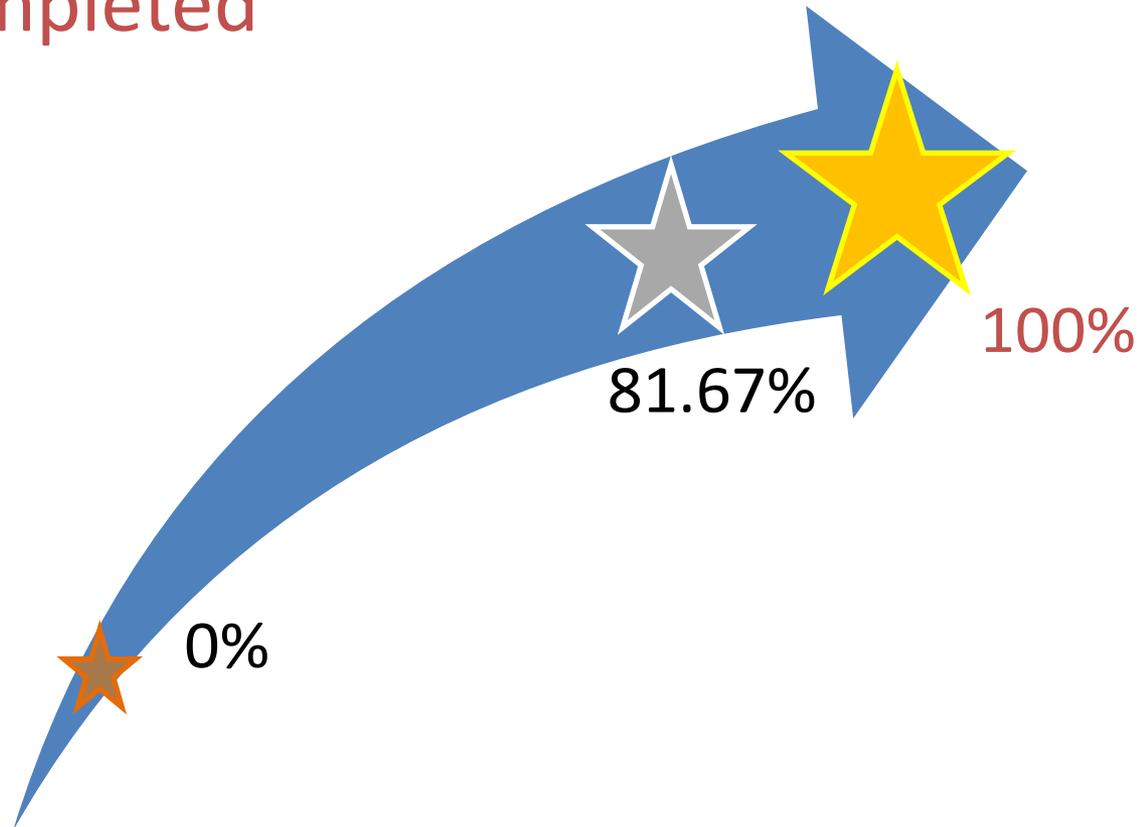


# ***FISCAL YEAR 2011-2012***

## ***CITY COUNCIL URGENT STRATEGIC PRIORITIES***

***(FOR THE PERIOD OF SEPTEMBER 7, 2011 THROUGH MAY 1, 2012)***

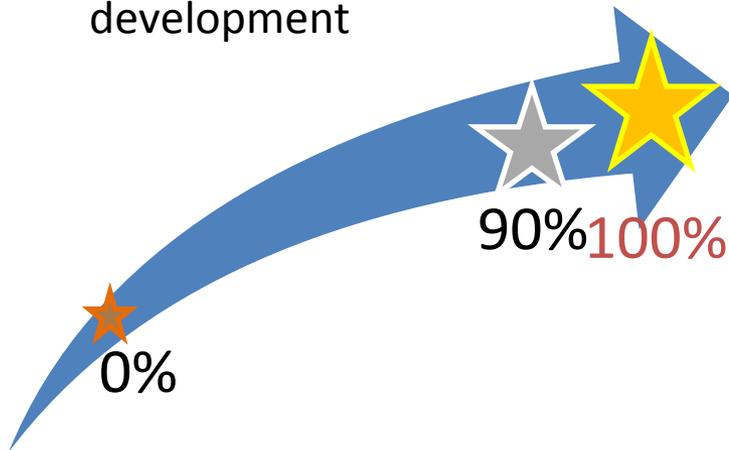
- 82% completed



# PRIORITY 1

## Staff Reorganization/pensions, contract

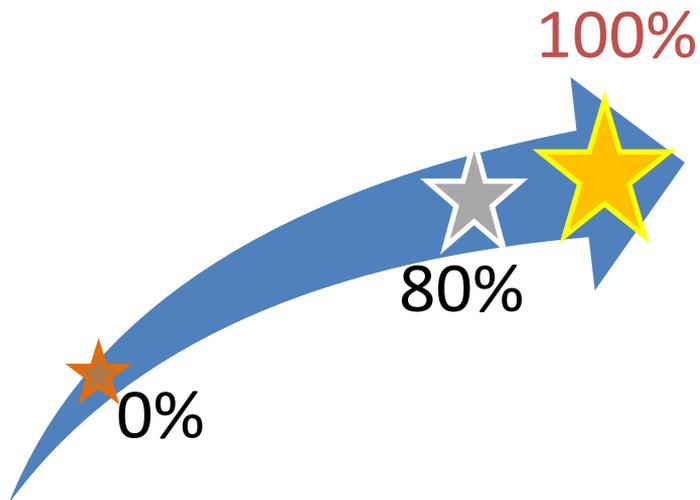
1. Address Economic Development
2. Address open space management/community development



- 90% completed
  - New employee contracts implemented through 2014.
  - Employees paying their own pension contribution by July 2013 and implementing reduced tier of pension for new employees, effective July 1, 2012.
  - Hired new Utilities Director, Human Resources Manager, and Accounting Manager.
  - Formed Economic Development team to work with business applicants (City Manager and Development Services Director).
  - Collaboration with Chamber of Commerce to create Economic Development marketing tools.
  - Creating Economic Development Strategies to attract new businesses (ICSC)
  - Working with local brokers to identify available properties for business attraction.

# PRIORITY 2

Ground Water Recovery Plant (GWRP) at designed maximum capacity of 5.14 MGD

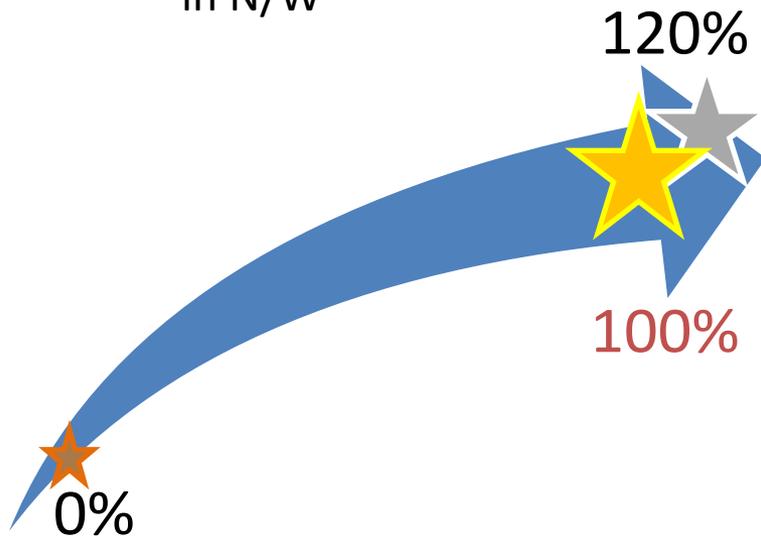


- 80% completed
  - Capacity is currently at 4 million gallons per day (MGD).
    - > Average production is 3.5 MGD (since August 2011).
  - Received filter media and parts on March 22<sup>nd</sup>.
  - Target to complete green sand filter rehabilitation by mid-May 2012 with GWRP @ 5.14 MGD Capacity.
  - To date this year, the City has produced more water than it has purchased.

# PRIORITY 3

## East and Northwest Open Space Resource into best use

1. Priority #1 is the Lemon Grove
2. Priority #2 is the Dog Park in N/W

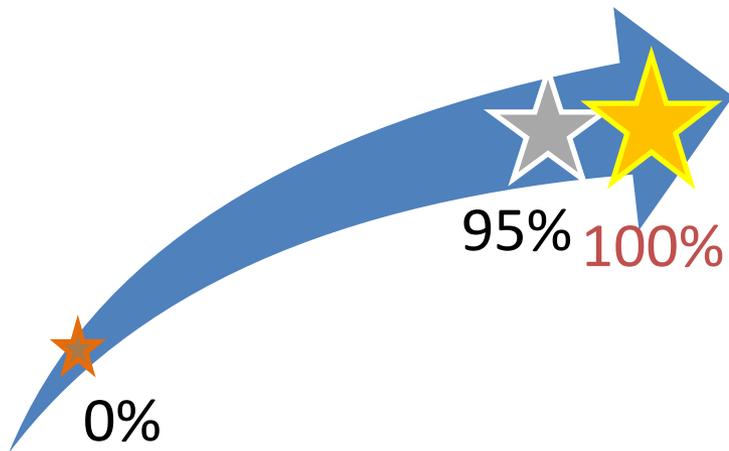


- 120% completed
  - The Lemon Grove irrigation system is at 100% completion to provide water for citrus trees.
  - The Citrus Grove tree replacement has been completed by planting 218 new Valencia Orange trees.
  - Extended Blenheim License Agreement through December 31, 2012 (increased by \$25,000; six public events; Sierra Soils vacated property).
  - Processing East Open Space Park proposal by the Open Space Foundation. The 12 acre park is in the commission review phase, scheduled to return to City Council in June 2012. **(BONUS 10%)**
  - The Dog Park design is 100% complete; plan check and permits complete (construction by Open Space Foundation to begin in summer).
  - Entered negotiations for the Swanner House which has been approved for a winery use. Staff has performed repairs to the property; in negotiations with the tenant; and will return to City Council at the end of May. Phase 1A NWOS Plan and public benefit improvements are a priority for the City at this site. **(BONUS 10%)**
  - Prop 84 Park Bond Grant for \$3.61 million was denied by the State.

# PRIORITY 4

## Finish Historic Town Center Master Plan

1. Then begin implementation  
(low hanging fruit Phase I)

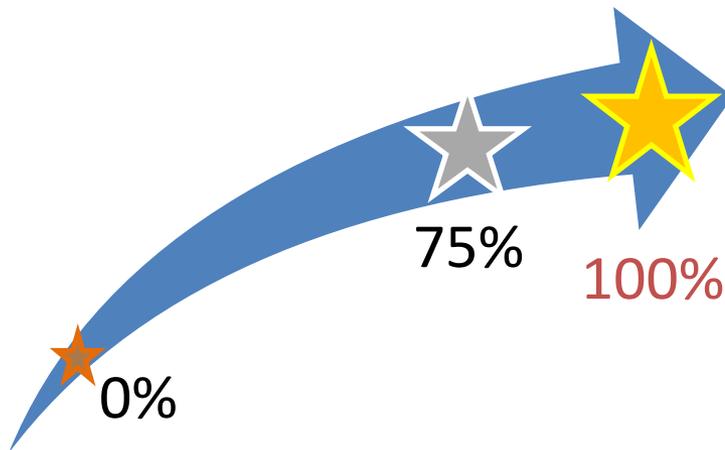


- 95% completed
  - The City Council certified the Environmental Impact Report (EIR), approved the Master Plan, and adopted a Form Based Code.
  - Staff is making final revisions and will present to City Council in June 2012.
  - The Capital Improvement will follow when funding becomes available.

# PRIORITY 5

## Entitlement Process/Business Friendly Environment

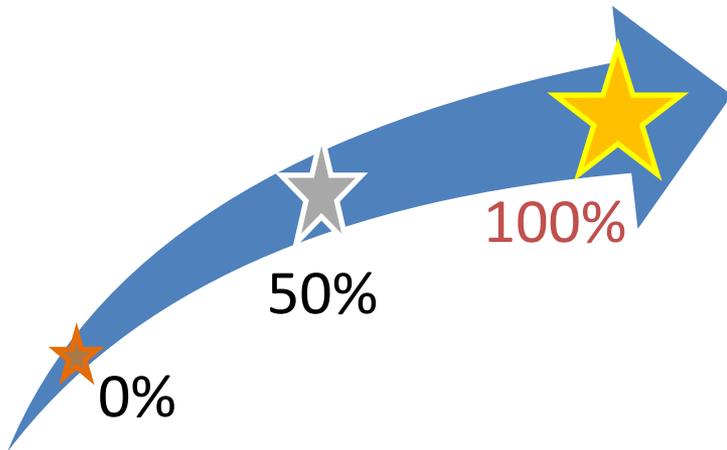
- 75% completed
  - One Stop Shop Counter plan developed; design completed, schedules and estimates pending.
  - Construction of One Stop Shop Counter – tentatively scheduled to open the first week of July 2012.
  - Proactive Business License Program implemented to include outreach, repeat noticing, and enforcement. Review of Ordinance to create more efficient business friendly model in progress.
  - Development Services “E-Team” (Expedite) guided applicants swiftly through the entitlement process to enable business entitlements/openings.
    - Mission Grille
    - Marriott Residence Inn
    - Car dealerships – Chrysler and Tuttle Click
    - Mission SJC entry, wall, sidewalk, gatehouse, and gift shop
    - Saddleback Valley Christian School Phase 2 and 3
    - Costco Wholesale
    - Plaza Banderas Hotel
    - McDonald’s rebuild
    - Ongoing meetings with various developers, brokers, and businesses



# PRIORITY 6

## Get our Fiscal House in Order

- 50% completed
  - Pension reform-reducing future long-term obligations.
  - Water production and sales to alleviate deficit in Enterprise Fund.
  - Quarterly reports began November 15, 2011.
  - New two-year budget implementation-a look forward.
    - Streamlining processes.
    - Using technology to be more efficient.
    - Evaluating positions and use of resources.
  - RFP for cost allocation and fee study completed; proposals reviewed and interviews scheduled for June 7.
  - AAA G.O. Bond Rating affirmed.
  - Initial meeting with financial advisor to develop a strategy to increase our COP credit rating.
  - Proposals to obtain insurance broker services being reviewed.
  - Workers' Compensation Insurance costs and providers being evaluated.
  - All licenses and leases being reviewed to obtain best value from City assets.



**FISCAL YEAR 2011-2012**  
**ADDITIONAL STRATEGIC PRIORITIES**  
**(FOR THE PERIOD OF SEPTEMBER 7, 2011 THROUGH MAY 1, 2012)**

1. Aggressively revitalize economic development
  -  2. Redevelopment Decision
  -  3. Plan for selling or leasing city properties such as Lower Rosan-Vision for Use (*partially complete*)
  4. Complete sidewalk widening project across from Mission
  -  5. Develop a community-oriented policing program for the Villas and Carolinas
  -  6. Make a decision on desalination plant
  -  7. Complete entitlement of downtown hotel
  8. Grove/work force housing
-  Completed  
 Partially complete

# ***FISCAL YEARS 2012-2014***

## ***URGENT STRATEGIC PRIORITIES***

1. Economic Development/business friendly environment – Create a new framework. Map out and streamline process. Review and update all ordinances and city council policies. Develop strategies to help existing businesses. Create outreach programs to help business attraction, retention or relocation. Restructure commissions and committees to include defining council relationships with same.
2. Organization optimization – continue.
3. Open space -- Optimize revenues within bond requirements/create maintenance strategy.

# ***FISCAL YEARS 2012-2014***

## ***URGENT STRATEGIC PRIORITIES***

4. Continue to build a strong financial foundation in the city. Plan to eliminate water deficit.
5. Implement Historic Town Center Master Plan. Complete streetscape project across from the Mission, Camino Capistrano and Verdugo St. improvement.
6. Create plan for and implement infrastructure improvements that benefit the residents.