



# City of San Juan Bautista

The "City of History"

[www.san-juan-bautista.ca.us](http://www.san-juan-bautista.ca.us)

## **AGENDA** **SPECIAL CITY COUNCIL MEETING**

TUESDAY ~ MARCH 23, 2021 ~ 6:00 P.M.

### **~ PUBLIC PARTICIPATION BY ZOOM ONLY ~**

Join Zoom Webinar <https://zoom.us/j/86330955436>

or call 1 (669) 900-6833

Webinar ID: 863 30955436

#### **THIS MEETING WILL BE CONDUCTED PURSUANT TO THE PROVISIONS OF THE GOVERNOR'S EXECUTIVE ORDER N-29-20**

In order to minimize the spread of the COVID 19 virus the City Council is conducting this meeting by Zoom webinar and will be offering alternative options for public participation. You are encouraged to watch the meeting live on Zoom or Facebook. *Please follow the Governor's Shelter in Place Order and the CDC Guidelines regarding preventative measures and do your part to help flatten the curve and prevent further spread of COVID-19.*

**PUBLIC COMMENTS WILL BE TAKEN ON AGENDA ITEMS BEFORE ACTION IS TAKEN BY THE CITY COUNCIL. DURING THE MEETING:** TO PROVIDE VERBAL PUBLIC COMMENTS ON AN AGENDA ITEM DURING THIS MEETING CALL THE PHONE NUMBER LISTED ABOVE OR LOG INTO ZOOM AND ENTER THE MEETING ID NUMBER AS LISTED ABOVE.

When the Mayor announces public comment is open for the item which you wish to speak, press \*9 on your telephone keypad or if joining by Zoom, use the raise your hand icon. When called to speak, please limit your comments to three (3) minutes, or such other time as the Mayor may decide, consistent with the time limit for all other speakers for the particular agenda item. Comments from other platforms will not be considered during the meeting. If you would like to participate you MUST log in to Zoom.

Written comments may be mailed to the Deputy City Clerk at City Hall (P.O. Box 1420, San Juan Bautista, CA 95045), or emailed to [deputycityclerk@san-juan-bautista.ca.us](mailto:deputycityclerk@san-juan-bautista.ca.us) not later than 5:00 p.m., March 23, 2021, and will be read into the record during public comment on the item.

In compliance with the Americans with Disabilities Act, and Governor's Order N-29-20, the City will make reasonable arrangements to ensure accessibility to this meeting. If you need special assistance to participate in this meeting, please contact the Deputy City Clerk a minimum of 48 hours prior to the meeting at (831) 623-4661.

If you challenge any planning or land use decision made at this meeting in court, you may be limited to raising only those issues you or someone else raised at the public hearing held at this meeting, or in written correspondence delivered to the City Council at, or prior to, the public hearing. Please take notice that the time within which to seek judicial review of any final administrative determination reached at this meeting is governed by Section 1094.6 of the California Code of Civil Procedure.

A Closed Session may be called during this meeting pursuant to Government Code Section 54956.9 (d)(2) if a point has been reached where, in the opinion of the legislative body of the City on the advice of its legal counsel, based on existing facts and circumstances, there is a significant exposure to litigation against the City.

Materials related to all items on this agenda are available in the agenda packet on the City website [www.san-juan-bautista.ca.us](http://www.san-juan-bautista.ca.us) subject to Staff's ability to post the documents before the meeting, or by emailing [deputycityclerk@san-juan-bautista.ca.us](mailto:deputycityclerk@san-juan-bautista.ca.us) or calling the Deputy Clerk (831) 623-4661 during normal business hours.

- 1. Call to Order**  
**Pledge of Allegiance**  
**Roll Call**
  
- 2. Action Items**
  - A. Approve Resolution 2021-XX for Adoption of a Strategic Plan for Fiscal Year 2021-2022**
  
  - B. Approve Affidavit of Posting Agenda**
  
- 3. Adjournment**



# CITY OF SAN JUAN BAUTISTA CITY COUNCIL

**AGENDA TITLE:**           **ADOPT A STRATEGIC PLAN FOR  
FISCAL YEAR 2021/2022**

**MEETING DATE:**        March 16, 2021

**SUBMITTED BY:**        Don Reynolds, City Manager

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## **RECOMMENDED ACTION:**

Receive public feedback regarding the draft Strategic Pan attached to the attached proposed Resolution, update the pan as deemed appropriate, and adopt the Resolution and the Plan establishing the goals and strategies for the new fiscal year.

## **BACKGROUND**

In a City Council/City Manager form of government, communication is key. It is critical therefore, to make space in the busy life of a City to have good thoughtful communication around the City's needs, concerns and vulnerabilities. A good City Manager makes time for the public and the elected and appointed officials to make certain this space exists, good empathetic listening occurs, and that the citizens of the community feel like they are part of the solution, rather than being subjected to it. The community needs to trust its leadership, and not be afraid to ask questions when things seem wrong. The leadership needs to listen.

**Figure 1. Stakeholder Relationship Funnel**



Last year, on February 15, 2020, the City Council held a special Town Hall meeting in the library that was facilitated by the consulting firm City Gate, and a retired City Manager. That allowed staff, the community and City Council to sit together and discuss the City's strengths, weakness, opportunities and talent. Following that strategic planning session, a survey of the residents was conducted that helped to gather more input directly from approximately 150 residents. City Gate added this organizational evaluation and fiscal assessment into a report that helps guide the City and its budget today.

The City's vision and priorities emerged in the form of strategies, the most popular being

*“the Preservation of the City's historic heritage and small-town atmosphere.”*

Staff has proposed a new Community Development Department in response to this priority. Advanced planning will be better managed focused on the “UGB/SOI Ad Hoc Committee” and re-establishing a sphere of influence and urban growth boundary. Ultimately the 2016 General Plan will be amended and reset the path forward reducing the anticipated growth from 46 new homes per year to 10-20 new home per year between now and 2035. Balancing the State's desire to address the “housing crisis” with new growth is the biggest challenge. Historic Preservation will also rise in its importance and have the staff to support it. The approval of the Community Development Director/Assistant City Manager position puts the fiscal resources directly towards meeting the community's number one concern.

The current events of the “day” or “year” impacted the City's ability to move forward with the Strategic Plan as considered last February. The State of Emergency declared March 17, 2020 turned the City's (World's confidence) confidence upside down. The health of the residents and the health of the City's economy rose to new heights that were not anticipated by the Strategic Plan. Then came mandates to fix the water and waste water issues. The EPA's Administrative Order on Consent approved in August followed only after bi-weekly meetings with the EPA and Water Board, and the drafting of a new Water Master Plan and Waste water Master Plan. Implementing the AOC and its goals consumes 30-40% of the City's staff time every week. This effort does speak toward the need to better maintain the City's infrastructure and care for its critical water and waste water resources. But at a much more intense level than anticipated in February 2020. Who would think that the City would be in design of a new regional water system, and new regional waste water system at this time last year?

The national issue around equity, policing, and diversity are also rising to new heights since last February. How cities enforce laws was completely turned on its head. Cities in Minnesota ended their policing practices. Cities like San Francisco took a third of the public safety budget and targeted it towards social workers and made them first responders. Does the City wish to evaluate the way its public safety programs are implemented?

On February 23, 2021, the City Council held a second Strategic Planning Town Hall meeting. This time both the Capitan Taylor of the Sheriff's Department and Fire Chief Martin DelCampo provided an overview of their vision for the city's public safety efforts. It became evident that the City has public safety service gaps in the form of actively working with the community on crime prevention, crime investigations (for smaller crimes and vandalism) and traffic safety enforcement. The threat of wildfires pointed out that we need local staff to work with the coordination of emergency response and preparedness. The City needs to be represented at regional conversations with emergency response representatives. There is a need to make serous improvements to the Fire Engine bay.

## **DISCUSSION**

In the attached draft Resolution, this background is summarized, and the 2020 Strategic Plan is presented as an attachment. The City Manager has combed through the 2020 Plan, added some

new considerations, consolidated a few and expanded others. The point of this discussion is to consider these ideas as presented, and determine if they accurately reflect the City's current needs, and address the community's top interests as we prepare a budget for next fiscal year.

Community Development is a top priority for the City and the State, so hiring a Community Development Director places the City's resources on this effort. This position can then be held accountable for the City's success with the endeavors described therein. This is an excellent example of how this process works.

To that end, public safety needs more attention. It is suggested that the City Council establish a Public safety Committee to meet with stakeholders and contract service providers to better understand the gaps in services. The Sub-Committee working with the City Manager can recommend budget changes for the new fiscal year to help respond to these community needs.

Maybe parks, recreation and library services could benefit by a Council Subcommittee's oversight and evaluation. This could be an ad-hoc committee with time sensitive deadlines and objectives, or even merge into a City Council Commission. If sufficient resources exist, developing a Community Service Department with its own Commission may be a 3 to 5-year goal that includes all three of these services.

Lastly, the City might consider applying an "equity lens" on its policies before they are approved. Many other cities are considering this step forward, in the form of training for officials and staff. Seattle has been doing this for a decade. Each policy will include an "Equity Statement" that makes certain that the new policies adopted by the City Council do not have "Unintended Consequences" and cause harm to, or exclude those who did not participate in the policy development.

A lively discussion awaits the City Council focused on the City's needs and priorities. This year the budget will be ready before June 30, 2021, and everyone's participation is welcome and appreciated. This is the whole City's budget.

## **FISCAL IMPACT**

The Strategic Plan sets the path forward for the City's new budget for Fiscal Year 21/22. More to follow!

Attachments: Resolution and Draft Strategic Plan

# STRATEGIC PLAN FROM FEBRUARY 15, 2020 as Amended February 23 and March 16, 2021

- 1) Create, promote, and nurture partnerships within our community
  - a. Public
  - b. Private
  - c. Community based
  - d. Governmental
  - e. Non-profit
  - f. Business
  - g. Schools and Universities
  - h. Agriculture
- 2) Preserve, protect, promote our community assets and economic vitality while maintaining historical and cultural charm.
  - a. Expand Community Development Services
  - b. Amend the and update the General Plan, Focus on the City's advanced planning and preserve its historic assets and small-town charm
  - c. Create a Housing and Economic Development Division within Community Development Department
  - d. Adopt the City's Climate Action Plan
- 3) Invest, maintain, strengthen, plan and renew, our vital infrastructure:
  - a. Regionalize the Source of Water, and discharge of Waste Water
  - b. Invest in the new Water and Waste Water Master Plans
  - c. Fund the priorities in the Pavement Management Plan
  - d. Reduce Greenhouse Gasses, develop sustainable independent Power grids
  - ~~e. Sewer~~
  - ~~f. Streets~~
  - ~~g. Sidewalks~~
  - ~~h.e.~~ Stormwater
  - ~~i.f.~~ Facilities
  - ~~j.g.~~ Open Space and Active Transportation Plan
- 4) Promote public amenities:
  - a. Parks complete Verrutti Park and Franklin Park, Implement the Luck Park Master Plan
  - b. Trail system
  - c. Recreation
  - ~~d.~~ Cultural Arts and Activities
  - ~~e.~~ Consider a Parks, Recreation and Library Sub-Committee
- 5) Quality of Life

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- a. Enforce ordinances maintaining quality of life, promoting health and safety for the community.
- b. Consider a Public Safety Sub Committee to review contracts and services, identify gaps in service (traffic enforcement, emergency preparedness, crime prevention, crime investigation).
- c. Build resiliency into the City's quality of life by building closer communications, closer relationships, by listening to our neighbors and friends.
- a.d. Nurture diversity, remove inequities, and celebrate the strength in the community that comes from a strong and diverse community.

**RESOLUTION NO. 2021-XX**

**A RESOLUTION OF THE CITY COUNCIL FOR THE CITY OF SAN JUAN BAUTISTA ADOPTING ITS STRATEGIC PLAN FOR FISCAL YEAR 2021/22**

**WHEREAS**, a strategic plan is a vital tool for cities to ensure that the priorities set by the City Council are conveyed in the organization's goals, that strategies are clearly developed to meet the goals, and that overall city government is accountable to meeting community needs; and

**WHEREAS**, the approved Strategic Plan marks the first step towards the new City budget, and helps staff to recommend funding to achieve the City's vision and implement its strategies for the new fiscal year; and

**WHEREAS**, on February 15, 2020, the City Council held a special Town Hall meeting to discuss its new Strategic Plan; and

**WHEREAS**; the Town Hall meeting was well attended and facilitated by a retired City Manager, who first interviewed each Councilmember before the meeting began; and

**WHEREAS**, following this Town Hall meeting, in less than a month, the City found itself in an unpredictable state of emergency, that continues to this day, and has necessitated new strategies that include actions like "Courage, Resiliency, Flexibility, Patience, and Adaptability"; and

**WHEREAS**, of the five priorities listed, its first priority, "*Create, promote, and nurture partnerships within our community*" became the most important priority as public and private resources were tapped to capacity in unexpected ways to weather the unpredictable impact of a storm of uncertainty for the public's health, and the City's economy; and

**WHEREAS**, with the exception of fixing its water and waste water infrastructure, many of the other priorities had to be pushed aside while the City, County and State worked together to save lives; and

**WHEREAS**, at the Special Meeting held Tuesday September 23, 2021, the City Council revisited these priorities with a focus on expanding its efforts as they relate to maintaining the City's small-town charm and preserving its history, and identifying and closing the gaps in services that promote, preserve and maintain the quality of life; and

**WHEREAS**, the City Manager is returning to the City Council at the first meeting in March to reconfirm the Strategic Plan for the new fiscal year, and enhance and amend it based on feedback received both February 23, 2021, and at this discussion held March 16, 2021.

**NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF SAN JUAN BAUTISTA NOW HEREBY FINDS:**

1. That the recitals in this Resolution and accompanying staff report are true and correct and are hereby made a part of this Resolution.



2. It agrees that the Strategic Plan provided in the attachment to this Resolution reflect an accurate update of the City's vision and priorities for the new fiscal year, and adopts this plan as its guide for FY 2021/22.
3. Authorizes the City Manager draft a new budget that reflects and funds the initiatives referenced in the new Strategic Plan.

**PASSED AND ADOPTED** by the City Council of the City of San Juan Bautista at a regular meeting held on the 16<sup>th</sup> day of March 2021, by the following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

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Leslie Q. Jordan, Mayor

**ATTEST:**

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Shawna Freels, City Clerk

Attachment: Updated Strategic Plan for Fiscal Year 21/22