

# **SPECIAL MEETING**

## **ATASCADERO CITY COUNCIL**

**Friday, January 25, 2019, 5:30 P.M.**  
**Saturday, January 26, 2019, 8:30 A.M.**

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

\*\*\*\*\*

# **Strategic Planning Workshop**

## **MINUTES**

**FRIDAY, JANUARY 25, 2019, 5:30 P.M.**

Mayor Moreno called the meeting to order at 5:30 p.m.

### **ROLL CALL:**

**Present:** Council Members Fonzi, Funk, Newsom, Mayor Pro Tem Bourbeau and Mayor Moreno

**Absent:** None

**Staff Present:** City Manager Rachelle Rickard, Administrative Services Director Jeri Rangel, Community Development Director Phil Dunsmore, Public Works Director Nick DeBar, Police Chief Jerel Haley, Fire Chief Casey Bryson, City Attorney Brian Pierik, Deputy City Manager/City Clerk Lara Christensen and Deputy City Manager Terrie Banish

**Facilitators:** Matthew Landkamer and Beau Bennett of the Coraggio Group

### **COUNCIL WORKSHOP – STRATEGIC PLANNING**

#### **1. Welcome and Introductions**

After brief introductions of those in the room, Mayor Moreno introduced the facilitators Matthew Landkamer and Beau Bennett of Coraggio Group.

Facilitator Matthew Landkamer provided a brief explanation of the Strategic Planning

**Atascadero City Council**

**January 25-26, 2019**

**Page 1 of 5**

Workshop process and outlined the agenda for the Strategic Planning Workshop.

## **2. Accomplishments**

The City Council, staff and public reviewed accomplishments over the past two years.

***Mayor Moreno recessed the meeting at 5:55 p.m.***

***Mayor Moreno reconvened the meeting with all present at 6:18 p.m.***

## **3. Insights from Interviews**

The Facilitators led Council through a discussion of the information gathered from the Corragio Group's interviews with the Council and Department Heads and reviewed documents for discussion throughout the Workshop (Exhibits A, B, C and D).

### **COMMUNITY FORUM:**

The following persons spoke during public comment: Lee Perkins (Exhibit E) and Ray Weymann

***Mayor Moreno closed the COMMUNITY FORUM period.***

## **4. Council Norms**

The Council reviewed and updated the Council Norms for 2019 (Exhibit F).

## **5. Trends**

There was discussion on the external, influential trends anticipated to have an impact on the City Council's priorities and the City's work programs over the next two years. The Facilitators led the Council, staff and public through an exercise to identify both positive and negative trends.

## **6. Overview of Day 2**

The Facilitator led the Council through an exercise to prepare them for strategic thinking at Saturday's meeting.

### **COMMUNITY FORUM:**

The following persons spoke during public comment: David May, Karen Peterson and David Baldwin

***Mayor Moreno closed the COMMUNITY FORUM period.***

### **ADJOURNMENT:**

Mayor Moreno adjourned the meeting at 8:30 p.m. to Saturday, January 26, 2019, at 8:30 a.m. to continue the Strategic Planning Workshop.

**SATURDAY, JANUARY 26, 2019, 8:30 A.M.**

Mayor Moreno called the meeting to order at 8:33 a.m.

**ROLL CALL:**

Present: Council Members Fonzi, Funk, Newsom, Mayor Pro Tem Bourbeau and Mayor Moreno

Absent: None

Staff Present: City Manager Rachelle Rickard, Administrative Services Director Jeri Rangel, Community Development Director Phil Dunsmore, Public Works Director Nick DeBar, Police Chief Jerel Haley, Fire Chief Casey Bryson, City Attorney Brian Pierik, Deputy City Manager/City Clerk Lara Christensen and Deputy City Manager Terrie Banish

Facilitators: Matthew Landkamer and Beau Bennett of the Coraggio Group

**COUNCIL WORKSHOP – STRATEGIC PLANNING**

**1. Recap of Day 1**

Facilitator Beau Bennett gave a brief recap of day one of the Strategic Planning Workshop and outlined the agenda for day two.

**COMMUNITY FORUM:**

The following persons spoke during public comment: Bruce West

***Mayor Moreno closed the COMMUNITY FORUM period.***

**2. Decision Criteria**

The Facilitators led the Council through an exercise to identify and prioritize decision-making criteria.

The Council identified the following decision-making criteria:

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

**PUBLIC COMMENT:**

The following persons spoke during public comment: Ellen Beraud, Derek Kirk, Karen Peterson and Jim

***Mayor Moreno recessed the meeting at 10:15 a.m.***

***Mayor Moreno reconvened the meeting with all present at 10:31 a.m.***

### **3. Goals and Objectives**

Facilitator Beau led the Council through an exercise to identify the Council priorities for the next two years and how to measure success for each priority.

The 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

### **PUBLIC COMMENT:**

The following persons spoke during public comment: Jim, Dr. Wyman, Christina Asdel Cisneros, Ed Little, Scott Burgess, Derek Kirk, Ellen Beraud and Rae Belle Gambs.

***Mayor Moreno recessed the meeting at 12:09 p.m.***

***Mayor Moreno reconvened the meeting with all present at 12:38 p.m.***

After discussion, the Council identified the following as possible measurements for meeting the identified priorities and directed staff to come back to Council with more formalized measurements at a future meeting:

#### **Measures for Priority No. 1**

1. Growth of Head of Household Jobs
2. Growth in Sales Tax Revenue in Downtown

#### **Measures for Priority No. 2**

1. Reduction of number of items on our emergency preparedness assessment
2. Improvement in citizen safety perception and readiness

#### **Measures for Priority No. 3**

1. Growth in revenue
2. Staff retention OR satisfaction OR engagement

### **4. Propelling Questions and Can-ifs**

The Facilitators led the Council, staff and audience through an exercise to identify constraints and creative ways to accomplish the Council's three identified priorities.

### **5. Other Council Topics**

After discussion, the Council identified the following topics for further discussion as time allows and as these topics relate to the identified priorities:

- ✓ Homelessness
- ✓ Future use of the National Guard Armory

- ✓ State housing policy
- ✓ Community Outreach – Getting the word out and word in from the public
- ✓ Affordable housing
- ✓ Actively push back on State policy/regulations when it impacts us
- ✓ Evaluate cannabis as an opportunity area
- ✓ Consider formalizing approach/stance on environmental issues

#### **PUBLIC COMMENT:**

The following persons spoke during public comment: Christina Asdel Cisneros, Ellen Beraud, Dr. Wyman, Rick Matthews and Roger Gambs

Council Member Funk read constituent email (Exhibit G).

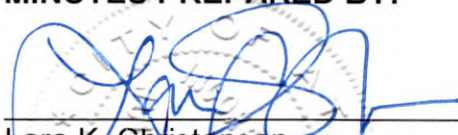
#### **6. Next Steps**

In closing, Mayor Moreno thanked everyone for attending.

#### **ADJOURNMENT:**

Mayor Moreno adjourned the meeting at 3:14 p.m. to the next Regular Session on Tuesday, February 12, 2019.

#### **MINUTES PREPARED BY:**



Lara K. Christensen  
Deputy City Manager / City Clerk

The following exhibits are available for review in the City Clerk's office:

- Exhibit A –Coraggio Group's Insight Report
- Exhibit B –Excerpt from 2014 Visioning Workshop Report
- Exhibit C –Atascadero City Council Long Term Goals (2014)
- Exhibit D –Word cloud sheets (Provided by Council Member Funk)
- Exhibit E –Letter regarding homeless issues
- Exhibit F –Council Norms and Procedures (2017)
- Exhibit G- Constituent email

**APPROVED AS AMENDED:** February 12, 2019



## City of Atascadero

### Insight Report

January 25, 2019

Coraggio Group  
2240 N Interstate Ave. Suite 300  
Portland, OR 97227  
503.493.1452  
[coraggiogroup.com](http://coraggiogroup.com)



## Overview

Coraggio conducted one-on-one interviews with each City Councilor and City Department Heads, as well as a focus group with community business leaders. Based on these conversations, we have identified six key themes, and found that there are more areas of alignment than disagreement among City Council members and City staff leadership. On the pages that follow, each of these six themes is highlighted with representative quotes from our conversations:

- › The City has a talented and dedicated staff that is very effective with the limited resources they have
- › There is a desire to focus on fewer highly impactful priorities
- › Aligning on a common vision for the City and community will help clarify our priorities
- › Generating additional revenue for the City is seen as essential
- › Economic development, with a focus on revitalizing downtown, is still an opportunity
- › Quality of life concerns, including wildfire readiness and the homeless population, are top of mind

## Atascadero Ten-Year Vision (City Council, 2014)

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.

## The City has a talented and dedicated staff that is very effective with the limited resources they have

- › “The people who work here are the best. We can’t pay as much as other places around us, but we can make it a great place to work. It’s pretty unusual.”
- › “We have a pretty lean staff and a pretty full plate.”
- › “We’ve been trying to trim the fat for years, but I don’t know how much there is to cut out.”
- › “We’re consistently efficient with lean resources. Given what we have to accomplish, we accomplish it quite well.”
- › “We’re still being asked to do everything with fewer resources. It affects employee morale.”
- › “We have less staff and less resources than most of our neighbors and we put out a better product.”
- › “We can count on them for putting a lot of time, money and energy into events that bring people to Atascadero and into our downtown.”
- › “They support existing business very well. They have been very supportive through the years.”

## There is a desire to focus on fewer highly impactful priorities

- › “It’s easier to measure things you do if it’s going to impact the largest number of community members.”
- › “If you add something new, you have to take something away.”
- › “The more scattered we are, the less focus we will have on the important things.”
- › “What can we do with the resources we have?”
- › “[We struggle with] being able to tell the community no.”
- › “I don’t want strategic planning to be: ‘Here are the 25 goals we want accomplish this year.’”
- › “Expectations from the public and the Council are rising without the resources to deal with it.”

## Aligning on a common vision for the City and community will help clarify our priorities

- › “Try to find our identity, we don’t really have an identity beyond a bedroom community.”
- › “We need to have Council and City staff on the same page as far as vision.”
- › “I would like for us to figure out what is the identity for Atascadero. Things like culture, who are we, how do we identify ourselves, what makes us, us?”
- › “[We need to] have a coherent vision of what our community is at least at a high level. If we have consensus of vision, the decision criteria is: ‘Does this get us closer or further from our vision?’”
- › “People are not going to want to go to a town that doesn’t have identity.”
- › “We want to be the best of who we are; we don’t want to lose that small-town feel.”
- › “How do we continue to make Atascadero a destination? How can we make Atascadero more attractive as a destination?”



## Generating additional revenue for the City is seen as essential

- › “Maintaining and improving City services, in an economy that doesn’t generate much sales tax or TOT—how do we provide a sufficient level of services with less money?”
- › “[There are] things we’d love to do but don’t have enough money for.”
- › “How do we increase City revenue?”
- › “Being proud of the fact that we charge less for everything [is] running our city into the ground.”
- › “Our expenses and our needs are outpacing our revenue. I don’t know that we can bring in enough retail and TOT to fill that gap in the long-term.”
- › “If we have something people truly want, I think people are willing to pay more to get that.”
- › “Our zoo is a drain on City services... it’s a tough one because a lot of the community take pride in having the County’s only zoo.”

## Economic development, with a focus on revitalizing downtown, is still an opportunity

- › “We can’t keep being this bedroom community we’ve been for 100 years.”
- › “Jobs into our community is a key one. Particularly tech jobs because we don’t have the physical space to accommodate much else”
- › “We have a lot of development coming in and we have the opportunity to do things right.”
- › “Let’s create the kind of environment where you want to take your kids on a Saturday night.”
- › “We have for years tried to have a more vital downtown and only in the last five years have we made progress.”
- › “We need to focus on our business community and in particular making our downtown thrive... if we don’t get that right and the downtown is dead... then we won’t attract more investment, we won’t get additional services, we won’t be attractive to employers.”
- › “One of the focus areas I would like to see is the continued activation of vacant lots and buildings in the downtown. As much as there is so much growth, these vacant lots detract from the beauty of what has grown.”
- › “[We should foster] partnerships with local developers to have collaboration and joint understanding of the types of businesses we would like to see in the community.”
- › “Whether we like it or not, we need a more diverse housing stock. We don’t need more 5,000 square foot homes on 3-acre lots. We need more townhomes and apartments.”
- › “We could be making a better plan to avoid some of the issues around parking. Stay in front of that.”
- › “I talk to new businesses, or businesses hoping to come to this community, who get different answers from different departments, or either from staff members in the same department. The process to get through permitting to open your doors can be tedious, difficult, and inconsistent.”
- › “We have a lot of interested parties wanting to be a part of our growth.”
- › “There is a perception that we’re so business friendly that people can go forward without permission and without consequence.”

## Quality of life concerns, including wildfire readiness and the homeless population, are top of mind

- › “Fire Station 1 needs significant Improvements just for safety.”
- › “We have to address homelessness.”
- › “Fire safety is a big issue for everyone.”
- › “We underfund and understaff our police and fire.”
- › “It’s a challenge for us to deal with the homeless community. Some of the community’s efforts to help homeless folks draws more people to the city.”
- › “We need address housing because there is money coming for it from the state. We need to do it on our terms.”
- › “Homelessness... if we don’t talk about it the public will bring that back up.”
- › “I would love, at the end of two years, for the City to have a solution for the people who are experiencing homelessness—a plan to help them in some way.”
- › “I don’t think we can blame the homelessness on the City, but somehow it seems to be our problem to deal with.”

## Appendix

### Opportunities

- Community spirit to get it done!
- Work with other communities to build reasons for visitors to stay longer
- Create a culture of pedestrian/bike-friendly community
- Location on the central coast
- Developers looking favorably at Atascadero
- Similar visions: finding the right people to help with the similar situation – marketing groups, TBIDs, consulting firms, much more organized
- Sports event hub potential (tournaments with tourists)
- Show the world who we are?
- Identify and target niche market
- Historic "stuff"
- Natural beauty
- Beautiful surroundings and part of the greater vacation destinations (central coast area)
- Creative/artsy community just needs a place to flourish
- Some community members are inspired to make Atascadero all it can be
- Location → attract visitors who are interested in surrounding towns
- Press relations – we have none and need them desperately
- Make full use of our most obvious icon – City Hall
- Opportunity to grow the downtown
- Opportunity to grow special events
- Patriotic events, which will bring retired veterans to visit the several patriotic monuments in the city
- We need events every month!
- Gail Kudlac is the Norma May of Atascadero – put her to work!
- Great bike destination
- Historic downtown
- Bike trails & outdoor activities
- City Hall is a destination attraction
- The lake (make better)
- Promote the: zoo, pavilion, veterans memorial → they are all close together
- Some key pieces are in place: lake park, downtown theater, etc.
- Kids: ball fields, skate park, community center... what else?
- Lake Park/Zoo/memorial – great center for events
- Historic City Hall is an attraction
- The Zoo (make better)
- We have a great skate park
- Lake Park venue
- Colony Center, A-Town Park, Sunken Gardens, lake areas
- More events!
- Colony Park Community Center
- Sunken Gardens (make better)
- Lake, park, zoo, memorial pavilion complex... potential of an upscale event destination for entire families
- Friendly small town
- Wonderful climate
- Great community involvement
- Tremendously giving and supportive community
- Historic & cultural tourism destination with historic City Hall and colony history
- We have a story to tell our guests and inspire our residents
- Atascadero Creek
- Lake and zoo are big assets
- Sunken Garden venue
- Stadium Park venue
- Potential for downtown core if rezoned/developed intentionally

- Downtown can be developed with right mindset
- Quality of life
- Mostly a bedroom community
- Great environment for family activities
- Small-town atmosphere
- Weather is terrific; winter destination too for eastern tourists?
- Beautiful landscapes, roads
- Beautiful city
- Weather/seasons
- Friendly place, small-town feel
- Beautiful community
- Hills and oaks
- Community spirit
- Proximity to wineries
- Spillover from growing Paso wine tourism
- Wine region (wine events)
- Strong community support
- Enough water to attract breweries?
- Patriotic city
- Add small park feature in front of Sylvester's... tree-house for Santa/Easter Bunny/small theater, etc.
- Bargain prices (we can be a good investment)
- Affordable! Investors looking to invest in Atascadero
- Opportunity to increase tourism through TBID funding
- Coming soon: new hotel, two new restaurants, WalMart, shopping center
- Possess natural infrastructure for parking, biz, etc.
- Interested group/demographic with the opportunity to move this area
- Great town, still accessible to own a home
- Amazing City Hall/Sunken Garden/creek area
- Hometown feel (people looking for that)
- Great freeway access
- Location – center of it all – wineries, beach, etc.
- Promote connection to beach cities
- Highway 41
- Highway 46
- Example – Santa Clarita, Ventura County
- Transportation: link with other communities; link to ocean
- Location is midway between LA/SF and lots of nearby attractions
- Central location
- Community with dedicated leadership & residents (dedicated to the enhancement of Atascadero)
- Business incentives
- Business friendly environment
- Postpone business fees
- Many development projects are in process
- Poised for growth ( and pro-business council)
- Streamlined permit process
- Great city staff that makes Atascadero a priority
- Creative and proactive City staff



## Challenges

- Growing community support/involvement from an already VERY supportive community
- Distance from beach cities
- Community split: pro-growth/no-growth
- Take ownership of the wine destination
- Paso Robles offers so much that Atascadero lacks
- Limited funds
- Funding
- Lack of resources
- City resources are very tight
- Money to implement
- Attract businesses that are not well-funded due to low rent
- Funding
- Trashy appearance of our city
- Energize the business community
- Two different local visions: long-term locals and new locals
- Families vs. homeless
- Homeless issues in Sunken Garden
- Getting businesses to invest in our town
- Community events
- Farmers market
- Lack of restaurants
- Apathetic businesses (some)
- Signage
- Minimal "things" to do; those we have don't take long to do
- "Nothing" to do here
- Lack of restaurants
- Limited shopping opportunities
- Empty storefronts (no synergy for business area)
- Offerings/attractions for locals/visitors (dining/shopping)
- Private ownership of business around Sunken Gardens
- Businesses that are hobby-like with unreliable hours and days of operation
- Improving aesthetics without "forcing" compliance – get buy-in
- Appearance of town
- Develop around sunken Gardens while respecting personal property rights
- The beauty of our area is a plus (never mention)
- Empty storefronts and lots on ECR look bad
- Reputation of Atascadero
- Misplaced understanding of what is business-friendly
- Attitude of mediocrity
- No follow-through
- Complacency
- Stuck in the past
- Communication: business and tourism
- Consistent message to strategic market segments
- Lake Park & Zoo development
- Lack of attractions or things to draw visitors
- New venues and infrastructure to support large groups; target 10,000
- Zoo – develop infrastructure without \$ -- need fundraising
- Lack of community consensus on who we are and what we have to offer
- Competing visions for development
- Not aligned on priorities
- Competing priorities
- Reputation of city in region
- Events & tourist attractions
- "Close to everything" means we don't have anything
- Destination challenge: branding
- Lack of name recognition; need for branding
- Lack of major draws (beach, university, etc.)

- Make better utilization of PR and viral social media
- Stop misrepresenting who we are
- Competing with surrounding regions that are more well-known
- Atascadero as a center of patriotism (patriotic city)
- Create a clear identity
- Branding
- Develop a roadmap to the city's finest assets
- Image recognition
- A progressive community that projects professionalism and provides for good opportunities for both business and quality of life for residents
- Not knowing what we want to be
- Event center at lake
- Competition from our neighbors
- Local events/tourism must communicate better to have visitors attend local events
- Need more events downtown & at lake (expensive to sponsor)
- "Easter egg hunt"
- Lack of PR
- City staff/leadership for growth – increase staff?
- Personnel/staffing
- Lack of mid- to higher-end hotels
- Transportation
- Public transportation
- Transportation: easy access for public to central coast

## Draft Vision Statements

- Atascadero is a place where our families can flourish and thrive, our businesses can develop and prosper, and visitors can enjoy our way of life and surroundings.
- For people who value authenticity, character and the outdoors, Atascadero is an ideal place to visit, live, and discover.
- Atascadero is a uniquely beautiful city of outdoor recreation, culinary adventures, and hospitality. It's a place where the arts and history thrive, and the diversity of experience and small-town ambiance are waiting to be discovered.
- Atascadero is a place where our families can share a great community, be safe, our businesses can grow and give back, and visitors can enjoy our culture and diversity amid recreational activities.

## **Atascadero City Council Long-Term Goals**

- We will have thriving and healthy economic activity
- We will have tourists but are not a tourist town
- We will have plentiful local shopping opportunities
- We will embrace and value our history
- We will keep our community charm
- We will have vibrant recreational opportunities for citizens and tourists alike
- We will have sound and reliable infrastructure in place
- We are and will remain an attractive place to live (eclectic is attractive)
- We are and will remain proud to be Atascadero
- We will maintain our open space and rural character
- We will have a strong, common, driving vision for the future
- We will always embrace our natural beauty
- We will have adequate water
- We are and always will be a safe community
- We will retain our small town friendliness and feel
- We will have an attractive and professional commercial corridor
- We will have popular annual events that are important to our sense of community and economic health







# HOMELESS ISSUES PRESENTED TO ATASCADERO CITY COUNCIL AT STRATEGIC PLANNING, FRIDAY, JANUARY 25

Applaud Susan Funk and B for being the volunteer taskforce from the council working behind the scenes to support the present effort for a warming center in Atascadero through April with great success. The churches and TFS needs the Council's ongoing support in the form of expediting the process and a catalyst between the Council, non-profits, churches and community.

I would ask these liaisons to and from the council propose the council's support for an on-going warming shelter yearly in our community. I would also ask, especially, cooperating with TFS and our churches who see shelter of those with less as their mission. Successful organizations are more apt to write a good grant proposal and get grant support for an on-going City supported warming shelter.

I would like to see the Council have a goal to quarterly meet with the homeless players--community organizations, churches, county and mental health so our city and public are educated as to the needs of this segment of our community and becomes aware of state and federal funding available through grants.

## Is the Council aware of the Emergency Shelter Grant

The Emergency Shelter Grant, or ESG, is provided to local governments and community-based organizations to rehabilitate a property to be used to house the homeless. The money can also be used to pay for operating costs of the facility, and to provide supportive services to the homeless. Supportive services include substance abuse counseling, case management and mental health treatment. Community-based organizations must match the ESG funds with money from their own resources. Emergency shelters are for families or individuals who lack a fixed nighttime residence or those who will be evicted from their home within 30 days.

Governor Newsom may address the homeless issue statewide by putting pressure on local governments to build low-income housing, and target more programs to homeless people. California has a housing affordability problem that is especially acute in major cities.

Council could look at changing city ordinances to allow for tiny homes on properties. These affordable homes would help young workers, and allow seniors to have a place of their own. Having affordable house such as tiny homes could avoid homelessness for some in an age of decadent rentals.

And what about more Self-help Housing? The development next to the old HOME Atascadero Library is a splendid example of what can be done.

The County Applied Survey Research who has been doing the homeless count for two years that I know of has accumulated much information about the homeless including:

2017 unsheltered 139 (TFS recent county was 250)

42% of respondents reported primary cause of homelessness being abuse or trauma  
45% reported homelessness as a result of relationship breakdown or unhealthy/abusive relationship  
15% reported physical health issues

74% of respondents reported living in SLO County at the time they became homeless  
9% reported they were living out of state  
17% reported they were living in another county in CA but 49% of those said they had lived in SLO county before

15% surveyed reported mental health issues as their inability to maintain stable housing

13% cited alcohol or drug use for housing difficulty  
91% of homeless families are sheltered. But even with shelter, it is a major disruption for children in school who find it more difficult to be successful learning while stressed with homelessness

42% receive no governmental assistance  
33% receive SSI/SSDI

for a warming shelter designation every year and for some funds from the budget be allotted

LEE PERKINS  
ATASCADERO



## CITY OF ATASCADERO

### COUNCIL NORMS AND PROCEDURES (2017)

#### 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, FPFC 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 EMAIL 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.

## **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 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 can place an item on the agenda under Council Announcements and Reports.

- 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.
- 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 speaks 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.

Date: January 26, 2019**Lara Christensen**

**From:** Susan Funk  
**Sent:** Tuesday, February 5, 2019 3:10 PM  
**To:** Lara Christensen  
**Subject:** Re: Strategic Planning this Weekend - Help Set the City's Priorities!

Lara,

I summarized these comments at the Strategic Planning session in the final section.

Susan

---

**From:** Joan C. Bloomfield <joancbloom@gmail.com>  
**Sent:** Saturday, January 26, 2019 9:01 AM  
**To:** Susan Funk  
**Subject:** Re: Strategic Planning this Weekend - Help Set the City's Priorities!

Hi Susan,

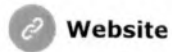
I'm not up to attending the meeting today but here are some of my ideas:

1. Farmer's Market- add lights to the area and change hours to 3:30-6:30 pm to allow people to come after work, especially when then work in SLO, etc. It makes no sense to have winter hours because it's confusing to the public. Some organic farmer's have dropped out because they weren't making enough money. Also, allow some crafters-handmade, like they have some at the other markets.
2. Check a website for The City of Refuge, Atlanta, Georgia. It's a model program for the homeless.
3. Create a Diversity Faire with lots of different cultural activities and food. The Tamale Festival is amazing, but we need to bring more in today's world to experience acceptance. I could help with finding people to do this.

If the city truly wants to include people who want to share ideas, they would let the public know sooner in advance and not schedule a Friday night or Saturday day, because of Sabbath observances. It excludes some. That's all for now.

Joan

On January 24, 2019, at 4:45 PM, Council Member Susan Funk <sfunk@atascadero.org> wrote:



You worked hard to ensure our City Council would have a fresh voice. Make it count by participating in the City's Strategic Planning sessions this weekend.

- Public participation is encouraged and welcome
- Come at any point; stay for as little or as much as you can
- Public comment and participation opportunities will occur at several points both days, and there will be breakout sessions Saturday
- Professional facilitators will lead the sessions
- Friday, January 25th from 5:30 pm until about 9 pm
- Saturday, January 26th from 8:30 am until about 3 pm
- City Hall, 4th floor (Council Chambers); Enter by middle school.

This is the meeting where the Council decides on goals for the City for the next two years. If you want the City's goals not to focus exclusively on economics and efficiency, come speak up for your values, interests and concerns. This session allows for much freer discussion than regular Council meetings. Make sure your concerns are on the City's agenda and reflected in the City's budget by speaking out. See you this weekend!



Official agenda is on the city's web site

<http://records.atascadero.org/weblink/ElectronicFile.aspx?docid=89905&dbid=0>

This email was sent to [joanbloom@gmail.com](mailto:joanbloom@gmail.com)

[why did I get this?](#) [unsubscribe from this list](#) [update subscription preferences](#)

Funk for City Council 2018 · 3341 Via Del Sueno · Atascadero, CA 93422 · USA

