsi, Steve Stucky (partial)

1. What is going well in the City? (10 minutes)

- School system handled pandemic well
- Community engagement- listening sessions
- Community cares what's happening and wants to be a part
- Downtown
- Downtown and La Plaza
- Staff seems upbeat
- Community supports our youth
- ACE academy
- Amazing volunteer groups

2. What things big and small would make Atascadero better? (15 minutes)

- Input
- Kmart shopping center – something done.
- Need family recreation
- Better mental health support available to the mentally ill community here in Atascadero
- Too many potholes
- Traffic Way
- Fire and Police needs staffing
- Fire and Police need equipment
- El Camino- all of the signals need to coordinate timing so that as you drive down ECR its all green
- Improved interaction between support agencies (holistic approach to solving problems)
- Improved interaction between support agencies
- More federally granted programs
- Santa Lucia at Llano and culvert near Graves Creek – improved evacuation route
- Target specified police officer training regarding mental health
- Mental health and homelessness response needs to be interdisciplinary
-

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Staffing	
Interdisciplinary staffing	
Adequate fire prevention and firefighting	
Keep things balanced- things like economic development, recreation, parks shouldn't be forgotten	
Staffing retention	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Vision
- Less need for police response to mental health
- Less staff attrition/less turnover
- More diversity of residents
- More affordable housing
- People could afford to live here
- More diverse police force
- More activities for the kids (businesses and other programs)
- Restaurants all around Sunken Gardens
- Variety of restaurants
- Dentists and doctors are still in town in a medical / dental area not too far from downtown
- Cameras along roads so that if you broke down or there was a problem, someone would come help
- The Printery is a performing arts center
- Businesses are up and running
- No vacant businesses
- Strong mental support for our community
- Full broadband internet so that everyone would have access
- Feel safe walking downtown
-

5. How should the City measure that success? (5 minutes)

- Measurements
- A reduction in crime
- Information in newspaper on what funds were spent on
- A reduction in 911 mental health calls because of collaborative community mental health programs
- Comparing families leaving vs. families moving into the community
- Retention rates of police and firefighters public works
-

Number of AHS graduates are able to stay here after graduation (have jobs)

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Use jail/prison workforce for projects.
- Possibly use or establish Local Americorp
- Make a solar parking (City Hall parking)
- Renewable electricity
- Local advertising on buses from Atascadero to fair each year. There is a screen but nothing is playing on it

Date: February 6, 2021

Time: 9 am

Facilitators: Rachelle Rickard, Jeri Rangel

Attendees: Richard Shannon, Alya Tomac, Erin McCall, Colette Layton, Chris Robinson

1. What is going well in the City? (10 minutes)

- Community involvement
- Open communication/transparency
- Downtown transformation
- Zoo
- Great feel to community
- Events
- Quality employees
- Great community to raise family
- Safe
- Downtown placemaking
- Downtown momentum
- Improved road maintenance
- Lake improvements
- Zoo as a great asset and draw of tourism
- Collaboration of all agencies-teamwork and working for the greater good
- Teamwork of city departments
- Family of employees dedicated to working together toward safest possible City

2. What things big and small would make Atascadero better? (15 minutes)

- Clean up downtown creek
- Improve the situation with the community of homeless
- Enhance downtown creek area
- Enhance safety in the downtown core
- Concerns of proximity of schools to downtown transient issues
- Infill
- Economic development
- Improvements in getting business licenses
- Infrastructure improvements- public safety
- Enhance staffing
- Improve roads
- Improve streetscapes
- Staff retention
- Increased minimum police patrol staffing
- Increased traffic to businesses
- Diversity in businesses
- 5G expansion
- Citywide broadband
- Safe recreation for youth-private
- Safe recreation for youth-public
- Family oriented plan
- Keeping momentum with lake improvements
-

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Quality of downtown core	
Diversification of businesses	
Fire station #1	
Fire equipment	
Replacement schedules for vehicles, equipment, and facilities	
Fire and Police safety	Medium
Safe community	Parks and trails
Storm drains	
Radio systems	
Public safety	
Retention of staff	
Quality of staff	
Public safety equipment and needs	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Thriving downtown
- Additional bikeway and walkway paths citywide
- More people enjoying urban environment
- More people enjoying natural environment
- Reinvestment in our community
- Shop local
- Business diversity
- Everything you need is here in town
- Plenty of outdoor dining options
- Increase of boutique retail
- Meeting national standards for Fire response levels
- Meeting national standards for Police response levels
- Safest community possible
- Clean community

5. How should the City measure that success? (5 minutes)

- Assessment of critical needs and how they've been addressed
- Downtown core compared to prior
- Growth in all city revenues
- Staffing level metrics
- Metrics on emergency response times/levels
- Sharing the information with community
- Increase in minimum staffing

Is there anything else that you want to make sure the Council knows? (5 minutes)?

-

Date: February 6, 2021

Time: 0900

Facilitators: Phil and Casey

Attendees: Lee Perkins, Harry Hamilton, Zach Yeoman-Sanchez, Zach Jackson, Theresa S.

1. What is going well in the City? (10 minutes)

- New Billboards, city and local business advertised together
- City events, appeal to families, everyone, number of city events (multiple)
- City employees care about community
- City employees are well trained, capable, have hired well suited and trained for our community
- New home owner, everyone at city is responsive and helpful
- Downtown is doing great, new development
- La Plaza is very beautiful, nicely done
- Needs that we have been able to take care of, have been done well
- More of a community over last 30 years
- On the right track to not being just a bed room community, things to do downtown, stop and enjoy business
- "Come Home To Atascadero"
- D-20 sessions for community input

2. What things big and small would make Atascadero better? (15 minutes)

- Central Coast community energy
- Retention of qualified employees, losing qualified employees in the PD – they are going to other agencies for better salaries. Fire personnel leaving for other job opportunities
- Quit taking a conservative approach on issues, being more proactive, proactive decision making, results oriented, set a timeline and make a decision
- Increasing staffing levels for public safety (Police and Fire Department). Enough officers to handle the calls for service. Increased calls for service for Fire Dept. Maintain level of service
- Mentoring for new people to learn their job (look for volunteers to help train new staff)
- More head of household jobs, keep business in town,
- Maintain exits from 101, Cal Trans bricks

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Retention of qualified employees throughout the city	Zoo
Central Coast Community Energy	
Retain qualified Police and Fire	
Infrastructure - roads	
Increase staffing levels – Police, Fire, and public works	
Infrastructure – Fire Stations, Police Station	
Earthquake retrofit of Fire Station 1 (hose tower, roof structure)	
Wastewater facility is at capacity	
Sustainable energy (solar) to save for increasing energy costs	
Ways to save money by investing in infrastructure	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- More downtown foot traffic
- Look at Sunken Gardens at night, better lighting
- Downtown, second floor living spaces, above businesses
- Sunken Gardens should have second and third floors, ground floor businesses, living above
- Vibrant downtown, active community, enjoying events, place money into current assets and make them spectacular
- Solidify Atascadero infrastructure, Police, buildings
- Making sure our community is safe, meeting the needs of our community and visitors
- Continuing to keep up parks

5. How should the City measure that success? (5 minutes)

- Staffing levels, compare before and after
-

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- City Council has not addressed the Community Coast Energy

Date: February 6, 2021

Time: 9:00 am

Facilitators: Bob and Nick

Attendees: Susan Funk, Matt Pigeon, Brandon Roberts, Trista Neilson,
Dawn Scherer Daner, Hayley Mattson

1. What is going well in the City? (10 minutes)

- Park,
- Recreation, and
- Outdoor activities
- Special events and
- Community effort/collaboration
- Downtown getting more lively with development and businesses
- Good job using Measure F-14 funds for road projects and advertising projects (project signs, etc.)
- School resource and community service officers

2. What things big and small would make Atascadero better? (15 minutes)

- Fire Station No. 1 improvements
- Staffing retention for police
- Adequate staffing for fire
- Funding for vehicle and equipment replacements
- Focus on emergency services needs

3. The City has promised to spend some of these funds on expenses that have been put off a long time. Which of these do you think are the most important and which could be delayed a little longer? (7 minutes)

Urgent	Not as Urgent
Police staff retention and hiring	New parks
Increased staffing for EMS	Non-maintained roads
Vehicles and equipment	
Fire Station No. 1 improvements	
Competitive salaries for staff, particularly police	

4. If the City spent the D-20 funds perfectly, what would success look like (7 minutes)

- Better public service – across all City services
- Increased police officers and retention
- Modern fire stations and improvements
- Two battalion chiefs and increased fire staffing (4 per engine)
- Additional Public Works maintenance staffing
- Addressing homelessness issues (addiction, mental health, etc.) through adequate and appropriate staffing
- Specific reserves for Police, Fire, and Public Works vehicles and equipment
- Ballot measure intent is met – majority of monies spent on Police-Fire-Infrastructure (~90%)

5. How should the City measure that success? (5 minutes)

- Number of staff retained
- Number of additional staff hired
- Number of homeless persons assisted
- Number of calls for service, ambulance trips, CAT officer contacts, etc. for homeless
- Reduced number of calls for drug related incidents
- Progress updates to demonstrate monies are meeting intent of Measure D-20
- Amount of trash and homeless encampment cleanups

Is there anything else that you want to make sure the Council knows? (5 minutes)?

- Outreach meetings are appreciated

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Process

We know that, as an organization, we can accomplish nearly any project; however, we cannot do everything. As the City Council sets clear priorities and provides appropriate resources, the organization can then move their top priorities forward.

The City Council held a Special Meeting on January 25th & 26th, 2019 to develop their current list of goals and discuss actions. Then, utilizing the Council's newly established Decision Criteria and list of Strategic Priorities, the next step in the process was for staff to identify general action plans or steps and to develop a series of actions for the organization that would implement the Council's identified goals over the next two year budget cycle.

This document is intended to set forth that action plan or work plan for the next two years. By Council formerly adopting the Action Plan, it forces the organization to focus on those agreed upon actions that move the community and organization forward on the identified strategic priorities, keeping in mind the City Mission, 10-Year Vision and Decision Criteria.

Mission:

The City of Atascadero is committed to building community by fostering an outstanding quality of life with excellent public service, stewardship of the environment, preservation of our heritage and promotion of economic prosperity.

Atascadero Ten-Year Vision:

Atascadero is a beautiful and authentic city of outdoor recreation, culinary adventures, and welcoming hospitality. It's a safe place where the arts & history thrive, and the diversity of experience, generosity of spirit, and small-town ambiance are here to be enjoyed by visitors and residents alike.

Decision Criteria:

The City Council and Staff Leadership identified two decision criteria that will be used to filter the priorities of the City and will serve as guidance to staff as they make operational decisions about the priorities.

1. Enhance the qualities of community expressed in our vision, for all segments of our community
2. Efficiently steward resources for the greatest strategic impact over the long term and address true needs

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Strategic Priorities:

The City Council identified the following three priorities for the next two years:

- 1. Leverage Place-Making in the Commercial Areas for Long-Term Economic Development**
- 2. Ensure Comprehensive Safety Readiness and Risk Mitigation**
- 3. Foster Financial Sustainability**

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Leverage Place-Making in the Commercial Areas for Long-Term Economic Development

Complete the El Camino Corridor Study which shall be used as a basis to guide future policies, updates and development along the corridor. At minimum the plan should include:

- An analysis that identifies strengths, weaknesses, opportunities and threats for commercial development.
- Identification of underutilized land along the El Camino Corridor.
- Identification of community wants/needs for the development of the El Camino Corridor.
- Concepts for development of the El Camino Real Corridor.
- A market analysis that identifies market gap and opportunities for commercial growth and/or commercial saturation.
- A traffic analysis and recommendations to improve corridor for all transportation modes.
- A final corridor plan that includes community design concepts, market recommendations and a potential land use plan.

Facilitate Downtown Infrastructure Enhancement

- Complete and implement Downtown Infrastructure Enhancement Plan (Formerly known as Traffic Calming Plan) including:
 - Continue to explore opportunities for increased on-street parking in the downtown (El Camino Real, West Mall, East Mall).
 - Continue to look for ways to slow traffic in the downtown.
 - Continue to look for ways to increase pedestrian safety, bicycle safety, and the “walkability” of the downtown.
 - Increase aesthetic enhancements along El Camino in the downtown (including landscaping, signage, pavement types and lighting).
 - Continue to explore potential reduction of lanes along El Camino Real between Highway 41 and Rosario Avenue as a means to achieve these ends.
 - Adopt a final design plan for the enhancement improvements along El Camino in the downtown.
 - Look for funding, grants and opportunities to complete the desired

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downtown infrastructure improvements.

- Look for ways to improve traffic circulation at Traffic Way and El Camino Real.
- Consider downtown watershed improvements and potential available funding as a way to facilitate all desired infrastructure improvements.
- Install and implement wayfinding/parking signs.
- Consider creation of new parking spaces.
- Adopt a Street Trees Program that indicates tree replacement and tree care responsibility, tree varieties and planting specifications.
- Implement the Sunken Gardens tree replanting plan as approved by City Council.
- Consider the incorporation of an Atascadero Entry/Identification sign as part of any downtown infrastructure improvements.
 - Encourage development of a community led murals and electrical box art program

Facilitate Commercial Development near Del Rio

- Facilitate the submittal of a General Plan Amendment and development concept for the West Side (church) property north of Del Rio adjacent to Highway 101. The plan should include commercial development adjacent to Highway 101 transitioning to residential development closer to San Ramon.
 - Principal use of property being commercial and residential a secondary use.
- Facilitate the issuance of construction permits and site development of the Armet site fuel station and electric vehicle charging station.
- Complete a revised traffic analysis for anticipated development at the Del Rio, Hwy 101 and El Camino Real intersections.
- Amend the Del Rio Specific Plan to facilitate development of the corner of Del Rio and El Camino with a proposed business park prior to completion of improvements to the Del Rio overpass.
- Continue to move forward with plans for street improvements at the Del Rio/Highway 101 Interchange off-ramps and adjacent areas along Del Rio and El Camino Real.
 - Continue to work with Caltrans on required steps for ultimate construction of the Del Rio Road / US 101 interchange.
 - Continue to advocate and apply for funding for the portion of the Del Rio /US101 Interchange project, which is attributable to general City traffic.

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- Continue to look for ways to reduce potential costs for the Del Rio/US101 Interchange Project.
- Continue to facilitate and prioritize construction of the new Hilton Home 2 Suites Hotel.
- Continue to work with property owner at west side of Hwy 101 to develop the modular unit motel lodging facility.
- Continue to facilitate and prioritize construction of the new restaurant spaces at the North West corner of Del Rio and El Camino Real.
- Help market and attract tenants to the potential business park at the NE corner of Del Rio and El Camino Real.
- Help market and attract tenants to the proposed Barrel Creek development.

Examine Future Uses of City-Owned Lots to Best Facilitate Vibrancy in the Downtown

- Remove existing structure from the East Mall lot and prepare the site for future development.
- Consider options for the use of the two East Mall lots including:
 - Parking expansion
 - Commercial development that includes restaurant space and outdoor dining

Support and Adopt Legislation that Maintains Quality Public Spaces, and a Vibrant Environment in the Downtown

- Consider adopting an updated smoking ordinance.
- Consider adopting an ordinance restricting the consumption of alcohol in public spaces.
- Support state legislation that assists with chronic homelessness, mental health support and addiction support.
- Oppose state legislation providing unrestricted use of public land.
- Actively drive legislation to insure that ABC licenses in the downtown area do not contain provisions and limitations that conflict with the community's vision for a vibrant downtown.

Explore and Investigate Potential Code Options / Changes to the Code that Would Promote Creative Solutions to Perceived Barriers to Redevelopment.

- Continue to inform potential tenants and landlords about available tax credits for ADA improvements.

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- Look for opportunities for shared restrooms and shared accessible paths.
- Continue to seek creativity in design ideas.

In Coordination with the El Camino Corridor Plan, Focus on Other Opportunity Areas for Community Place-making

- La Plaza
 - Continue to facilitate the construction and completion of the La Plaza project.
 - Fast-track City construction of the Plaza to assure timely completion of the required public space in order to complement the La Plaza Project and overall downtown improvements.
 - Continue to facilitate the recordation of the map and road abandonment.
 - Work with the La Plaza broker to assist with marketing and finding appropriate tenants for the commercial spaces.
 - Assist tenants with any necessary tenant improvements, permits and ABC licenses.
 - Work to insure that La Plaza continues to move forward given the needs/constraints of the wireless communications facility (cell tower).
 - Continue to work with the owner of KLEMS fuel station and the auto mechanic spaces adjacent to the plaza to encourage redevelopment of the property and a transition to conforming businesses that support downtown revitalization.
- Colony Square
 - Continue to facilitate construction permit review for the hotel development.
 - Look for potential City solutions to assist with downtown/Colony Square parking (including wayfinding signs, parking directories and creation of new parking spaces).
 - Continue to strongly encourage development of the vacant parcels in Colony Square.
 - Be flexible and look for creative interim uses of vacant areas if development will not occur in the near future.
 - Be creative in stimulating development of Colony Square.
 - Look for opportunities to increase foot traffic in Colony Square.
 - Look for opportunities to improve communications with owner of vacant parcels.

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- Work with the developer of Colony Square to remove barriers to development.
- Look for development incentives such as fee deferments, density bonus, or other options to allow the development to proceed.
- Home Depot/Marriott Springhill Center
 - Facilitate the development of the proposed new hotel by assisting with attracting an operator.
 - Streamline and prioritize necessary permits and approvals for the proposed new hotel.
 - Continue to guide appropriate quality development on vacant sites.
 - Work with Tesla on facilitating the location of a Tesla charging facility or other Tesla support facility.
 - Continue to promote lodging stays in Atascadero through the City TBID and Countywide TMD.
 - Promote Atascadero businesses through marketing, special events and infrastructure investment.
 - Provide front counter handout on available pads and other undeveloped retail opportunities.
 - Steer potential developers / broker on-site based on needs and accommodations.
- Dove Creek Commercial Parcel
 - Continue to work with property owner on any potential site design or leads for new commercial tenants at this property.
 - Provide a handout at the counter outlining potential uses and site information for perspective developers.
 - Work to preserve this piece of property as a future small commercial opportunity for the Dove Creek, Las Lomas, Eagle Ranch and other south Atascadero neighborhoods.

Continue to Encourage and Expect Quality Development

- Continue to refine our property development standards towards quality.
 - Encourage sit down restaurants and discourage drive thrus to embrace place-making concepts.
- Continue to expect and encourage quality through the building permit review process.

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- Continue to support code enforcement actions to maintain compliance with community expectations on neighborhood/area preservation and appearance.
- Continue to facilitate the removal of illegal storage within important industrial zone sites near Via Avenue to help facilitate redevelopment and new investment.
- Continue to facilitate compliance of new businesses within the Commercial Park zone to preserve valuable land for uses that are consistent with the General Plan.
- Continue to strongly enforce the City's Sign Program.
- Consider implementing a receivership program for long-term violations.
- Consider revisions to the Municipal Code to enhance the abilities of the code enforcement officer to ensure compliance.
- Annually review the City's Zoning Code to improve transparency and clarity of City expectations.

Work to Reduce the Number of Vacant Store Fronts

- Continue to improve Atascadero's commercial district appearance working to make it appear attractive and professional.
- Continue to actively spread the word about the City's economic development strategies, successes and potential tools.
- Continue to actively promote the City's business potential.
- Continue to improve customer service image.
- Continue to foster an entrepreneurial / can do attitude with staff.
- Encourage creative ideas to get things done.
- Encourage reasonableness in our regulatory positions.
- Continue our successful streamlined permitting program for businesses:
 - Continue to prioritize business development permits over residential.
 - Provide intake meeting opportunities for business developers.
 - Purchase and implement a new permitting issuance and tracking system.
 - Actively communicate with owners and consultants if there is the same plan check comment through multiple submittals.
 - Provide training and professional opportunities for our employees.
 - Work to retain professional, friendly employees.
 - Maintain capacity in staff to support projects and permit streamlining.

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- Review all plan check resubmittals prior to sending them to outside plan check for a second review.
- Allow correction comments to be a condition of approval on the permit card when possible.
- Continue to work with plan check consultants to reduce boilerplate/repetitive comments.
- Advocate legislation that provides communities with new economic tools.
- Work with businesses to develop programs that will encourage downtown businesses to remain open more.
- Continue to engage owners of vacant buildings to facilitate building upgrades and marketing options that will attract new tenants.
- Encourage absent property owners to actively market their property for sale at appropriate market rates.
- Engage property owners that are maintaining important downtown storefronts as storage uses to help facilitate a change to conforming business that can contribute to the downtown vibrancy.
- Continue to enforce building and zoning code to ensure timely completion of seismic retrofits and removal of land use violations.

Build Partnerships and Alliances with Local Business Interests

- Support, encourage and help grow the Downtown Business Improvement District by:
 - Continue to actively increase traffic to downtown businesses through a promotions and events program.
 - Participate in downtown business district meetings and events.
 - Support the downtown business district through assessment of “BIA” Fees or other program intended to raise funds for downtown business promotions or improvements.
 - Look for potential solutions to help reduce the pigeon population in the downtown.
- Meet regularly with Chamber of Commerce leadership.
 - Look for opportunities for common goal partnerships.
 - Share information about what is going well and what is not going well.
 - Provide accurate information to dispel rumors.
- Remain actively involved with the EVC and Hourglass, promoting Atascadero as a sound business investment opportunity.

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- Work with informal communicators in town to learn of business problems or opportunities where City could help.
- Look for opportunities to meet regularly with commercial brokers.

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Ensure Comprehensive Safety Readiness and Risk Mitigation

Develop and Implement a Comprehensive Evacuation and Communications Plan

- Consider hiring an outside consultant to assist the City in preparing a comprehensive evacuation and communication plan that addresses lessons learned in recent catastrophic fire events. At minimum the study should consider:

Evacuation Notification:

- Effectiveness of cell phone towers and cell phone notifications in the event of loss of power.
- Effectiveness / feasibility of implementing a siren system.
- Development of a strong social media platform for constant communication during an emergency.
- Effectiveness of “weather radio” system.
- Effectiveness of landline notifications.
- Educating the community on evacuation notifications.
- Activating evacuation and evacuation routes.

Evacuation Implementation:

- Developing clear evacuation route scenarios based on the event.
- Pre-identified routes for evacuation of residents vs. bringing resources and equipment in.
- Identifying areas and streets to close to facilitate one-way traffic moving people out of the affected area.
- Identify choke areas where traffic control personnel will be need to be stationed to move people through quickly.
- Identifying those neighborhoods with one way in / out and look for ways to mitigate through easements, neighborhood discussions and paper roads.
- Identify and train City staff members in implementing an evacuation.
- Train neighborhood volunteers to assist with knowing evacuation plans and helping others learn about the plans.
- Train neighborhood volunteers to gather information on those that may have special needs in an evacuation (elderly, homebound, etc.) and to assist those with special needs in an evacuation.
- Develop a program that allows those that may not be able to self-evacuate

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to identify themselves in advance to police/fire.

- Identify potential safe refuge areas in the event that full evacuation is not possible.

Look for grants and funding for implementation

Target High Hazard Areas for Additional Education and Resources

- Use mapping solutions to identify high-risk areas.
- Prioritize preparedness/evacuation education of those residents in the identified high-risk areas.
- Prioritize high-risk areas for programs such as chipping and fuel modification programs.

Reduce the Risk and Severity of Wildland Fire by Identifying Methods of Mitigating High Hazard Fuels

- Consider hiring a fuels consultant/specialist:
 - To study and understand areas of wildland fire risk.
 - To make recommendations regarding potential brush removal weighing factors such as wildland fire risk, erosion risk and environmental factors.
 - To make recommendations on other wildland fire risk mitigation actions such as shaded fuel breaks, roadside fuel treatment and other fuel removal projects.
- Partner with Fire Safe Council and others to identify and pursue available funding for fire mitigation activities.

Implement a Strong Public Education and Outreach Program Regarding Public Safety

- Implement a “Defend Atascadero” campaign to:
 - Increase public awareness of wildland fire risk.
 - Call community members to take action / personal responsibility:
 - What to do in an emergency.
 - Where to get information.
 - Register for emergency notifications / special needs.
 - How to help your neighbors.
 - Educate on defensible space principles.

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- Educate on “Ready, Set, Go”.
- Educate people on “hardening” their home to increase fire resistance.
- Continue all hazard education programs for earthquakes, floods, riots, structure fires and other natural disasters.
- Work with PG&E to educate the public on PG&E’s new power shut-off program.
- Hold neighborhood meetings and/or consultations.
- Set realistic expectations about available public safety resources and capabilities.

Look for Ways to Increase Public Safety Resources to Better Address Public Safety Concerns.

- Consider a potential tax measure to address both staffing and infrastructure needs.
- Look for potential grants and other opportunities to retro-fit, rehabilitate and upgrade Station #1.
- Take next steps to move forward with construction of a new EOC facility at Fire Station #1, freeing up space at both the Police Station and current Station #1.
- Participate in the joint dispatch study to determine if service levels can be increased during high-volume events by partnering with other agencies.
- Evaluate the long-term uses of the two City parcels that were originally purchased with fire impacts fees to determine if selling the parcels would be a sound financial strategy in the long-run.
- Update impact fees to reflect current understanding of future infrastructure needs of public safety.
- Update impact fees to maximize flexibility of use to address critical infrastructure needs necessary to serve future development.
- Look for funding opportunities to provide additional police staffing to reduce days/hours at minimum staffing.
- Look for funding opportunities to provide “overhead” coverage for incident management at fires and other large emergency events.
- Look for opportunities to fund replacement of unfunded public safety equipment.
- Look for opportunities to enhance public safety communications by partnering with allied agencies for repeater sites within the North Atascadero area.

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Develop Personnel to take on Future Leadership Roles/Next Steps Within the Organization.

- Hold second leadership class for line level personnel.
- Continue mentoring mid-level managers within the organization for future advancement.
- Delegate responsibilities throughout the organization in order to provide learning opportunities.
- Continue to focus on culture of the organization to reduce staff turnover.

Increase Solution Based Response to Homeless Transient Issues.

- Provide office space for Mental Health Community Action Team (CAT) at the Police Station in order to better partner with their organization.
- Dedicate street crimes detective to working with CAT.
- Work with the District Attorney's office to enhance prosecution of repeat/significant offenders.
- Continue to seek modification to Municipal Code as appropriate to deal with community concerns/problem behaviors.
- Consider purchase of surveillance cameras for problem areas.

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Foster Financial Sustainability

Consider Putting a Tax Measure on the November 2020 Ballot

- Conduct a public outreach campaign to hear about priorities from the community and to educate community members about fiscal realities.
 - Talk on the Block
 - Presentations to Community Clubs
 - Employee Education
- Conduct scientific polling to learn community thoughts on priorities, fiscal choices and receptiveness to additional taxes to fund priorities.
- Explore different types and levels of tax measures to determine which would best be suited for the ballot measure.
- Hold public hearings and prepare tax measure language.

Set Fees at Rates Necessary to Provide Services at the Service-Level Expected by the Public

- Update the Service Cost Study to ensure that fees and any resulting tax payer subsidies are being set at levels consistent with Council policies.
- Adopt significant increases to wastewater fees to fund current and future wastewater needs in accordance with a Wastewater Rate Review Study.
- Consider increasing Business Tax.
- Consider pro-active enforcement of Business Tax Ordinance.
- Complete impact fee study and adopt updated impact fees needed to fund infrastructure for future development.
- Continue to annually update all service fees.

Reduce Tax Subsidies to City Services

- Consider eliminating or reducing hours that Planning staff is available at the front counter and move toward appointment only assistance.
- Reduce the types of calls that the Police Department responds to and move toward community self-reporting via the web-site or filing a form at the Police Station for certain types of calls.

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- Investigate what services other similarly funded cities provide and don't provide.
- Consider ways to reduce the tax subsidy to the Zoo.
 - Consider expanding fundraising for operations at the Zoo.
 - Consider increasing admission fees and annual pass membership costs.
 - Work with the Friends of the Zoo on a strong community capital campaign for new exhibits/exhibit renovation in accordance with modern zoological practices.
 - Work with the Friends of the Zoo to increase funding for operational support.
 - Consider a countywide tax measure just for the Zoo (operations and capital).
 - Consider reducing operational costs by changing mission.
 - Consider privatizing the Zoo.
 - If all else fails, consider closing the Zoo.
- Examine possibilities for reducing tax subsidies for other City amenity programs such as parks, Pavilion on the Lake, and recreation programming.
- Look for solutions to reduce the cost of providing animal services to the community by implementing changes aimed at reducing the community's feral cat population.

Consider Allowing Commercial Cannabis Activities to Increase the City's Tax Base

- Consider allowing non-store front retail sales (delivery facilities) of cannabis within the City.

Embrace "Essentialism" and the Decision Criteria set by Council

- Actively look for and implement investments needed to remove impediments to getting things done.
- Consider bringing in outside subject matter experts to review each department's processes, procedures and service levels to look for opportunities to streamline work processes and look for areas to reduce services.
- Continue to look for opportunities for streamlining.
- Change organizational culture to embrace essentialism at all areas of the organization.
- Look for ways to reduce time and resources on those items that do not solidly meet

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the priorities outlined in the Decision Criteria.



Atascadero City Council

Staff Report – Administrative Services

2021-2023 Budget and D-20 Priorities Public Outreach Kickoff Session

RECOMMENDATION:

Council provide input and receive information from the public on priorities for the 2021-2023 Budget Cycle and the expenditure of Measure D-20 funds.

REPORT-IN-BRIEF:

The City of Atascadero adopts a two-year financial budget, and prepares a Seven Year Forecast along with it. The upcoming 2021-2023 budget cycle will have a much more extensive process than the typical budget cycle due to the passage of the one-cent Essential Services Sales Tax Measure. Otherwise known as Sales Tax Measure D-20 (or just "Measure D-20"), this measure was passed by Atascadero voters in November 2020, receiving 58.6% "Yes" votes. The new measure increases the sales tax rate in Atascadero beginning April 1, 2021, and is expected to generate about \$4.5 million in annual General Fund revenue. While \$4.5 million annually in new tax revenues will go a long way in providing the services that the community wants and expects, it will not be enough to provide all of the services, programs, amenities that community members will want to see. It is important to set clear priorities on what items need to be addressed with the new funding.

Tonight is the first night in a series of ten public outreach meetings designed to disseminate information on current service level needs and gather additional public input on priorities for City services. The input received from these public meetings, along with all of the other input that Council receives, is intended to help inform and drive the Council strategic goal setting which in turn drives the adopted budget/expenditure plan.

DISCUSSION:

Public Engagement on Priorities

Public engagement is a continuous ongoing dialog between City Council, City staff and the community. The City's budget process is purposely structured to receive public input on where funds are spent. Members of the public can speak at City Council meetings, reach out to Council Members outside of the meeting setting, and talk with City staff.

In preparation for the 2021-2023 budget cycle, the Council expanded public outreach even further. The City Council commissioned a Feasibility Study performed by True North Research, Inc. The survey was administered to a random sample of 787 voters in the City of Atascadero who were likely to participate in the November 2020 election. The survey followed a mixed-method design that employed multiple recruiting methods (telephone and email) and multiple data collection methods (telephone and online). Administered between January 18 and January 23, 2020, the average interview lasted 16 minutes.

The survey was one more method of gathering feedback from the community, and results were not unexpected. When presented with a list of 10 City services that could be funded by the sales tax measure, the surveyed voters were most interested in using the money to 1) provide fire protection and paramedic services; 2) provide quick responses to 911 emergencies; and 3) repair and maintain public facilities and infrastructure.

It is interesting to note that the survey also indicated that 76% of Atascadero voters surveyed were satisfied with the City's efforts to provide municipal services, and 60% responded positively regarding the City's fiscal management.

As part of the development of Measure D-20, it was clear that in addition to all of the traditional methods of seeking input on what needs should be addressed, the Council wanted an even more extensive public outreach process in determining the priorities for the expenditure of D-20 funds. Tonight is the first in a series of 10 meetings designed to receive public input on the priorities and needs of the City. The schedule for the 10 meetings are as follows:

Kickoff Session: Tuesday, January 12th, 6pm Council Meeting (tonight's meeting)
Study Session 1: Thursday, January 14th, 10am
Study Session 2: Thursday, January 14th, 2pm
Study Session 3: Wednesday, January 20th, 4pm
Study Session 4: Saturday, January 23rd, 10am
Study Session 5: Thursday, January 28th, 6pm
Study Session 6: Friday, January 29th, 12pm
Study Session 7: Monday, February 1st, 1:30pm
Study Session 8: Thursday, February 4th, 4pm
Study Session 9: Saturday, February 6th, 9am

Each study session is being heavily advertised and each study session is formatted in a similar manner so that the public will only need to attend one session to voice their opinion. At each study session staff will give a presentation, like tonight's, providing information to the public about the immediate needs identified by staff as necessary to maintain service levels. The public will be able to ask questions of staff to engender a broader understanding of what needs are not being met to maintain the service levels expected by the community. The public will then participate in exercises to garner input on:

- What services and service levels would they like to see provided by the City?
- What does the right level of service look like? What is success and how should it be measured?
- Which services/service levels are the priorities of the community?

After the study sessions are complete, staff will gather all of the public input and will summarize the information into categories of what the members of the public would like to achieve with funds from Measure D-20. This data will be included in a report for the City Council's annual goal setting session. The annual goal setting session is scheduled for the evening of February 19th and the day of Saturday February 20th. It is anticipated that the bulk of this annual Council planning session will need to be devoted to determining community priorities and desired service levels. Based on the input received, the Council is expected to set general priorities and goals for both the expenditure of D-20 funds and all other funding sources in the City.

At the March 9th City Council meeting, staff will bring back for confirmation any direction provided by the Council at the annual goal setting session so that the public can provide additional public comment and the Council can clarify and adjust direction if desired.

At the April 27th City Council meeting, staff will bring back an Action Plan with detailed action steps to be taken, what is expected to be achieved with each action, what metrics would measure success of the action, and the estimated costs associated with each action. At that meeting the public would once again have input on where the funds should be spent. All actions included in the Council approved Action Plan would be incorporated into the City's 2021-2023 budget.

There will be no less than six well publicized Finance Committee meetings scheduled between mid-April and the end of May. At the Finance Committee meetings, various sections of the budget will be discussed in great detail. Each of these Finance Committee meetings will be advertised to encourage public participation and attendance.

At the June 8th City Council meeting, the budgets for fiscal year 2021-2022 and 2022-2023 will be presented to the City Council for adoption. The budgets will incorporate the priorities, actions, service levels and metrics developed through this expanded public process. At the July 13th City Council meeting, the Council will approve the first annual Measure D-20 report. The report will include information on where the Measure D-20 funds are going to be spent, what is to be achieved by the expenditure of these funds and what metrics will be used to determine success. The report will be distributed to all residents and businesses similar to the annual F-14 Roads report.

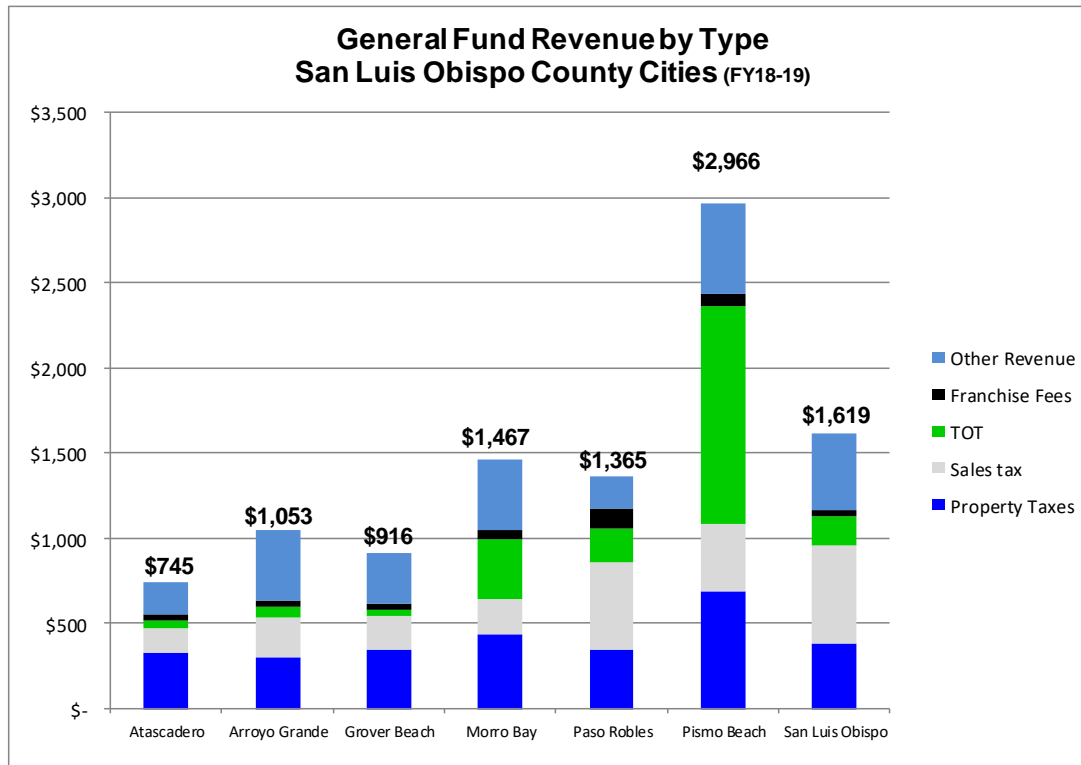
Before the City ever receives any Measure D-20 funds, there will be a total of 20 public meetings designed to receive input from the public on the expenditure of Measure D-20 funds.

Current Status of City Finances and Budget

During a series of "Talk on the Block" public outreach events held in 2020, City staff was able to share a lot of information with attendees. These events focused on the importance of understanding the City's current financial circumstances and some of the challenges and trade-offs that are being made every day and will need to be made in the future. From this basic understanding, attendees could better recognize the City's current shortfalls and appreciate how additional sales tax revenue could be used to resolve some of these shortfalls. The information that was shared at the Talk on the Block events has been updated and is included in the following section.

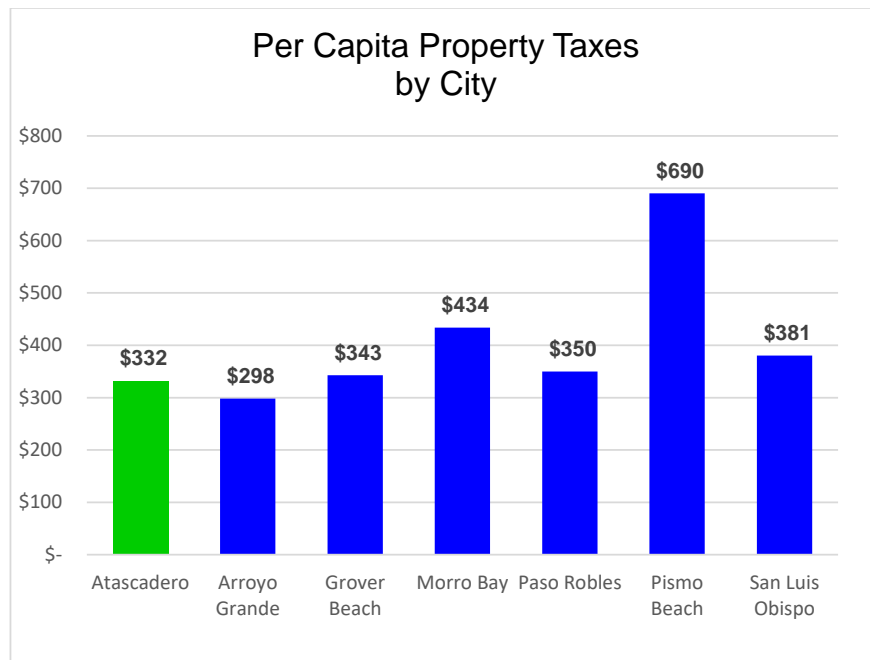
Revenues

Cities do not receive the same amounts in taxes per resident. Atascadero receives the lowest revenue per capita in Sales Tax, in Property Tax and in General Fund revenues among all SLO County cities. As shown below, Atascadero receives about half of the amount received per capita from each of our immediately adjacent cities.



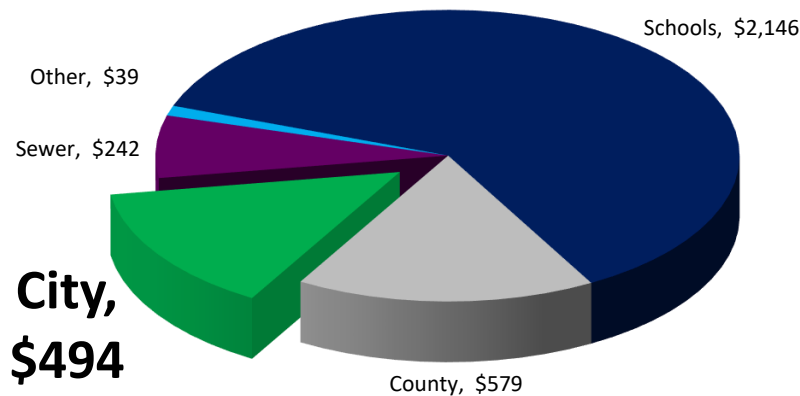
The City manages resources in a frugal and fiscally responsible manner, consistently protecting and stretching taxpayer's dollars as far as possible. While the City does as much as it can, for as many as it can, as often as it can, unfortunately there is still much left undone.

The City of Atascadero receives about \$332 per capita in property tax per year. While this is the second lowest per capita in the County, most of the cities in the County range between \$298 and \$434 per capita, with Pismo Beach being the outlier at \$690 per person.

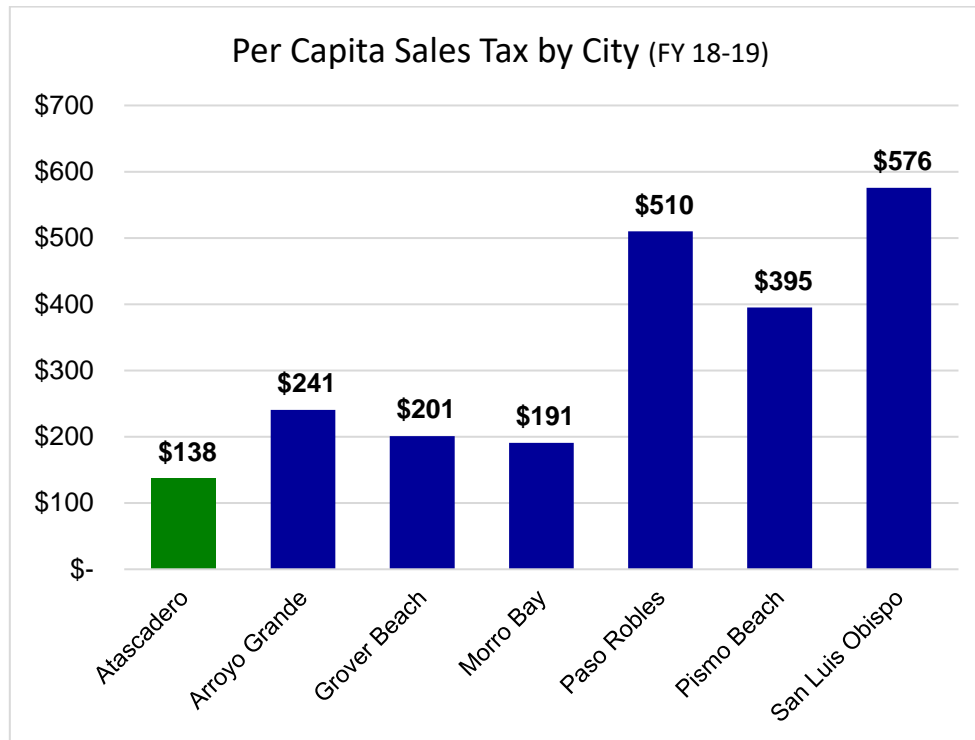


Many members of the community are unaware that the City receives only a small slice of the property tax that property owners pay. An example of where the funds go from a typical \$3,500 annual property tax bill in Atascadero is shown in the pie graph that follows.

Where Does Property Tax Go? \$3,500 Annual Bill



The City of Atascadero also receives the lowest per capita sales tax of any City in the County. Because the City does not have many retail outlets selling taxable goods, the City has the lowest per capita sales tax in the County. Sales tax on gasoline purchases from residents and those traveling along Highway 101 is the City's largest sales tax producing sector with sales of building and construction materials a close second.



Key Categories of Needs

The City, by necessity, spends a lot less per capita than other cities in the State. Data that was previously available on the ClearGov.com website comparing jurisdictions in the State of California showed that the City of Atascadero spends a fraction per capita of what most other jurisdictions in the State expend. The data indicated that the City is very frugal with expenditures, yet much continues to get done. How has the City made it work? In addition to generally providing lower service levels than neighboring jurisdictions, the City has also made ends meet by deferring and reducing resources which has led to the general critical needs identified by staff below:

- Equipment Replacement and Additions
- Vehicles / Apparatus Replacement
- Fire Stations Rehabilitation
- Staffing Levels
- Employee Retention
- Issues Related to Transients and Homelessness Issues
- Deferred Maintenance
- Unfunded Infrastructure
- Economic Development
- Underfunded Operations
- Operational Efficiencies

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Equipment Replacement and Additions

As an all-risk Fire Department, the firefighters are equipped and trained to respond to not only structure and vegetation fires, but also medical emergencies, traffic collisions, hazardous material incidents, technical rescues, natural disasters and more. Public safety personnel rely on a variety of tools and equipment that are crucial to mitigating these emergencies.

Traffic collisions sometimes require extrication tools, like the Jaws of Life, to remove a trapped occupant from a vehicle. Every medical emergency, fire paramedics use cardiac monitors to assess and treat patients. Firefighters require specialized breathing apparatus to fight structure fires, keeping their airway safe from fatal heat and gases. Both Fire and Police require specialized protection as part of their uniform, like firefighter turnouts and bulletproof vests and helmets. All public safety members rely heavily on radios for communication, which not only means hand-held and mobile radios, but also the towers and equipment that support the radio network. Recent mandates by the State have placed additional requirements on the Police Department radio system. These new requirements are expensive, and currently do not have a funding source. Also, standby generators are important pieces of equipment throughout the City that allow services to continue uninterrupted during power outages or PG&E power shutdowns. Generators provide back-up power to essential service buildings such as the Police and Fire Stations, but also power essential functions such as radio repeaters sites, wastewater lift stations and Zoo refrigerators, but not all of these facilities have the generators needed in a PG&E widespread shut down.

While all of these tools and equipment are critical to public safety, none has been fully funded through the City budget due to financial constraints. Police, Fire and Public Works have relied many times on grants and donations to fund this equipment. The sales tax measure can ensure necessary safety equipment is properly funded to allow continued effective emergency services.

Vehicles/Apparatus Replacement

The City has been able to fund the routine replacement of smaller vehicles such as police cars and building inspector vehicles, but has not had the funding since 2008 to fund the replacement of more expensive (longer lasting vehicles) such as fire engines, the ladder truck, backhoes, tractors and dump trucks. Unfortunately, each piece of equipment is deteriorating and will need to be replaced. The City takes exceptionally good care of its major vehicles, but at some point the two 15-year-old fire engines will have to be replaced at an estimated cost of \$500,000 each.

The Fire Department's fleet of emergency vehicles, including all fire engines and the ladder truck, does not currently have a replacement fund in place. Teams at both of the fire stations respond to most emergencies in a structure firefighting engine. This is the engine seen most often because it is equipped with nearly everything needed for a variety of emergencies, including medical calls. There is also a wildland firefighting engine at each station, meaning that if dispatched to a vegetation fire, firefighters will respond in a smaller engine, better suited for narrow streets and off-road terrain.

At Station 2, the aerial ladder truck is housed for large commercial building or multi-family apartment fires. The truck's ladder reaches 100 feet and allows firefighters to quickly access upper floors and rooftops to rescue those trapped by fire. It can also be used for aerial master streams, which means a large volume of water from an elevated position.

The Public Works Department also has concern for aging vehicles critical to their mission. Public Works staff use many types of vehicles including compactors, loaders, backhoes and park mowers for routine daily operations as well as to assist Fire and Police personnel during storms, flooding or other emergencies.

While great care is exercised in maintaining and caring for City owned apparatus and vehicles, these vehicles have a finite life. They are costly and require setting aside funding annually in anticipation of replacement once the vehicle is no longer reliable for its intended use. Unfortunately, the City budget has not been able to contribute to these replacement schedules for many years, causing concern for how the aging apparatus will be replaced. Reliable emergency vehicles are a fundamental component of any City service and funding necessary apparatus is an important part of each department's mission.

Fire Stations

Over the decades, the fire stations have housed many firefighters while they work to protect the City of Atascadero. Built in 1952, Station 1 on Lewis Avenue was designed as a station for a mostly volunteer firefighting staff. From volunteer firefighter beginnings, the station morphed into what we have today, which required several remodels and changes along the way. Station 1 now facilitates 24/7 staffing which required the addition of bedrooms, bathrooms and a kitchen. It houses three fire engines, one rescue trailer, one ambulance and several command vehicles. It provides storage for advanced medical equipment and supplies, self-contained breathing apparatus equipment, the firefighter turnout washer, breathing air compressor and so much more.

While staff takes great pride in maintaining the Fire Station, the station is showing signs of its nearly 70-year old age. Water-stained ceiling tiles, masonry cracks throughout the station flooring, driveway and exterior columns, diesel exhaust stained walls, small rooms and limited storage all speak to the underlying issues that the current budget has been unable to fix. Safety items to be addressed include the structural stability and earthquake retrofit of both the roof structure and the hose tower. The station needs updated features to keep firefighters safe. Cancer causing agents such as vehicle exhaust and dirty turnout gear or biohazards on medical equipment need to be isolated from the living quarters to keep firefighters safe and healthy.

Fire Station 2 was built in the mid-1980s and is also showing its age. With one bedroom and a small square footage, it was built to house two firefighters. With four firefighters now on duty at the station during the wildfire season, this small footprint provides for very cramped quarters, especially during this season of Covid 19 and the need for social distancing in the Fire Station.

Staffing Levels

About 72% of General Fund expenditures are for personnel, police officers, fire fighters, parks maintenance workers, building inspectors, planners and a host of other positions. Therefore, to keep expenses down in order to spend less than available resources, the City has kept employee expenses down. The Police Department is an example of what the City has done and continues to do to make ends meet.

The Atascadero Police Department was established in 1980 with 19 sworn officers serving 16,232 residents. The department grew commensurate with the population through the 80s and early 90s. In 1994 the Department reached 29 sworn officers to keep pace with 23,982 residents. The Department peaked at 30 officers in the early 2000's; however, three sworn positions were lost during the great recession in 2007 to 2009. The current population of Atascadero is estimated at 30,305 and the Atascadero Police Department has the same staffing it did in 1994, 29 sworn officers.

The City's financial hardships have impacted the Department's ability to grow with the population and leaves the community with the same staffing as 27 years ago. If the Department had grown commensurate with the population there would be 37 officers for the current population level.

In comparing all seven police departments in our county, Atascadero has the lowest staffing per capita in the county. The minimum staffing in 1980 was established with one supervisor and two officers. The minimum staffing level has never been increased and in 2019 the Atascadero Police Department operated at 1980 staffing, or one supervisor and two officers for 52% of the year. This was not an abnormality, in 2018 it was 54% of the year.

Although 29 sworn officers were adequate in 1994, they are not nearly enough to handle the workload in 2020. Aside from the increased calls associated with a 21% growth in the population, the community has been faced with an opioid epidemic and an influx of homeless related calls for service.

Along with these calls, there are mental health problems associated with these issues, and communities across California, including Atascadero, are also suffering the unintended consequences of the recent trend to decriminalize narcotics and other crimes. In 2011, Assembly Bill 109 shifted much of the prison population to county jails, which were not designed or equipped for this function and quickly caused the jails to become overcrowded. Proposition 47 in 2014 reduced certain theft and drug offenses from felonies to misdemeanors and Proposition 57 in 2016 allowed parole consideration instead of incarceration for nonviolent offenders, which all combined has resulted in a substantial increase in offenders released without incarceration. This has, and will continue to, leave more offenders in the community and increase criminal activity in Atascadero.

Combine this with other recent requirements, such as the new reporting standards which have increased the amount of reports officers are required to take, the change in medical clearance and procedures for mental health detentions and county jail bookings, increased training standards all result in task saturated officers that spend less time on patrol. This directly impacts officers' availability to respond to calls for service and increase response times.

Although this narrative has focused on the police department's staffing shortages, every department in the City is understaffed. When compared to other communities of our size, the staffing history and numbers for Planning, Public Works, Finance, and Administration are all similar to those in the Police Department. This affects staff's ability to provide the expected level of City services across the board.

Employee Retention

The City has been able to stay within its financial constraints with the cooperation of its employees. The employees are used to doing more with less and this often carries over into salaries and wages. Below are the current comparisons to other jurisdictions for top step police officer positions:

Jurisdiction	Monthly Salary	
	Officer	Sergeant
City of San Luis Obispo	\$ 8,699	\$ 10,953
County Sheriff	\$ 8,417	\$ 10,221
City of Paso Robles	\$ 7,752	\$ 10,461
City of Pismo Beach	\$ 7,510	\$ 9,854
City of Grover Beach	\$ 7,129	\$ 9,212
City of Arroyo Grande	\$ 6,941	\$ 8,884
City of Morro Bay	\$ 6,929	\$ 8,642
City of Atascadero	\$ 6,693	\$ 8,379

While there are some differences in benefit packages between jurisdictions, the City is consistently amongst the lowest total compensation for most positions at the City. While compensation is often not the only reason an employee chooses to work for an employer, when there are significant differences in pay, it is an important consideration. Because the cost of living is high in the area, and neighboring jurisdictions are able to pay more, the City's low wages are often a barrier to attracting, hiring and most important- retaining professional employees. This has a large effect on City operations as vacancies lead to even lower staffing levels, inefficiencies and additional incurred costs as new employees are trained.

This challenge is not uncommon throughout the City. There have been recruitments in several departments where the City did not receive a single qualified applicant. In these cases, after sometimes 2 or more recruitments, the City has chosen to re-organize, find a way to contract out, or hire someone at a lower level and provide a lot of training. In 2019, staff did an informal salary survey of the incorporated cities in the County. At that time it was determined that it would cost the City approximately \$850,000 to bring all City positions to the average salary level of cities in the County.

Atascadero's financial hardships have had a devastating effect on employee retention. The inability to offer competitive salaries with neighboring agencies have resulted in the loss of many quality, experienced employees from every department in the City.

The Police Department has lost six officers and two dispatchers within the last two and a half years. This equates to 20% of the sworn officers and 28% of the dispatch staff. Due to the salary disparities between Atascadero and other communities, the dispatch positions have remained unfilled for over two years because of the inability to attract quality applicants at the current pay scale.

The hiring and training of police personnel is very time consuming and intensive, and there is a steep learning curve. It is not uncommon to have to hire an inexperienced officer and send the individual through the police academy. With an extensive recruitment process, the academy training and the field training program it takes more than a year before the officer is competent as a solo officer.

Once on their own, it takes a police employee additional time to become proficient and several years before they are at optimal performance. With the lack of retention, the department often loses employees just when they reach the optimal performance level and the process starts all over. The Department has become a training ground for other community departments. Atascadero spends the money, effort and risk in getting the employee trained and other agencies benefit from it.

A well-trained and veteran department is efficient and has less liability than when the department has primarily a staff with limited experience. This is again true for all departments in the City. Employee attraction and retention has become a crisis in most departments in the City. Losses of key employees with institutional knowledge cause delays, inefficiencies and additional overtime costs in order to complete the work needed to provide service to our City.

Issues Related to Transients and Homelessness Issues

The human impact of the homeless crisis is tragic. While not as visible, there is also a very real impact to government services and in particular local services as cities that were never designed, nor funded to provide social services, deal with the inherent conflicts and problems of people living on the streets.

It is important that we point out that staff are not classifying individuals because of their housing status. The reference is to those people who are engaged in behavior that precipitates a call for service for public safety or other City resources.

Atascadero, like many other cities throughout California and the rest of the nation, were not intended or equipped to handle the additional workload associated with the homeless crisis. The influx of people who are living on the streets and in other areas never designed to function someone's home have impacted every department in the City. Many of those living in these areas are suffering from mental health issues and/or addiction problems.

Calls for service include panhandling, public disturbances, public defecation, scavenging, trespassing and camping on sidewalks or other public areas. These issues don't begin to touch the impact to the community.

Many of these individuals have underlying health problems. Our Fire Department is frequently called to treat and assist everything from a minor cut to shortness of breath, a stroke or mental illness. This takes one of the two on-duty engine companies out of

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service. When further treatment is necessary for the individual, they are transported to a local hospital, taking an ambulance out of service for an extended time.

The impact to the Police Department has also been significant. In 2018, the department received 513 calls for service related to illegal camping and 81 calls for panhandling. The Department coordinated with County Behavioral Health and partnered a County social worker with a department detective to form a part-time Community Action Team. These teams have been highly successful for the San Luis Obispo Police Department and Sheriff's Department. The goal of the team is to identify those individuals who would benefit from available resources and be the intermediary so those services are utilized. The program has been successful; however, the position was unable to be filled due to staffing shortages. Once the staffing is full, the program will be resumed.

The illegal camps throughout the City have a significant impact on the environment and the general quality of life for the neighborhoods. The creeks, rivers, underpasses and other areas of encampment were never designed to be someone's home. The homeless crisis/addiction issues have led people to establish camps where there is no sanitary services, no heat, no water and other basic necessities for life. The camps contain a large amount of trash and personal refuse. Legally, notices must be posted at the camps before cleanup and property removed must be retained for a substantial period of time before disposal. Clean-up of these camps is also a fairly time consuming job as clean-up workers must be extremely cautious as dirty needles and other bio hazards are often found amongst the camp debris. The workload involved in the cleanups and debris removal must be balanced with the workload and primary responsibilities of a Public Works Department that is stretched too thin to maintain the 106 acres of parks, the 140 miles of streets and the many City facilities that are the responsibility of the personnel. There is not sufficient staff, nor funding for the additional workload of camps clean-up.

Deferred Maintenance

The City owns and maintains many assets that are used by the community every day. These assets include roads, storm drains, parks and trails, Atascadero Lake, zoo exhibits, and public buildings. Many of these facilities were constructed long ago and funded with one-time expenditures, such as grants and impact fees, or constructed by private developers or community groups. These assets are aging and at the end of their useful life and need to be replaced, upgraded, or have major repairs that have been deferred due to a lack of funding. The City's budget has not had the capacity to include ongoing infrastructure replacement.

- Storm drains and culverts handle storm runoff to prevent flooding and other problems caused by ponding water. The City has over 1,750 storm pipes totaling nearly 30 miles and 600 inlets with no funding source to replace them. About one-third of these pipes are in poor or failed condition.
- Park facilities are also deteriorating including parking lots, sidewalks, benches, picnic tables, playgrounds, restrooms, and athletic facilities. The shoreline retaining walls and dock on Atascadero Lake needs significant work, and the lake requires costly periodic dredging to keep it healthy.

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- Many of the animal exhibits at the zoo are very old, deteriorated and functionally obsolete. In order to continue to provide for these endangered animals, these exhibits must be replaced in the near future.
- City buildings like City Hall, Police and Fire stations, Pavilion, and Community Center need continuous maintenance and building systems such as roofs, HVAC units, plumbing, and electrical need replacement as these buildings age.
- Lastly, roads – the City maintains over 140 miles of roads. We all drive worn-out roads every day and know the shape they are in and potholes to avoid. Measure F-14 has helped a lot, but we need to invest more if we want to improve the overall condition of our road system.

Replacing and repairing these assets has been put off in order to make ends meet. Some items like playground equipment, shade structures or picnic benches are removed until donations are made to replace them. Other critical infrastructure that must be replaced or fixed, like a failed culvert, is done as an emergency measure by eliminating or delaying some other service, program, or capital replacement. It is important to find ongoing funding to repair and replace these items as necessary.

Unfunded Infrastructure

There are other public assets that many think are the City's responsibility but by code, these items are the responsibility of adjacent property owners. Many property owners feel this is unfair, and care for these assets may be worth consideration for City funding.

Property owners are often surprised to find out that sidewalks and street trees in the public way are actually their responsibility. Property owners assume the City takes care of these items, so they do not perform repairs and maintenance causing the sidewalks and trees to fall into a state of disrepair until a problem occurs and the property owner and City are sued. A lot of staff time is spent to notice and explain this responsibility to property owners and it takes funds to defend the City in lawsuits.

There are also over 30 miles of public streets in Atascadero that are not maintained by the City but instead, by property owners that live on the street. Many of these streets were never built to City standards, and others meet standards but were not accepted after completion. These public roads are used like City maintained roads, but the burden to maintain and repair them falls to adjacent property owners – who pay the same taxes as those on City maintained roads.

There is also a Community Facility District that some newer residential units are required to pay an additional tax of about \$700 each year to help offset that home's impact to police, fire, and parks. A new unit that is not allowed by right must pay this additional tax, while other new and existing units do not.

Economic Development

How can Atascadero bring head of household jobs, along with the things that our community members desire such as restaurants, shops, and entertainment? How can we continue to make Atascadero a desirable place to live, with attractive neighborhoods and quality public spaces in our downtown? It takes investments from business owners to open a business, restaurant, shop, entertainment and good jobs. The City cannot force someone to make the investment here in Atascadero, but the City can invest resources (staff time, infrastructure, funding) to entice those businesses to locate here in Atascadero. This is economic development. Businesses want to be in a place where their customers and/or employees want to be and stay. The City can help with things like:

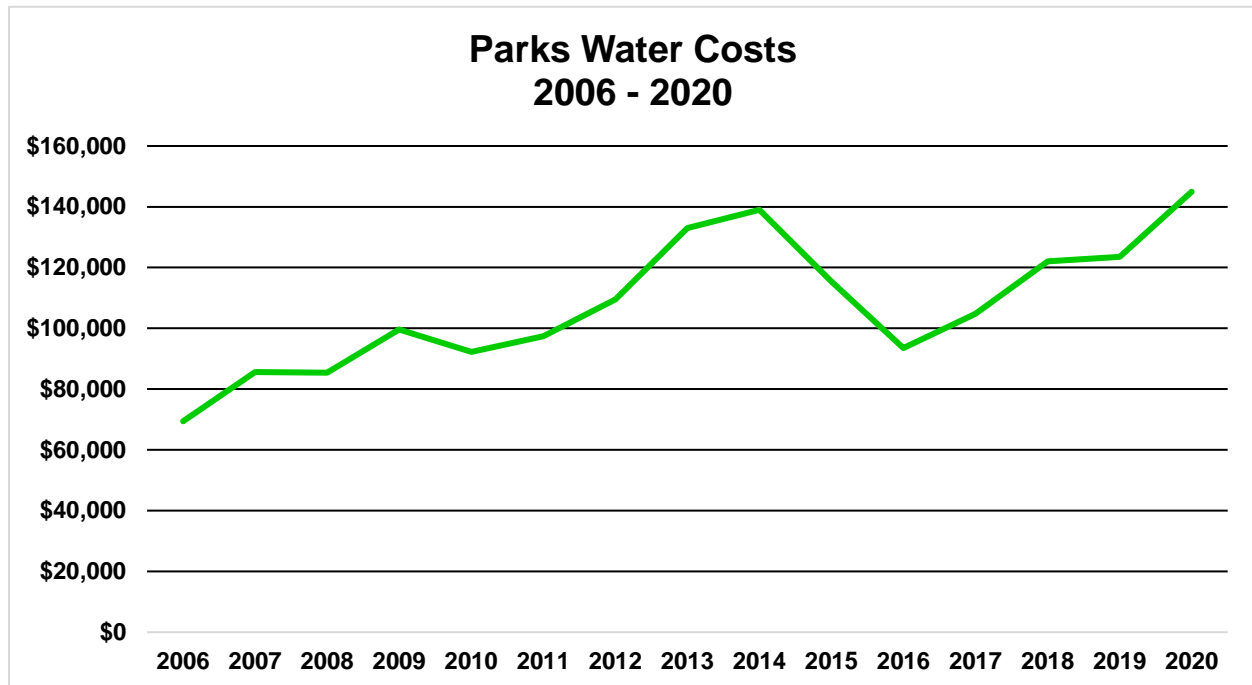
- Infrastructure Investment: Sidewalks, and pedestrian friendly areas attract shops, restaurants and employers. Previously, the City has been successful in finding alternate funding sources- grants, special funds and other ways to add amenities to a place such as street trees, benches, plazas, and parks. Unfortunately, these alternative funding sources have dried up in recent years, but the need to revitalize Atascadero and make our community more attractive still remains.
- Place Making: Investments to make Atascadero attractive to potential businesses include things like removal of the pigeons from the downtown, events and activities that draw people to a place, facilitation of creative ideas from business owners to bring people to the downtown.
- Increasing Broadband Capabilities: Strong internet capabilities are the backbone of most businesses today. As part of economic development, the City could look at facilitating and investing in the increase of broadband capabilities in our business corridors to both attract businesses that currently can't locate here, and providing access as another tool to help make existing businesses more successful.
- Marketing: Potential restaurant investors, shop owners, and businesses cannot locate their business in Atascadero unless they know about Atascadero and what our community can provide: quality of life, skilled workers, shops, restaurants, broadband capabilities, available sites and more. We need staff that can be dedicated to seeking out and working with potential businesses/shops/restaurants to attract them to Atascadero and share our quality of life.

It takes additional resources that are not currently available to provide economic development to attract those businesses and amenities we want to see in town.

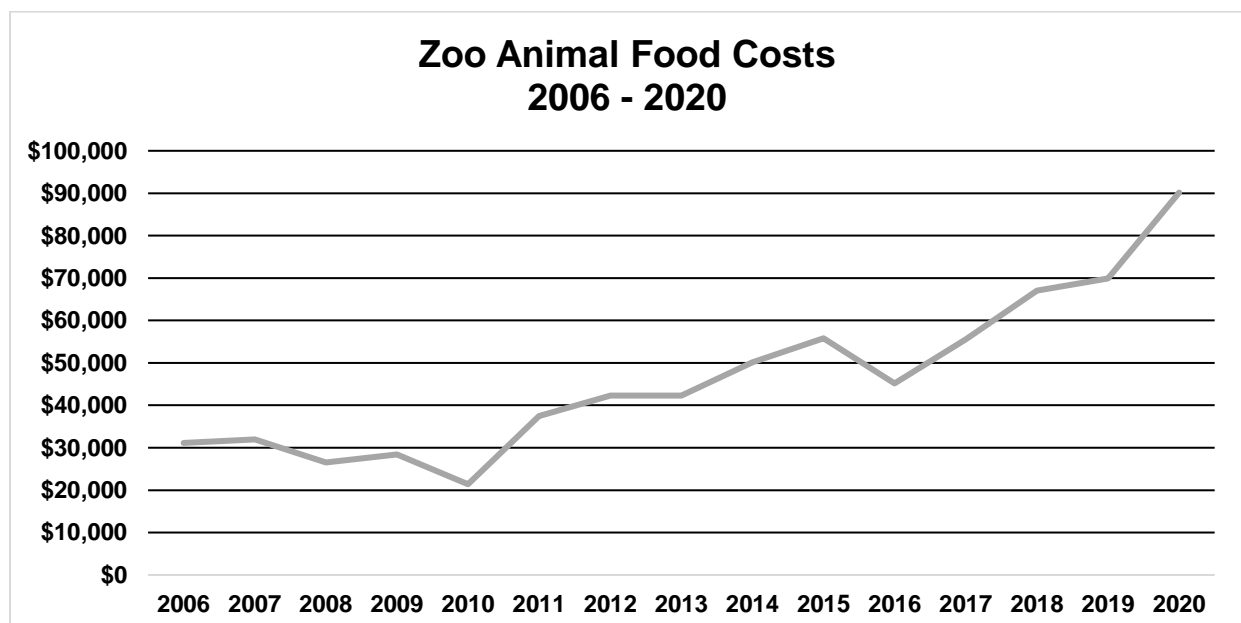
Underfunded Operations

Operational budgets have always been tight due to the limited type and amount of revenue the City receives. Ideally, the budget that each department has to perform its essential services should grow each year at a rate that keeps pace with both the growth of the City and inflation. While revenues have increased over the years, they have not grown enough to keep up with ever increasing expenses due to growth in City population or inflation.

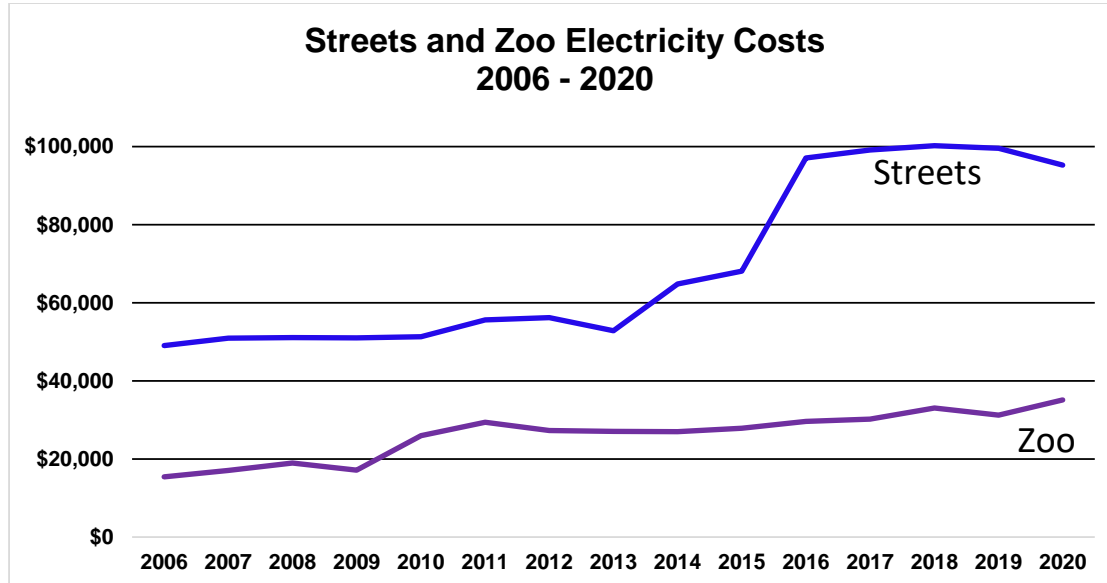
Some of the operational costs have not only grown due to inflation, but have increased much more than that in the last 15 years. In spite of reducing turf areas, the costs of water to irrigate the parks has more than doubled from \$69,400 in 2006 to \$145,000 in 2020.



It is a similar situation with the cost of animal food at the Charles Paddock Zoo. In 2006, the city spent about \$30,000 on animal food. The cost of the food in 2020 was about \$90,000 for a similar number of animals. That is almost 3 times the cost over a period of 15 years.



Electricity costs have soared as well. The costs to power the street lights and signals has almost doubled from \$49,000 in 2006 to \$95,000 in 2020. At the Zoo, electricity more than doubled from \$15,500 to \$35,000 in that same time frame.



In 2019, the City began implementing a new management plan to help improve the water quality in Atascadero Lake. The plan focuses on the use of regulatory agency-approved probiotics and pond dye to prevent algae blooms during the hot Atascadero summers. This has shown to be an effective preventative measure and keeps the lake water much healthier, but comes at a cost of about \$20,000 per year to implement the plan.

The City has not been able to expand its vehicle fleet to meet the needs of the number of employees needing to drive the vehicles as an essential part of their jobs. There is not, and has not, been room to increase the operating budgets enough to allow for the purchase, maintenance and replacement of additional fleet vehicles. Limited vehicles impact the speed at which projects in the field can be viewed, inspected, and approved.

Over the last decade, the City has also seen a steep increase in costs for regulatory compliance. For example:

- Stormwater runoff that occurs throughout the City's storm drains is regulated and requires an annual MS4 Stormwater permit. This costs about \$14,000 every year, in addition to costs for a host of other requirements, reporting, and staff time.
- The Stormwater "trash amendment" is relatively new, and requires collection and removal of 100% of the trash before it goes in the storm drain. Data collection and reporting is required on the quantity of trash collected and removed. Meeting this requirement is estimated to cost about \$20,000 annually.
- The Federal Highway Administration now requires a certain degree of "retro-reflectivity" on all road traffic signs. In order to meet this requirement, most traffic signs need to be changed out sooner than they otherwise would have been, thereby increasing costs.

Technology costs increase over the years as operations and the workforce become more dependent on it. The two biggest concerns in the field of technology and data management are data loss and data corruption (through any number of methods.) Data backup and redundancy are critical to protect against these two concerns and are the backbones of the City's technical infrastructure. The City must be prepared in the event of emergencies that may impact the electronic operations of the City, and the City must have security in place to avoid being the target of unwanted data intrusions and ransoms.

Operational Efficiencies

There are opportunities to increase efficiencies. Investments in particular areas are likely to magnify the return on such outlays. For example, by making strategic investments in technology, the City's "information database" can be tapped to provide easy, efficient access of the City's data which will save staff time in responding to public records request. Another idea is an Infrastructure Management System. This is essentially software that allows staff more efficient management of general assets. This includes fixed location infrastructure assets like roads, storm drains, and street signs. It could also include items like vehicles, heavy machinery, and equipment.

Outreach

In September, the City Council discussed the sales tax measure oversight expectations and the public input/outreach expectations. The information gathered from the public should be designed to help Council, at their February 19th & 20th annual goal setting session, decide at a big picture level:

- What services and service levels would they like to see provided by the City?
- What does the right level of service look like? What is success and how should it be measured?
- Which services/service levels are the priorities of the community?

In this early stage of gathering input for City priorities, it is important to capture citizen input on both high level goals and at the same time, garner an understanding of the details on why that goal is important. We are looking for a broader understanding of public expectations than answers to a question like "What are your top three priorities for the City and expenditure of the Measure D-20 funds?" While this is a valid question, it does not provoke the meaningful dialog or understanding that we are hoping will be a result of these public outreach meetings. In order to provide meaningful data for the Council to set their vision and goals, the outreach sessions will be designed as mini goal setting/strategic planning/visioning sessions.

Each of the remaining nine study session leading up to the Council's goal setting session on February 19th & 20th will be formatted in a similar manner so that the public will only need to attend one session to voice their opinion. In order to stimulate that broader dialog and understanding, the format for each study session is currently planned as follows:

- Each study session will start off with introductions of key staff members. A department head or key representative from each department will attend each session.

- Staff will play a 20-minute video to educate the public on some current needs that are unfunded. (A video was chosen to insure that each outreach group heard the same information and to keep the timing down to 20 minutes.)
- Staff will hold a short question and answer session with the whole group and then based on the number of public participants, staff will break the participants up into smaller meeting rooms.
- While allowing for some flexibility based on interest of the smaller group, two staff members will help lead a group discussion asking questions such as:
 - What is going well in the City?
 - What things are not going well in the City?
 - What things do you feel are important to maintain current service levels?
 - What things do you think would improve the quality of life here in Atascadero?
 - What is your vision for Atascadero?
 - If the City spent D-20 funds perfectly, what would success look like?
 - How should the City measure that success?
 - Anything we didn't cover here today, that you want to make sure the Council understands prior to setting goals and moving through the budget process.
- Staff will be capturing all of the responses provided in the small group session and will provide all responses to the City Council both in summary forms such as word clouds and in detail form.

SUMMARY:

While the passage of Measure D-20 and the resulting much needed funding are truly a benefit, it is also a tremendous responsibility of both the community and the Council to spend these funds wisely. Staff has identified numerous unfunded necessities that must be prioritized in order to continue to provide the services that staff believes our community has come to expect. However, it is the public that must step up and participate in letting the City know the needs, priorities and true expectations of the community, in order to prioritize the expenditure of the new sales tax funds along with other City funds. The decisions that the Council and community will be making over the next five months will set forth the course for both City services and the community as a whole into the future.

FISCAL IMPACT:

There is no fiscal impact for this item.

ALTERNATIVES:

Not Applicable.

ATTACHMENT:

[Revenue Measure Feasibility Study Results](#)

ITEM NUMBER:
DATE:

4
02/20/21

SB1090 Materials



Atascadero City Council

Staff Report – City Manager’s Office

SB1090

RECOMMENDATION:

Council provide staff direction on the expenditure of SB1090 funds.

REPORT IN BRIEF:

In June 2016, Pacific Gas and Electric Company (PG&E) announced that the Diablo Canyon Nuclear Power Plant will close by 2024-2025 after a decommissioning process with corresponding significant economic impacts to the region. SB1090, sponsored by Senator Monning and Assemblymember Cunningham, allowed for the creation of an economic mitigation fund intended to provide economic development funding to local jurisdictions. In December of 2016 the City and other local jurisdictions entered into a settlement agreement with PG&E on the impacts of the closure of Diablo Canyon Nuclear power plant. As part of that agreement, the City will receive just over \$40,000 annually for a period of nine years intended to help offset decreases in property taxes due to the reduced assessed value of Diablo Canyon. The City also received \$783,106 in one-time funds intended to be spent on economic development initiatives.

The City received its one-time economic development mitigation funding payment of \$783,106 and must determine which economic development initiatives to pursue. Possible initiatives could include:

- Expansion of Bridgeworks
- Economic Development Manager
- Investment in increasing broadband capabilities in our commercial areas
- Investment in other infrastructure projects.

DISCUSSION:

Economic Impact of Diablo Canyon Closure

In June 2016, Pacific Gas and Electric Company (PG&E) announced that the Diablo Canyon Nuclear Power Plant will close by 2024-2025 after a decommissioning process with a corresponding loss of jobs and estimated loss of \$920 million in economic impacts to the region. An Economic impact study prepared by PG&E in 2013 showed the following regional impacts from Diablo Canyon Power Plant (DCPP):

- In 2011 there were 2016 Diablo Canyon employees living in Atascadero with a total payroll of \$29,881,338.
- In 2011 there were an estimated 3,357.5 jobs created regionally by DCPD.
- The total estimated economic impact of DCPD on the local economy in 2011 was \$919,823,060.
- \$222,300,000 was spent by employees of DCPD, their suppliers and their suppliers' suppliers.
- DCPD's economic impact "is spread across a wide spectrum of the local economy, including medical services, restaurants and bars, real estate firms, investment management firms, etc."
- DCPD paid over \$30.8 million in property and unitary taxes in 2011.
- In 2011 90 local non-profit organizations shared a total of \$1.1 million in PG&E charitable funds.
- PG&E collectively volunteered 32,585 hours in 2011

Settlement Agreement

In December 2016, the Council approved the proposed joint settlement agreement which included four components:

1. **Essential Services Mitigation Fund**

A \$75 million Essential Services Mitigation Fund to offset the potential negative impacts to essential public services provided to the community. This will be distributed to the County in nine equal annual installments through 2025 and the County will redistribute the funds to 71 local agencies whose budgets are impacted by the inevitable decrease in unitary tax funding from the power plant. The City will receive \$40,440.60 each year to offset decreased property (unitary) taxes due to the reduced assessed value of Diablo.

2. **Economic Development Fund**

A \$10 million Economic Development Fund to ease the local economic impacts of the plant's closure. The Coalition of Cities received \$5.76 million, the County will receive \$3.84 million, and the remaining \$400,000 is allocated for regional economic development activities. The cities receiving portions of the fund include San Luis Obispo, Arroyo Grande, Atascadero, Grover Beach, Morro Bay, Paso Robles and Pismo Beach. Each agency must issue an annual report, which describes how the funds are used and assesses the resulting economic development measures or programs. The Coalition's \$5.76 million share of the \$10 million Economic Development Fund was distributed to the six member cities as follows:

- Arroyo Grande \$747,422
- Atascadero \$783,106
- Morro Bay \$497,472
- Paso Robles \$1.15 million
- Pismo Beach \$767,028
- San Luis Obispo \$1.82 million

3. Emergency Planning

Continued funding of offsite community and local emergency planning efforts until all spent fuel is in dry cask storage and the two nuclear reactors are fully decommissioned. Total funding in this area could range between \$37.5 million and \$62.5 million over the course of 15 to 25 years.

4. Agreement on Re-Use or Sale

An agreement from PG&E that it will not take actions or make decisions on the re-use or sale of land surrounding the power plant, including Wild Cherry Canyon, until PG&E has completed a site-specific decommissioning plan with input from the community.

Potential Use of Economic Development Funds

The settlement requires that the City commit to spending the \$783,106 in Economic Development funds “solely for the purpose of economic development and impact mitigation purposes.” This restriction is intended to be broad in nature. Other cities in the County have spent funds on:

City of Paso Robles	Economic development services (Chamber and City Staff); and Business Success Center
City of San Luis Obispo	Infrastructure projects such as improving sidewalk safety in the downtown, and improving access to a business park; shop local campaign; economic development/business retention
City of Pismo Beach	The Pier Plaza experience project
County of San Luis Obispo	The Board has identified funds to be spent on economic development (\$1.7M), housing (\$1M), and infrastructure (\$750K),

Staff is looking for general direction on which economic development initiatives the City should spend these funds on. Based on previous strategic planning sessions and action plans, the Council should consider the following:

- Chamber Request to Expand Bridgeworks. The Chamber of Commerce seeks funding from the City to expand the co-working space. The expansion could accommodate up to 15 new private offices and 5 new reserved/unreserved desks which would serve dozens of co-workers here in the downtown. Keeping workers here in Atascadero, and particularly in the Downtown, is a key component to the City’s economic development strategy. Increased day time population will increase the demand for shops, restaurants and other amenities that the community would like to see.

The Chamber is asking for \$125,000 in one-time funds for necessary tenant improvements, lease assistance, COVID compliance expenses, furnishings, marketing and administration as outlined in the attached proposal. The Chamber is seeking the remaining funds necessary to complete the Project from the County.

- Economic Development Manager. While economic development has been the focus of the City, the City has not had a staff position that could dedicate a significant amount of time to economic development. The Community Development staff has done an admirable job of devoting time to economic development however there are some significant projects in the next few years that will significantly increase the workload of this understaffed department. Upcoming community development projects include:

Project	Funding Source
General Plan Update	Identified General Funds
Update of subdivision ordinance	SB 2
Development and adoption of objective design standards	SB 2, REAP
Development and adoption of inclusionary housing ordinance	SB 2
Inventory/quantify commercial space	LEAP
Identify Mixed-use opportunity zones	LEAP
Develop and adopt Mixed-use standards	LEAP
Technical studies/resource identification	LEAP
Adoption of CEQA thresholds	LEAP, REAP
Zoning code analysis and evaluation	LEAP
Update accessory dwelling unit chapter of municipal code	LEAP
Evaluation of underutilized RMF parcels in the City	REAP
Adopt small lot policy and update Muni Code Chapter 11	REAP
Housing Element identified zoning ordinance updates	REAP
ADU Stock Plans	REAP

These projects are in addition to the large commercial projects that are currently in process such as La Plaza, Del Rio Marketplace, Walmart Site, Dove Creek Commercial Center, Barrel Creek, and various infill projects along North El Camino Real.

A potential additional staff member with economic development experience could assist with projects such as:

- Broadband
- Workforce Development
- Mitigating Business barriers
- Business retention and expansion
- Community and business engagement
- Marketing
- Grant Writing
- Ombudsman Services.

A qualified professional is estimated to cost between \$130,000 and \$160,000 a year depending on experience, health insurance and PERS costs. The Council could also consider a hybrid position devotes a portion of time to economic development and a portion to the projects identified above. Funding could come from both SB1090 and the funding sources for the identified projects above. A person with both economic development experience and planning experience could help move all of these critical initiatives forward.

- Broadband. Broadband availability and capability are a critical part of most businesses today and thus must be a critical part of the City's economic development strategy if the City hopes to attract high quality jobs to Atascadero. While conversations have taken place with various internet service providers over the years, due to capacity constraints and lack of expertise, there has not been much forward progress in assessing the deficiencies in the current system and following through on various methods to stimulate increased broadband capabilities. Other cities such as Ontario and Atherton have invested significant amounts to insure that the businesses and residents in those communities have access to fast internet service. Local jurisdictions such as Paso Robles, Grover Beach and San Luis Obispo have also invested in increasing fiber network capabilities.
- Other Infrastructure Projects. These funds could be used for other desired infrastructure projects such as the Downtown Infrastructure Enhancement Plan, redevelopment of the property next to Centennial Plaza (vacant yellow building on East Mall) or contributing to the Del Rio intersection projects.

SUMMARY:

In July of 2019, the City received \$793,106 in PG&E settlement funds intended to be spent on economic development activities. The City Council should provide direction on which economic activities should be undertaken with these funds. Based on the input received, staff will bring back an action item to the March 9, 2021 City Council meeting formally appropriating funds for the identified economic development projects.

FISCAL IMPACT:

There is no fiscal impact for staff direction; however it is anticipated that Council direction will eventually lead to the expenditure of \$783,106 in PG&E settlement funds.

ALTERNATIVES:

Not Applicable.

ATTACHMENTS:

1. PG&E Settlement Agreement
2. Atascadero Chamber of Commerce Bridgeworks Co-Working Expansion - Budget Request

**BEFORE THE
PUBLIC UTILITIES COMMISSION
OF THE STATE OF CALIFORNIA**

Application of Pacific Gas and Electric
Company for Approval of the Retirement of
Diablo Canyon Power Plant, Implementation of
the Joint Proposal, And Recovery of Associated
Costs Through Proposed Ratemaking
Mechanisms

(U 39 E)

Application 16-08-006
(Filed August 11, 2016)

**SETTLEMENT AGREEMENT BETWEEN
PACIFIC GAS AND ELECTRIC COMPANY (U 39 E),
THE COUNTY OF SAN LUIS OBISPO, THE CITY OF ARROYO GRANDE,
THE CITY OF ATASCADERO, THE CITY OF MORRO BAY, THE CITY OF PASO
ROBLES, THE CITY OF PISMO BEACH, THE CITY OF SAN LUIS OBISPO,
THE SAN LUIS COASTAL UNIFIED SCHOOL DISTRICT, FRIENDS OF THE
EARTH, NATURAL RESOURCES DEFENSE COUNCIL, ENVIRONMENT
CALIFORNIA, INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL 1245, COALITION OF CALIFORNIA UTILITY EMPLOYEES,
AND ALLIANCE FOR NUCLEAR RESPONSIBILITY**

**SETTLEMENT AGREEMENT BETWEEN
PACIFIC GAS AND ELECTRIC COMPANY (U 39 E),
THE COUNTY OF SAN LUIS OBISPO, THE CITY OF ARROYO GRANDE,
THE CITY OF ATASCADERO, THE CITY OF MORRO BAY, THE CITY OF PASO
ROBLES, THE CITY OF PISMO BEACH, THE CITY OF SAN LUIS OBISPO,
THE SAN LUIS COASTAL UNIFIED SCHOOL DISTRICT, FRIENDS OF THE
EARTH, NATURAL RESOURCES DEFENSE COUNCIL, ENVIRONMENT
CALIFORNIA, INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS
LOCAL 1245, COALITION OF CALIFORNIA UTILITY EMPLOYEES,
AND ALLIANCE FOR NUCLEAR RESPONSIBILITY**

The County of San Luis Obispo (“County”), the Cities of Arroyo Grande, Atascadero, Morro Bay, Paso Robles, Pismo Beach, and San Luis Obispo (collectively, the “Cities”), the San Luis Coastal Unified School District (“District”), Pacific Gas and Electric Company (“PG&E”), and Friends of The Earth, Natural Resources Defense Council, Environment California, International Brotherhood of Electrical Workers Local 1245, Coalition of California Utility Employees, and Alliance For Nuclear Responsibility (together with PG&E, the “Joint Parties” to the Joint Proposal filed as Attachment A to the Application in the above-referenced proceeding) (collectively, the “Parties”), enter into this Settlement Agreement (“Settlement”) as a compromise of their respective litigation positions to resolve the disputed issues between the Parties raised in the above-captioned proceeding. This Settlement addresses the Community Impact Mitigation Program (“CIMP”) proposed by PG&E in this proceeding, including the ratemaking treatment for the CIMP. The Parties request the California Public Utilities Commission’s (“Commission”) approve the Settlement as just and reasonable.

BACKGROUND

A. On August 11, 2016, PG&E filed this Application seeking the Commission’s approval to implement portions of a Joint Proposal for the Retirement of Diablo Canyon Power Plant (“Joint Proposal”). Concurrent with filing the Application, PG&E also served its Prepared Testimony and workpapers. On September 15, 2016, the Cities filed a protest and motion for

party status in this proceeding and the District filed a response to the Application. The County served its response on September 15, 2016, but a filing error prevented the response from being docketed. The County filed a motion for leave to late-file a response to the Application on September 23, 2016; the motion was granted and the County formally filed its response October 6, 2016. On September 26, 2016, PG&E filed a reply to the responses and protests filed by parties, including those of the Cities, the County, and the District.

B. In its Application, PG&E proposed a \$49.5 million fund as part of the CIMP to provide transitional assistance to the local community in connection with the retirement of the Diablo Canyon Nuclear Power Plant (“Diablo Canyon”). PG&E proposed a stream of mitigation payments between 2017 and 2025 as a way to assist the local community to prepare and plan for the long-term loss of economic stimulus that Diablo Canyon provides. PG&E calculated the size of the community impact mitigation payments based upon the forecasted reductions in Diablo Canyon property tax base over that same period. The rapid loss of unitary tax funding levels will have significant impacts on the County, the District and 71 other local taxing jurisdictions.

C. PG&E entered into settlement discussions with the Cities, the County, and the District to address concerns about PG&E’s proposal. The County, District, and PG&E each met with the the State Board of Equalization (“SBE”) to better understand the unitary tax allocation methodology and the implications for the local community assuming a 2024 (Unit 1) and 2025 (Unit 2) shutdown of Diablo Canyon. As a result of these discussions, the Parties have learned that the proposed \$49.5 million mitigation fund was based on simplified assumptions and understates the reduction in unitary taxes that is likely to occur over the next 9 years. The County, District, PG&E, and the remaining Joint Parties have reached a compromise on the appropriate funding levels for an Essential Services Mitigation Fund, as set forth in this Settlement.

D. Public Utilities Code Section 712.5 (added by Senate Bill (“SB”) 968 (2016, Monning)) requires the Commission to cause an assessment of adverse and beneficial economic impacts for the County and surrounding regions that could occur due to the shutdown of Diablo Canyon (“Monning Report”). The Monning Report will review potential actions for the state and local jurisdictions to consider in order to mitigate the economic impacts of a shutdown. The Cities have requested that the Commission review such issues in this proceeding and have expressed concern that the Monning Report will not be completed in time for consideration in the proceeding. The County has suggested the Monning Report be considered in a second phase of this proceeding or a separate proceeding initiated after this proceeding concludes. PG&E has taken the position that such economic impacts are out of scope in this proceeding given the separate procedural path specified by the California Legislature for review. On November 18, 2016, the Assigned Commissioner and Administrative Law Judge filed the scoping memo in this matter, finding community economic impacts to be within the scope of the current proceeding. Notwithstanding that ruling, the Cities, County, PG&E, and the remaining Joint Parties have reached a compromise on the procedural path for the future evaluation of economic impacts and the creation of an Economic Development Fund, as set forth in this Settlement.

E. In the Application, PG&E also proposed to continue support for local emergency planning and preparedness after the cessation of plant operations in 2025. The County has requested assurances that PG&E’s commitment to supporting local emergency planning and preparedness will also continue for the duration of Diablo Canyon’s operation through 2025 as well as after the cessation of plant operations. The County, PG&E, and the other Joint Parties have reached a compromise that provides these assurances, as set forth in this Settlement.

SETTLEMENT TERMS AND CONDITIONS

In order to avoid the risks and costs of litigation, the Parties agree to the following terms and conditions as a complete and final resolution of the CIMP-related issues between the Parties in this proceeding, subject to reservations of rights set forth herein by the County, the District, the Cities, and PG&E to address economic impact issues in a future proceeding informed by the Monning report and other subsequently developed economic impact data. Not all Parties have agreed to all terms set forth in the Appendices to this Agreement. Each of the Parties has agreed to support those Appendices described in Sections 1-3, below, in which the specific Party is named. Each of the Parties agree not to oppose any terms set forth in the Appendices to this Settlement to which the Party has not specifically agreed.

1. Essential Services Mitigation Fund

1.1. The County, District, PG&E, and the Joint Parties agree to the terms governing an Essential Services Mitigation Fund, as set forth in Appendix 1 to this Settlement.

2. Evaluation and Mitigation of Regional Economic Impacts

2.1. The Cities, County, PG&E, and the Joint Parties agree to the terms governing the evaluation and mitigation of regional economic impacts, including the process for further consideration of the Monning Report and the creation of an Economic Development Fund, as set forth in Appendix 2 to this Settlement.

3. Emergency Planning and Preparedness and Future Land Use

3.1. The County, PG&E, and the Joint Parties agree to the terms governing emergency planning and preparedness and the future use and disposition of Diablo Canyon lands, as set forth in Appendix 3 to this Settlement.

4. Support for Other Provisions of the Diablo Canyon Application

4.1. The Parties agree it is critical to retain the highly-skilled workforce at Diablo Canyon during the remaining years of operations in order to assure safe and reliable operations. The Parties support the approval of the Employee Program as described in Chapter 7 of the Diablo Canyon Application.

4.2. The County, Cities, and the District have reviewed all other portions of PG&E's Application, testimony, and workpapers and do not oppose or take no position on the relief requested in PG&E's Application, as modified by this Settlement.

5. Modification to the Joint Proposal

5.1. This Settlement results in a modification to Section 4 of the Joint Proposal, by and among PG&E, Friends of The Earth, Natural Resources Defense Council, Environment California, International Brotherhood of Electrical Workers Local 1245, Coalition of California Utility Employees, and Alliance For Nuclear Responsibility. The Joint Parties hereby agree upon and support such modification.

GENERAL PROVISIONS

6. Scope and Approval

6.1. In accordance with Rule 12.5, the Parties intend that Commission adoption of this Settlement will be binding on the Parties, including their legal successors, assigns, partners, members, agents, parent or subsidiary companies, affiliates, officers, directors, and/or employees. Unless the Commission expressly provides otherwise, and except as otherwise expressly provided herein, such adoption does not constitute approval or precedent for any principle or issue in this or any future proceeding.

6.2. The Parties agree that this Settlement is subject to approval by the Commission. After the Parties have signed this Settlement, the Parties shall jointly file a motion for Commission approval and adoption of this Settlement, which may be submitted along with additional partial settlements in this proceeding. The Parties will furnish such additional information, documents, and/or testimony as the ALJ or the Commission may require in granting the motion adopting this Settlement.

6.3. The Parties agree to support the terms of this Settlement to which they have expressly agreed and to use their best efforts to secure Commission approval of those terms in their entirety without modification.

6.4. The Parties agree to recommend that the Commission approve and adopt this Settlement in its entirety without change.

6.5. The Parties agree that, if the Commission fails to adopt this Settlement in its entirety and without modification, the Parties shall convene a settlement conference within fifteen (15) days thereof to discuss whether they can resolve the issues raised by the Commission's actions. If the Parties cannot mutually agree to resolve the issues raised by the Commission's actions, the Settlement shall be rescinded and the Parties shall be released from their obligation to support the Settlement. Thereafter, the Parties may pursue any action they deem appropriate, but agree to cooperate in establishing a procedural schedule.

6.6. The Parties agree to actively and mutually defend all terms of this Settlement to which each Party has agreed if the adoption of those terms is opposed by any other party.

6.7. This Settlement constitutes a full and final settlement of all issues reviewed by the County, Cities, and District in the above-captioned proceeding. This Settlement constitutes the Parties' entire settlement concerning the CIMP, which cannot be amended or modified without the express written and signed consent of all the Parties hereto.

7. Miscellaneous Provisions

7.1. The Parties agree that no signatory to the Settlement or any employee thereof assumes any personal liability as a result of the Settlement.

7.2. If any Party fails to perform its respective obligations under the Settlement, the other Party may come before the Commission to pursue a remedy including enforcement.

7.3. The provisions of this Settlement are not severable. If the Commission, or any competent court of jurisdiction, overrules or modifies as legally invalid any material provision of the Settlement, the Settlement may be considered rescinded as of the date such ruling or modification becomes final, at the discretion of the Parties.

7.4. The Parties acknowledge and stipulate that they are agreeing to this Settlement freely, voluntarily, and without any fraud, duress, or undue influence by any other party. Each party states that it has read and fully understands its rights, privileges, and duties under the Settlement, including each Party's right to discuss the Settlement with its legal counsel and has exercised those rights, privileges, and duties to the extent deemed necessary.

7.5. In executing this Settlement, each Party declares and mutually agrees that the terms and conditions to which it has expressly agreed are reasonable, consistent with law, and in the public interest.

7.6. No Party has relied, or presently relies, upon any statement, promise, or representation by any other Party, whether oral or written, except as specifically set forth in this Settlement. Each Party expressly assumes the risk of any mistake of law or fact made by such Party or its authorized representative.

7.7. This Settlement may be executed in separate counterparts by the different Parties hereto with the same effect as if all Parties had signed one and the same document. All such


counterparts shall be deemed to be an original and shall together constitute one and the same Settlement.

7.8. Except as otherwise specifically provided in Appendix 2 specifying time of payment of the Economic Development Fund within 30 days after Commission's approval of the Application, Joint Proposal, and this Settlement, this Settlement shall become effective and binding on the Parties as of the date it is approved by the Commission in a final and non-appealable decision.

7.9. This Settlement shall be governed by the laws of the State of California as to all matters, including but not limited to, matters of validity, construction, effect, performance, and remedies.


The Parties mutually believe that, based on the terms and conditions stated above, this Settlement is reasonable in light of the whole record, consistent with the law, and in the public interest. The Parties' authorized representatives have duly executed this Settlement on behalf of the Parties they represent.

**PACIFIC GAS AND ELECTRIC
COMPANY**


Name: STEVEN E. MACKNIGHT
Title: SENIOR VICE PRESIDENT, REGULATORY AFFAIRS

Date: 12/15/16

COUNTY OF SAN LUIS OBISPO


Name: Dan Buckshi
Title: County Administrative Officer

Date: December 14, 2016

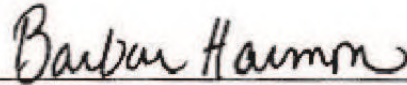
**SAN LUIS COASTAL UNIFIED
SCHOOL DISTRICT**



Name: ERIC PRATER, Ed.D.
Title: Superintendent

Date: December 5, 2016

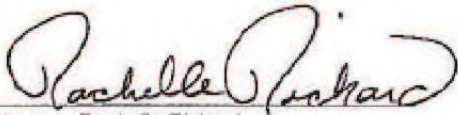
CITY OF ARROYO GRANDE



Name:
Title: Mayor Pro Tem

Date: December 15, 2016

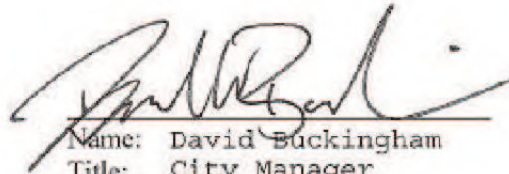
CITY OF ATASCADERO



Name: Rachelle Rickard
Title: City Manager

Date: December 14, 2016

CITY OF MORRO BAY



Name: David Buckingham
Title: City Manager

Date: Dec. 8, 2016

CITY OF PASO ROBLES



Name:
Title: City Manager

Date: 12-21-16

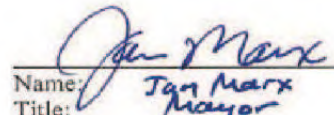
CITY OF PISMO BEACH



Name: JAMES K. LEWIS
Title: CITY MANAGER

Date: 12-6-16

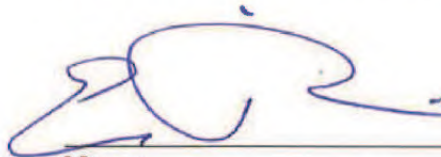
CITY OF SAN LUIS OBISPO



Name: Jay Marx
Title: Mayor

Date: 12-8-2016

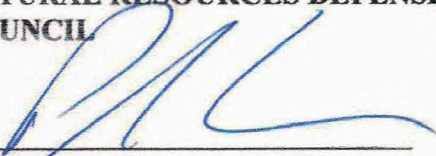
FRIENDS OF THE EARTH



Name:
Title: PRESIDENT

Date: DEC 15, 2016

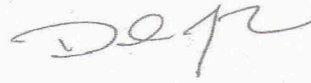
**NATURAL RESOURCES DEFENSE
COUNCIL**



Name: Peter Miller
Title: Director, Western Energy Project

Date: December 16, 2016

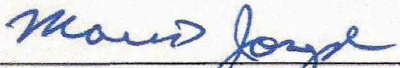
ENVIRONMENT CALIFORNIA



Name: Dan Jacobson
Title: Legislative Director

Date: December 20, 2016

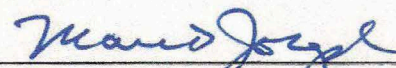
**INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS LOCAL 1245**



Name: MARC D. JOSEPH
Title: ATTORNEY

Date: 12/16/16

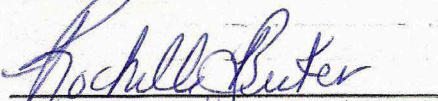
**COALITION OF CALIFORNIA
UTILITY EMPLOYEES**



Name: MARC D. JOSEPH
Title: ATTORNEY

Date: 12/16/16

**ALLIANCE FOR NUCLEAR
RESPONSIBILITY**



Name: Rochelle Becker
Title: Executive Director

Date: 12/22/16

**Appendix 1 - Essential Services Mitigation Fund Terms
(District/County/PG&E)**

1. The Essential Services Mitigation Fund (“ESMF”) will be increased from \$49.5 million to \$75 million, of which \$10 million will be dedicated to an educational foundation to be designated by the San Luis Coastal Unified School District (“District”). These funds, including the \$10 million portion to be dedicated to a District educational foundation, will be distributed to San Luis Obispo County (“County”) in nine equal annual installments through 2025. The funds will be distributed on September 1st of each year, following a final and non-appealable CPUC decision approving the settlement and the Diablo Canyon Application, as revised. If final and non-appealable CPUC approval of this settlement is not obtained by September 1, 2017, the first distribution will occur 30 days after such approval is issued, unless otherwise agreed. The parties will meet and confer within 30 days of the filing of any application for rehearing or appeal of the CPUC decision approving this Settlement. The payments will continue as scheduled for the full 9 year period even in the event one or both Diablo Canyon Units closes early. The Parties accept the risk that Diablo Canyon may close before the scheduled dates in 2024 and 2025 and will not request any additional financial compensation in such an event.
2. The County will redistribute the funds based on a revision of the 2015/2016 unitary factors to the taxing jurisdictions whose unitary tax funding is negatively impacted by the closure of Diablo Canyon within two weeks of receiving the PG&E payment and will cause \$2 million of the District’s share of each of the first five installment payments to be deposited into the account of the District’s designated educational foundation. The recalculation of the unitary tax factors will exclude local agencies whose funding is not impacted by unitary tax. The allocation that the County shall use in allocating the ESMF is set forth in Attachment A to this Appendix 1.
3. The parties agree that the compromise they have reached is a settlement and is not intended to be a substitute or in-lieu tax payment. Estimating potential tax revenue declines is simply one of many factors the parties considered in developing an appropriate and reasonable ESMF.
4. The ESMF will be included as part of the overall Community Impact Mitigation Program and collected in rates through the nuclear decommissioning charge over the remaining life of the plant, as described in Chapter 10 of the Diablo Canyon Application.
5. The County and District agree to support the Employee Program set forth in the Application and to not oppose the remaining provisions of the Application, as may be modified through settlements with other parties.
6. This term sheet is subject to (i) final approval by all parties; (ii) negotiation and execution of a final settlement agreement; (iii) agreement by the Joint Parties to the PG&E Joint Proposal for Diablo Canyon (to the extent the terms and conditions result in modifications to the Joint Proposal) and (iv) approval by the CPUC.

**Attachment A to Appendix 1:
Distribution of the Essential Services Mitigation Fund**

The Essential Services Mitigation Fund (ESMF) of \$75,000,000 is created to assist local jurisdictions whose annual budgets will be impacted by the decline in unitary tax over the next nine years. Local jurisdictions (71) currently receiving unitary tax include the County of San Luis Obispo, Incorporated Cities, Special Districts and Basic-Aid School Districts. The San Luis Obispo County Auditor-Controller-Treasurer-Tax Collector has developed Schedule 1 by starting with 2015/2016 unitary factors and redistributing the percentages allocated to agencies whose budgets are not impacted by the decline in unitary tax. Those agencies' (non-basic aid schools and redevelopment agencies) percentages were redistributed based on the actual 2015/2016 unitary factors so that the allocations of the ESMF include only those agencies whose annual budgets are adversely impacted by the closure of Diablo Canyon. The County Auditor-Controller-Treasurer-Tax Collector will distribute the amounts identified in Schedule 1 to the 71 agencies within two weeks of receiving the annual payment by PG&E. The ESMF is not Unitary Tax and will not change any prescribed Unitary Tax distributions.

The ESMF will be distributed annually in 9 equal and consecutive payments of \$8,333,333.33 from PG&E to the County of San Luis Obispo on the 1st of September beginning in 2017. If final and non-appealable CPUC approval of this settlement is not obtained by September 1, 2017, the first distribution will occur 30 days after such approval, unless otherwise agreed. The payments will continue as scheduled for the full 9-year period even in the event one or both Diablo Canyon Units closes early.

The total distribution to San Luis Coastal Unified School District includes \$10 million that will be dedicated to an educational foundation to be designated by the District. The County will cause \$2 million of the District's share from each of the first 5 installment payments to be deposited to the account of the District's Educational Foundation. The other receiving agencies will not be impacted by this distribution.

Schedule 1	Essential Services Mitigation Fund of 75 Million 9 Annual Payments of \$8,333,333.33
Agency	
County of San Luis Obispo – General Fund	\$3,106,644.19
Roads	\$130,559.76
Air Pollution Control District	\$13,202.49
San Luis Obispo County Library	\$223,570.15

Schedule 1 – continued	Essential Services Mitigation Fund of 75 Million 9 Annual Payments of \$8,333,333.33
Agency	
Garden Farms Water	\$273.50
Santa Maria Valley Water Conservation District	\$356.23
Cambria Community Hospital	\$2,823.44
Cayucos Sanitary District	\$4,030.04
City of Arroyo Grande	\$30,202.90
City of Atascadero (including sanitation)	\$40,440.60
City of Grover Beach	\$12,615.28
City of Morro Bay	\$104,716.70
City of Paso Robles	\$40,387.74
City of Pismo Beach	\$20,581.13
City of San Luis Obispo	\$76,962.63
Cachuma Resource Conservation District	\$210.29
Port San Luis Harbor District	\$170,300.53
California Valley Community Services District	\$1,330.71
Nipomo Community Services District	\$3,608.31
Cambria Community Services District	\$13,658.70
San Simeon Acres Community Services District	\$667.65
Templeton Community Services District	\$5,235.49
Nipomo Sewer Maintenance	\$103.42
Nipomo Drain Maintenance	\$103.42
Linne Community Services District	\$119.51
Grover City Street Light District #1	\$2,962.49
San Luis Obispo County Flood Control District	\$32,067.95
Nacimiento Water Services District	\$39,975.20
Flood Control Zone 1	\$998.60
Flood Control Zone 1A	\$104.57
Flood Control Zone 3	\$1,807.60
Flood Control Zone 9	\$3,776.08
County Waterworks No. 8	\$344.74
Nipomo Lighting District	\$241.32
San Miguel Community Services District - Lighting	\$613.64
County Service Area # 23(former Santa Margarita Lighting)	\$227.53
County Service Area #1	\$65.50
County Service Area #1 Zone A	\$280.39
County Service Area #1 Zone B	\$143.64
County Service Area #1 Zone C	\$52.86
County Service Area #1 Zone D	\$212.59
County Service Area #7	\$288.43
County Service Area #7 Zone A	\$1,184.77
County Service Area #7 Zone B	\$265.45
Los Osos Community Services District Zone A	\$2,022.49
Los Osos Community Services District Zone B	\$11,629.32

Schedule 1 – continued	Essential Services Mitigation Fund of 75 Million 9 Annual Payments of \$8,333,333.33
Agency	
Los Osos Community Services District Zone C	\$116.06
Los Osos Community Services District Zone F	\$66.65
County Service Area #10	\$998.60
County Service Area #12	\$3,524.42
County Service Area #16	\$217.19
Heritage Community Services District	\$1,740.95
San Miguel Sanitary District	\$429.78
Oceano Community Services District	\$5,668.72
Cayucos Fire District	\$1,290.49
San Miguel Community Services District - Fire	\$2,090.29
Santa Margarita Fire District	\$887.14
Arroyo Grande Cemetery District	\$897.48
Atascadero Cemetery District	\$2,489.04
Cambria Cemetery District	\$640.07
Cayucos-Morro Bay Cemetery District	\$10,058.44
Paso Robles Cemetery District	\$2,978.58
San Miguel Cemetery District	\$611.34
Santa Margarita Cemetery District	\$707.87
Shandon Cemetery District	\$480.34
Templeton Cemetery District	\$674.55
Avila Beach County Water District	\$31,330.20
Avila County Water Improvement District #1	\$1,341.05
Coast Unified School District (Cayucos Elem)	\$16,515.47
Coast Unified School District	\$54,799.13
San Luis Coastal Unified School District – Note: For the first 5 distributions \$2,000,000 will be deposited in the District's Educational Foundation	\$4,090,809.51
Annual Total	\$8,333,333.33

**Appendix 2 - Economic Development Fund Terms
(Coalition Cities/County/PG&E)**

1. The Parties agree that the economic impacts of Diablo Canyon closure should be considered as a part of a separate CPUC proceeding following issuance of the economic analysis specified in California Public Utilities Code Section 712.5 (“Monning Report”). The Parties support Commission approval of this settlement and proceeding with consideration of the remaining scope of the Diablo Canyon Application immediately, without delay for consideration of the economic impacts of Diablo Canyon closure.
2. The Parties agree that the Diablo Canyon Application should be revised to include a \$10 million payment by PG&E to the County and to the Cities of Arroyo Grande, Atascadero, Morro Bay, Paso Robles, Pismo Beach and San Luis Obispo (collectively, the “Coalition of Cities”) to establish a fund for implementation of regional economic development and job creation programs (collectively, the “Economic Development Fund”). The County and the Coalition of Cities agree to further distribute those payments pursuant to the allocation methodology set forth in Attachment A. The purpose of the Economic Development Fund is to provide immediate funding for actions to create new economic development opportunities and mitigate impacts associated with the pending closure of Diablo Canyon.
3. Within 18 months of the payment by PG&E of the Economic Development Fund, the County and each of the Coalition of Cities will prepare a report that (i) enumerates and describes the expenditures from the Economic Development Fund and (ii) assesses the results and effectiveness of the economic development measures or programs resulting from such expenditures (the “Initial Report”). The County and each of the Coalition of Cities will prepare subsequent annual updates to the Initial Report until all Economic Development Fund revenues have been expended, at which time the reporting may cease. The Initial Reports and any subsequent updates will be provided to PG&E, and PG&E will submit the reports to the CPUC and make them available to the public. Reports shall report on expenditures on a fiscal year basis. In the event payment of the Economic Development Fund is delayed by any rehearing application or appeal of the CPUC’s decision approving the Diablo Canyon Application, the County and each of the Coalition Cities shall be entitled for purposes of the specified reporting to credit against the Economic Development Fund amounts expended by the Cities for purposes of economic development and impact mitigation between the date the CPUC first issues its decision and the date of payment of the Economic Development Fund pursuant to this agreement.
4. The County and Coalition of Cities commit to spending the Economic Development Fund solely for the purposes of economic development and impact mitigation purposes.
5. PG&E shall pay \$400,000 of the total Economic Development Fund to the County within 30 days of issuance of a decision by the CPUC approving the Diablo Canyon Application and thereafter shall not request any reimbursement of payment from the County or the Coalition of Cities. PG&E shall pay the remaining balance of the Economic Development Fund within 30 days of the final and non-appealable approval of the Diablo Canyon Application, as revised consistent with this Settlement, unless otherwise agreed. The parties will meet and confer within 30 days of the filing of any application for rehearing or appeal of the CPUC decision approving this Settlement.

6. Following issuance of the Monning Report (per SB 968), the Commission will institute a new proceeding to evaluate the results of the Monning Report, take comment, and consider further action. The Parties reserve all rights in such proceeding to advocate for or to oppose further funding of economic impact mitigation by PG&E and/or its customers. PG&E specifically reserves the right to assert that no additional funding, beyond the mitigation payments provided by the Diablo Canyon Application, as modified by this settlement, is required, and the County and the Coalition of Cities or any of the cities specifically reserve the right to seek additional funding beyond the Economic Development Fund. In no event shall the Coalition of Cities or the County be required to refund any amount paid under this Settlement.
7. PG&E, the County, and the Coalition of Cities agree to work together to advocate jointly for additional funding or other assistance from the State of California and Federal government agencies, and their respective legislative bodies, to support the economic transition of the local community to an era without Diablo Canyon in operation. This provision is not intended to bind any Party to any financial commitment or specific position with respect to such advocacy.
8. The Economic Development Fund will be included as part of the overall Community Impact Mitigation Program, as described in Chapter 10 of the Diablo Canyon Application.
9. The County and the Coalition of Cities agree to support the Employee Program set forth in the Application and to not oppose the remaining provisions of the Application, as may be modified through settlements with other parties.
10. This term sheet is subject to (i) final approval by all parties; (ii) negotiation and execution of a final settlement agreement; (iii) agreement by the Joint Parties to the PG&E Joint Proposal for Diablo Canyon (to the extent the terms and conditions result in modifications to the Joint Proposal); and (iv) approval by the CPUC.

Appendix 3 – Emergency Planning and Future Land Use Terms (County/PG&E)

Emergency Planning and Preparedness

1. The specific costs and detailed plans for emergency planning and preparedness (emergency management) through the decommissioning period will be definitively proposed in the site-specific decommissioning estimate to be submitted to the CPUC as specified in Chapter 8 of PG&E's prepared testimony supporting Application 16-08-006. The purpose of this agreement is to outline the intent of what will be submitted as part of the site-specific decommissioning estimate and is subject to CPUC approval and funding in nuclear decommissioning rates.
2. The parties recognize that PG&E will continue to fund, at current funding levels, the maintenance of all emergency response-related equipment, including the public warning sirens, as well as the approximately \$4 million in funding for offsite state and local emergency planning functions, as required to be adjusted pursuant to state law, through cessation of plant operations in 2025. Infrastructure that is directly maintained by PG&E as of June 21, 2016, will continue to be fully maintained by PG&E.
3. In addition to continued funding per current state law, beyond the expiration of said law, the general intent is that the maintenance of the public warning sirens and funding for offsite community and local emergency planning functions (approximately \$2 million forecast in 2017) will continue until all spent fuel is in dry cask storage and the two nuclear reactors are fully decommissioned (following the surrender of the Part 50 licenses). Using the formula established in Section 8610.5 of the California Emergency Services Act, funding for offsite community and local emergency planning functions will be paid directly to the County of San Luis Obispo.
4. The funding for other emergency preparedness equipment, training, emergency planning functions, and PG&E's emergency response personnel will be informed by the reduced risks that remain and will be more definitively proposed in the site-specific decommissioning estimate.
5. The process for development of the site-specific decommissioning estimate will include formation of a decommissioning advisory panel, which will include representation from the County of San Luis Obispo, industry experts, state and local government representatives, and affected stakeholders.
6. Parties reserve their ability to make arguments in future decommissioning proceedings regarding necessary and appropriate emergency response and preparedness actions and costs associated with Diablo Canyon following the surrender of the Part 50 licenses.

Future Land Use

1. Issues surrounding the disposition of lands related to Diablo Canyon, including future land uses, will be addressed in the Diablo Canyon site-specific decommissioning plan to be submitted in PG&E's next Triennial Nuclear Decommissioning Proceeding, and the Parties agree they are not within scope of this proceeding.
2. As stated in the October 4, 2016, letter that PG&E sent to the County, which is Attachment A to this Appendix 3, PG&E agrees to complete a site-specific decommissioning plan for the facility

before making any decisions on the disposition of the Diablo Canyon lands. As part of this process, PG&E will convene a community advisory group that will give stakeholders an opportunity to help shape the future use of PG&E's land plans prior to finalizing the site-specific plan. In the meantime, PG&E and its affiliate companies that hold a property interest in the Diablo Canyon lands will not make any commitments on land disposition or post-retirement land use, including the Wild Cherry Canyon parcels, until the stakeholder process is completed and PG&E's recommendations have been considered by the Commission as part of the Diablo Canyon site-specific decommissioning plan.



Thomas Patrick Jones
Director, Strategic Initiatives

735 Tank Farm Road
Suite 200
San Luis Obispo, CA 93401

805-595-6340
TPJ2@pge.com

October 4, 2016

Dan Buckshi
County Administrator Officer
County of San Luis Obispo
1055 Monterey Street
San Luis Obispo, CA 93408

Dear Mr. Buckshi:

Pacific Gas and Electric Company (PG&E) has carefully reviewed the County of San Luis Obispo's (County) September 15 response to PG&E's Diablo Canyon Power Plant (DCPP) Application 16-08-006. One of the concerns raised by the County (and other locally-based parties) pertains to the future use of the 12,000 acres of lands surrounding DCPP after the facility is retired. In our September 26 reply to protests and responses, PG&E clarified that we do not yet have a plan for the future use of DCPP lands, that we will commence a public stakeholder process as we evaluate the options, and that we will submit a land use plan to the California Public Utilities Commission (CPUC) in the site-specific decommissioning plan for the facility, which PG&E will file as part of its next Nuclear Decommissioning Triennial Proceeding application in 2019.

I am writing to assure you that PG&E intends to complete the site-specific decommissioning plan for the facility over the coming years with community input before making any decisions on the disposition of the DCPP lands. As part of this process, PG&E will convene a community advisory group that will give stakeholders an opportunity to help shape the future use of PG&E's land plans prior to finalizing the site-specific plan. In the meantime, PG&E will not make any commitments on land disposition or post-retirement land use, including the Wild Cherry Canyon parcels, until the stakeholder process is completed and PG&E's recommendations have been considered by the CPUC as part of the DCPP site-specific decommissioning plan.

PG&E values and appreciates the active partnership of the County and other local stakeholders, and we look forward to continuing to work with you and the rest of the community in both the pending CPUC proceeding and the important decommissioning work to follow. Please feel free to contact me if I can provide any further assurance regarding these land disposition issues.

Sincerely,

Thomas P. Jones

cc: City of Arroyo Grande
City of Atascadero
City Grover Beach
City of Morro Bay
City of El Paso de Robles
City of Pismo Beach
City of San Luis Obispo
Friends of Wild Cherry Canyon
Service List for CPUC Docket No. A.16-08-006 (*via email only*)



Bridgeworks Co-Working Expansion - Budget Request

Bridgeworks Co-Working space is THE catalyst for building small business in Atascadero.

February 12, 2021

Summary

The Bridgeworks Co-Working space has served Atascadero as a catalyst for small business growth since its inception in 2018. Its mission is clear; provide a space for entrepreneurs and businesses to get started, provide businesses with resources to grow, and launch businesses into the broader business community. Users of this space enjoy 24/7 access, outstanding parking, proximity to a transit hub, and walkability to nearby restaurants, breweries, parks, City Hall, and a movie theater.

This creative space serves as part of Atascadero's entrepreneurial ecosystem for businesses and is in alignment with the intent of the City's Economic Development Fund (SB 1090) as a job creation program. In this way, Bridgeworks Co-Working is helping to support the diversification of our local economy as we reduce reliance on the jobs offered by Diablo Canyon. As we move out of the pandemic and into a business growth stage, the Bridgeworks Co-Working model is poised to serve as a bridge between the new and current business community as we transition to a completely different working environment. Bridgeworks Co-Working is desirable to those looking to work alongside other creative individuals, to those who are looking for business connections, to those who seek mentorship, and to those who are looking for a tremendous value to start a business.

Bridgeworks Co-Working launch and proof of concept was initially funded through \$75,000 in private funding. However, Bridgeworks Co-Working is in need of Economic Development funds to further expand and offer a variety of business support services in a COVID-19 compliant atmosphere.



Project Description

The Atascadero Chamber of Commerce, through its Bridgeworks Co-Working program, seeks funding from the City of Atascadero to expand its co-working space. The expansion could accommodate up to 15 new private offices and 5 new reserved/unreserved desks which would serve dozens of co-workers.

Currently, the space includes 3 unreserved desks, 5 reserved desks, and 8 private offices. Since opening, the popularity and demand for private offices has increased. As remote workers living in Atascadero, and our surrounding communities look to maintain their remote status and through the Chamber's interaction with clients, the consensus suggests that many would like to move out of their home-based offices and into a 'professional office' environment. Bridgeworks Co-Working occupants receive tremendous value for their monthly fees which range from \$200 to \$550 and includes a working space/office, high-speed internet, utilities, copy-machine, conference room usage, insurance, parking, weekly janitorial service, water, and coffee.

Bridgeworks Co-Working is a proven concept that reflects the kind of forward thinking envisioned for use by the City's 1090 Economic Development Fund.

Project Goal

The goal of this request is to secure resources to expand Bridgework's co-working space.

Project Outcomes

- Outcome #1 - Increase the number of co-working desks and offices.
- Outcome #2 – Capture remote workers who are looking for a dedicated office space away from home.
- Outcome #3 – Capture new businesses through rural sourcing.
- Outcome #4 – Offer business start-up resource materials and courses.
- Outcome #5 – Ensure participants feel connected to vital support services with our current partner organizations including SCORE, REACH, MCSC, SBDC, and Eckerd Connects. Our success depends on our ability to assist entrepreneurs



overcome start-up, growth challenges, and other support regardless of where they are on their business journey.

- Outcome #6 – Prepare annual reports to the City regarding use of the funds and occupancy metrics.
- Outcome #7 – Achieve financial sustainability within three years.
- Outcome #8 – Offer a clean and sanitary working space that is in compliant with CDC guidelines.
- Outcome #9 – Provide a referrable support desk for City applicants who need a space to complete/print permits, applications, and/or forms.
- Outcome #10 – Provide space for employees of established companies in other parts of our county to help reduce vehicle miles and so employees can meet up and work together as needed.

Funding Request

The Atascadero Chamber of Commerce respectfully asks for the City to make a one-time, transformational investment in expansion of North County's first co-working space, particularly at a time when there is so much opportunity to capture the reemerging entrepreneurial spirit due to COVID-19. The following requests summarize 50% of Bridgeworks Co-Working's need for funding. The Chamber intends to secure the remaining 50% from SLO County.

Tenant Improvements, Enhanced Janitorial, and Lease Expenses –

The majority of the funds will be used for improving up to 4,000-sf of space into private offices, reserved desks, a full kitchen, an outdoor working area/patio, and minor refinements to the existing space. The space was formerly used by the City of Atascadero as their City Hall and remnants of the former space need to be reconfigured and/or removed. In addition to the construction of office spaces, new HVAC, electrical, lighting, IT, safety improvements, ingress/egress are needed. To save costs, existing plumbing connections will be used to install the kitchen. Building signage will be improved to distinguish the Bridgeworks Co-Working space from the Atascadero Chamber of Commerce. Due to COVID-19, enhanced cleaning protocols will be implemented that align with the requirements set forth



by the CDC. This may require daily janitorial service, regular cleaning of surfaces, provision of face masks, plexiglass barriers, sanitation stations, and/or air purifiers.

The Chamber also seeks lease expense assistance for the first nine months of securing the lease. This will allow for the Chamber to construct tenant improvements, market, and fill the available desks/offices.

- Budget
 - Tenant Improvements \$47,727
 - COVID-19 Protocols \$5,000 (assumes 6 months of enhanced services)
 - Lease Expenses \$24,273 (during construction and permitting)

Furnishing's and Finishing's – The co-working concept allows for users to “plug-and-play” without the hassle of acquiring, assembling, and installing furnishings. Funds will be used to equip each space with a desk, chair, task light, and basic office supplies. Both an indoor and outdoor common space is proposed to be improved which would serve as a popular amenity for co-workers looking to work or network in an informal seating area. A desk and workstation will be provided on behalf of the City to allow applicants to finalize/print application materials and submit items electronically.

- Budget \$26,250

Marketing – To ensure Atascadero businesses and entrepreneurs are aware of this opportunity, marketing funds are dedicated to publish regular advertisements in a variety of print, digital, and social media applications. Partnerships with hotels will be pursued to encourage business travelers to utilize Bridgeworks Co-Working. This budget will sustain marketing program for a period of two years, with annual updates on impressions.

- Budget \$12,500



Administration - Funds are requested to assist with oversight and management of the Co-Working space. Management includes responding to space inquiries, preparation and execution of contracts, record keeping, and responding to occupant questions. Further, annual reports will be prepared and presented to the Board of Supervisors regarding allocation use, occupancy metrics, and success stories. Administration funds represent $\pm 7\%$ of the total funding request.

- Budget \$9,250

Summary of Funding Request

Item	Budget
Tenant Improvements, Enhanced Janitorial, and Lease Expenses	\$77,000
Furnishings and Finishings	\$26,250
Marketing	\$12,500
Administration (7%)	\$9,250
TOTAL	\$125,000

The County of San Luis Obispo is excited about the potential economic development benefits this expansion could bring which is one of the reasons they have agendized the Chamber's allocation request for April 2021. The Chamber is requesting an allocation of \$125,000 from their 1090 fund as well.

With numerous discussions occurring regarding economic development, we are proud to be offering a tangible solution that will yield visible results in a matter of months. An allocation for the full amount requested will allow us to attract the brightest and most exciting entrepreneurs and businesses and would bring transformational change to Atascadero.



Atascadero
CHAMBER OF COMMERCE

ITEM NUMBER: 4
DATE: 02/20/21
ATTACHMENT: 2

Thank you for your consideration,

Josh Cross

Interim President/CEO

Atascadero Chamber of Commerce

Council Norms



CITY OF ATASCADERO

COUNCIL NORMS AND PROCEDURES (2020)

GENERAL

- Council should primarily focus on vision, mission and policy. Staff should primarily focus on implementation and keeping the Council informed.
- To take courageous action when necessary to keep the City of Atascadero a well-run, well managed innovative City.
- Council provides leadership and participates in regional, state and national programs and meetings.
- Council looks to Commissions and Committees for independent advice.
- Other community leaders are consulted in the decision making process when appropriate.
- Council will encourage citizen participation on City programs and documents.
- Serving the City of Atascadero is the City Council's top priority.
- It is expected that each Council Member will represent the City of Atascadero as a member of various boards and committees, and will be participate in meetings as feasible.
- We stress training for staff, Council, and Commission members.
- Council Members will inform the City Manager's Administrative Assistant when they will be out of town as early as possible and it will be put on the Council Calendar.
- Council Members get the same information as much as possible: citizen complaints, letters, background, etc.
- Council Members will determine which specific Commission packets they want to receive.
- Use technology to improve information flow and communications.
- Individual Council Members may use the City letterhead as long as they clarify in the document that any opinions expressed are their own.

COUNCIL VALUES

- The Council and City Manager are a participatory team.
- The Council values high energy, open mindedness, and achievement.
- Council Members will care and have respect for each other as individuals.
- Council Members will be straightforward; with no hidden agendas.
- The City Council values humor.

COUNCIL INTERACTION AND COMMUNICATION

- Individuals are responsible to initiate resolution of problems A.S.A.P. and not let them fester.
- City Council will not direct cheap shots at each other during public meetings, in the press, or any other place/time.
- Relationships are informal, but not casual in public [beware of impact on, and perception of, public].
- Council Members will be flexible in covering responsibilities for each other.
- Council Members that are the Complainant on an issue before the Council must declare their involvement in the issue before the item is reviewed by the Council.
- Council Committees:
 - Committee areas belong to the whole Council; they are not seen as territorial.
 - Committees are responsible to keep rest of Council informed, and other members are responsible for letting committee know if they want more information or to give input.
 - Before committees start moving in new direction, they will get direction from the rest of Council.
 - Committee reports will be made under Council Reports, when appropriate.
 - Committee summaries will be sent on an interim basis to update other Council Members on:
 - Issues being discussed
 - Options being considered
 - Progress

- Council and committees will give clear and focused direction as early as possible.

COUNCIL INTERACTION AND COMMUNICATION WITH STAFF

City Manager

- Council Members are encouraged to discuss City business with the City Manager.
- When a Council Member is unhappy about a department, he/she should always talk it over with the City Manager and/or her designee - not the department head.
- Concerns about a department head must be taken to the City Manager only.
- Critical information will be passed to all City Council Members by appropriate personnel.
- Requests by Council Members for information that will take more than one hour of staff time must be approved by a majority of the City Council at a Council meeting.
- Documents generated by Council Member requests for information, will be passed to all City Council Members by appropriate personnel.
- The Council will provide ongoing feedback, information, and perceptions to the City Manager, including some response to written communications requesting feedback.
- The City Manager or the Deputy City Manager deals with issues that cross department boundaries.
- Avoid giving direction individually to the City Manager; the majority of the Council should give the City Manager direction as a formal body.
- The Council and staff will not blind side each other in public (if there is an issue or a question a Council Member has on an agenda item, that member will contact the City Manager prior to the meeting).

Staff in General

- Council should work through the City Manager if asking for information, assistance or follow up as it pertains to an item on the upcoming Council agenda. If needed, the City Manager may arrange for Council Members to meet with a department head.

- Individual Council Members can talk directly with appropriate staff members when they have routine individual business dealings with the City of Atascadero. Council Members should inform the City Manager in advance of any individual business requiring staff discretion, other City business dealings that may put staff in awkward position, or any staff contacts that may give the perception of favorable treatment.
- Council will always be informed by staff when an unusual event occurs that the public would be concerned about, i.e., anyone wounded by gunfire, area cordoned off by police or fire, etc.
- Department heads will generally attend every Council meeting; other staff attendance at Council meetings is at the City Manager's discretion.
- City Clerk will proactively inform the City Council of new or relevant information related to matters concerning the City Clerk's Office, such as meeting notifications, changes to laws regarding the Brown Act, FPPC requirements and ethics and harassment training.
- Individual Council Members may reach out directly to the City Clerk for clarification and advice on matters concerning the City Clerk's Office.

City Attorney

- Contract Attorney will routinely forward relevant new legislation to the City Council.
- City Attorney shall be pro-active with Council, Manager and Staff when and where appropriate.
- City Attorney shall regularly consult with Council on items of concern on an upcoming agenda at the earliest time possible.
- City Attorney will track Commissions' actions, agenda of City Council and committees for needed input.
- City Attorney to pro-actively inform and protect City Council Members from and Council Members to contact and inform the City Attorney of potential violations and conflicts.
- Where an individual Council Member requests guidance or research from the City Attorney, and it will require more than one hour of time, three Council Members must agree to the request.

COUNCIL ELECTRONIC COMMUNICATIONS

- Think carefully before responding to any e-mail; never reply when angry or in a bad mood. Do not make derogatory personal comments.

- Do not reply to an e-mail if the reply will be directed to a majority of the Council.
- Do not take a position or make a commitment on matters yet to be decided by the Council. Remember, even if you don't do it, your e-mail can be forwarded by others to a majority of the Council.
- Do not give instructions via email or otherwise to Staff under the managerial control of the City Manager.
- If e-mailing the entire Council, do so only to provide information, and do not solicit a response.
- City business will be conducted through your City email account. If an e-mail is received on an account other than your City email account, you should forward that email to your City email account and/or request that the person reaching out send their message through your City email account.
- If a Council Member will have a social media presence, they should meet with the City Clerk and/or City Attorney to discuss.

COUNCIL OPTIONS FOR KEEPING INFORMED

- Read Commission Minutes in order to find out what is being worked on.
- Read documents on Planning items.
- City Manager will discuss future Agenda topics with Council Members.
- Council Members will do their homework.
- Regularly meet with City Manager
- Council Members who are appointed to regional Boards will keep other Council Members informed by communicating updates to the City Manager to be shared with the entire City Council.

MAYOR'S ROLE

- Each Mayor is unique; the role is defined by the person, based on that person's style.
- The Mayor is the spokesperson for the City.
- The Mayor is authorized in certain instances, on behalf of the City, to submit advocacy communications that are consistent with City position. At the discretion

of the Mayor, the communication may be prepared and sent if it is time-sensitive and meets one or more of the following criteria:

- In support of any policy issue previously agreed upon by the Council, or
- In support of a consistently or emphatically expressed Council majority position, or
- In support of and consistent with any Council Strategic Priority, or
- In support of the fiscal health of the City or local-control, or
- At the written request of the City Manager, to advocate a League of California Cities' position on bills that would have a substantial positive or negative effect on City operations.

A copy of the letter will be provided to the Council at the same time it is transmitted to the addressee. Any Member of the Council can request an item to be placed on an upcoming agenda to discuss that communication. If the requested communication does not meet at least one of the above criteria, the Mayor may submit the requested communication, but must clearly indicate therein that the Mayor is acting as an individual, speaking on their own behalf, and not on behalf of the City Council.

- The Mayor will inform the Council of any informal correspondence sent out to anyone in relation to City business - use e-mail whenever possible.
- The Mayor communicates with commission chairs.
- The Mayor will appoint Councilmembers to committees, allowing Councilmembers a chance to discuss the appointments at a meeting and the opportunity to vote confirming all of the appointments.
- The Mayor may appoint an ad hoc committee or a liaison for a specific purpose.
- The Mayor will work with the City Manager's Office to determine Proclamations and Certificates of Recognition for presentation at a City Council meeting. Any Council Member is welcome to write letters of recognition.

CITIZEN COMPLAINTS

- All citizen complaints will be sent by Council to the City Manager's Office for official response. Council may respond to acknowledge receipt of complaint.
- Staff will inform Council of staff responses to citizen complaints received by the Council.
- By City Manager discretion, Council will be informed of significant, urgent and repetitive complaints.
- Staff will draft a response for Council's use for responding to the public.

- Council may respond but should not attempt to fix Citizens' problems on their own; it will be referred to the City Manager.
- Responses to citizens are customized.
- If a Council Member wants action based on a citizen's complaint, they should go through the City Manager's office to ensure it gets into the tracking system.
- The level of detail in written responses will be selective.
- Generally, communications are acknowledged with discretion.

PUBLIC MEETINGS

- City Manager sets the Agenda for regular City Council meetings – per the Ordinance
- Public comment shall be received on all action items.
- Any Council Member may place an item on the agenda under Individual Determination.
- City Council Members will treat everyone equally and with courtesy.
- Corrections to minutes are passed to the City Clerk before the meeting.
- Each member may share his/her views about the issue and the reasons for his/her vote.
- When feasible, audio or video tape all public City Council meetings.
- Public Comment
 - Procedure will include: Staff Report, questions from Council, applicant report, public comment, close Public Hearing, any staff response, and bring item back to Council for discussion.
 - Once public comment is closed, further public input will not be allowed unless re-opened by Mayor.
 - Applicant's comments shall be limited to a reasonable time.
 - Public comments shall be limited to 3 minutes per speaker; per Municipal Code.
 - It is acceptable to ask questions of a speaker for clarification.
 - Each speaker will be thanked.
 - Council will not respond until all public comment has been reviewed.

- Mayor normally allows other members to speak first and then gives his/her views and summarizes.
- Keep Community Forum to 30 minutes with additional time to be given at the Mayor's discretion.
- Consent Calendar
 - The Consent Calendar will be used for items such as minutes, routine City business, and things already approved in the budget.
 - If a Council Member has a question on a Consent Calendar item for their information only, they are to ask staff ahead of time, rather than having it pulled off for discussion during the meeting.
 - Staff is prepared to report on every agenda item.
- Voting
 - Everyone has an opportunity to speak before a motion.
 - Attempts will be made to get consensus on significant policy issues.
 - Council Member discussions will not be redundant if they concur with what has already been said.
- Closed Session
 - Council will get written reports for Closed Session items when necessary; these reports are to be turned in at the end of the meeting.
 - City Manager will ask for pre-meeting closed sessions if it will save the City money (due to consultant fees, etc.); to be held no earlier than 5:00 p.m.
 - No violation of Closed Session confidentiality.
- Special Meetings
 - Special meetings may be called by Mayor, or a majority of the Council, pursuant to the Brown Act.

COMMISSIONS

Council shall consider holding a joint session with each Commission at least once every two years.

- Commission needs:

- To know Council vision, community vision, and General Plan 2025
 - Understanding of their roles and authority.
 - To know annual prioritized goals of the City Council.
 - All commissioners receive an annual training.
- Criteria for commissioner for re-appointment (and in extreme cases, removal) shall include:
 - Issues of conflicts of interest.
 - Attendance (missing two meetings without excuse).
 - Support of General Plan.
 - Respect for staff/public.
 - Working for community versus personal purposes.