

## ONE-YEAR STRATEGIC GOALS AND IMPLEMENTATION PLAN

*from “Year Two” of San Juan Bautista’s 2023 Five-Year Strategic Plan*

This One-Year Strategic Goals and Implementation Plan covers priorities and recommendations gleaned from both community and employee surveys, stakeholder interviews, historical data, the General Plan, the recently adopted 2023 Five-Year Strategic Plan, and point-in-time items. This document includes “Combined Priorities” (items of importance to the City Council, City staff, and community) and “Citygate Recommendations” (recommendations developed as part of Citygate’s Citywide organizational review).

There are Combined Priorities and Citygate Recommendations within Tier 1 and Tier 2 of the 2023 Five-Year Strategic Plan that have yet to be addressed and prioritized. These priorities and recommendations concern the following areas:

- ◆ Economic Development
- ◆ Infrastructure
- ◆ Land Use | General Plan | Zoning
- ◆ Budget
- ◆ Conservation of Farmland and Agricultural Economy
- ◆ Noise
- ◆ Celebrated Local Historic Resources
- ◆ Police
- ◆ Fire
- ◆ Youth and Senior Recreation Activities
- ◆ Communication
- ◆ Flood Related Hazards
- ◆ Reduction of Solid Waste
- ◆ Healthy Environment for Youth
- ◆ Maintenance of Historical and Cultural Parks and Open Space
- ◆ City Hall and Staff
- ◆ Pedestrian Network
- ◆ Maintenance and Protection of Parks / Open Space
- ◆ Parkland System
- ◆ Educational Services and Facilities
- ◆ Health Programs

This document is an appendix to the adopted 2023 Five-Year Strategic Plan completed by the City last year. It includes priorities and recommendations to be considered for implementation from Year One and Year Two of the 2023 Five-Year Strategic Plan. Citygate recommends implementation actions begin by June 1, 2024. The actions related to the various goals detailed in

this document should be started and/or completed within the next 12 months, thus providing time for planning and resource allocation.

This document also provides opportunity for any necessary pivots, accommodations for any resource or staffing changes, input from new Councilmembers, and continued enhanced communications through ongoing community engagement—thus providing for a more effective and thoughtful process that is in greater alignment with current trends, challenges, expectations, and opportunities.

The One-Year Strategic Goals for 2024–2025 include addressing the 16 goals within the “Economic Development” category that have been paused due to the recent reduction of Economic Development staffing and resources. This document will also clarify and update the 16 “Agricultural” and “Conservation” goals due to the recent adoption of the City’s political boundaries (related to sphere of influence) that do not expand beyond the City’s current boundaries, thus impacting and requiring removal of the originally adopted 16 goals in these areas. This adjustment is in accordance with LAFCO requirements and will be in alignment once the pending LAFCO approval is completed.

There are 63 goals addressed within this document requiring discussion and approval by City Council. In addition, during the past year, there have been 54 goals that were addressed, completed, or are still in process (Year One of the 2023 Five-Year Strategic Plan). The first-year accomplishments were a heavy lift, and City staff should be commended for their incredible accomplishments.

**Table 1** reflects leftover items from Year One as well as items for Year Two. The table shows each Combined Priority and Citygate Recommendation, the estimated cost (if applicable), notes on implementation, and the recommended implementation priority as 1, 2, or 3. Priority 1 indicates the highest priority with efforts to begin the task within the first quarter of the FY 2024/25, Priority 2 indicates a mid-level priority, and Priority 3 indicates a lower priority.

*NOTE: In the “Estimated Fiscal Impact” column of the table, “OG” refers to ongoing and reoccurring costs, and “OT” refers to one-time cost allocation. The “EDI” column stands for “Economic Development Impact.”*

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**Table 2** has been included as an important and recommended tool that can be utilized to support the City’s priority decisions and rankings.

**Table 1—One-Year Strategic Goals and Implementation Plan (Year Two of 2023 Five-Year Strategic Plan)**

| Priority/Recommendation  | Year 2<br>(6/1/24–6/30/25)<br>Priority Level<br>(1–3) | EDI | Estimated<br>Time (Hours)<br>Allocation | Estimated Fiscal<br>Impact | Notes   |
|--|---|-----|---|----------------------------|---|
| <b>Community (Combined Priorities)</b>   |   |     |   |                            |   |
| 1. Vacant properties (program, ordinance, fees)  | 1   | X   | 80                                      | \$1,000 (OT)               | Initial research initiated  |
| <b>Staff (Combined Priorities)</b>   |   |     |   |                            |   |
| 2. Environment (space, technology, equipment, hours of operations) and water fee collections   | 1   |     | 100                                     | \$25,000 (OT)              |   |
| <b>Stakeholder Interviews (Combined Priorities)</b>  |   |     |   |                            |   |
| 3. Staff communication training / customer service   | 1   |     | 12                                      | \$15K? (OT)                | Scheduled May 4/5 (service and hiring philosophies on-site training)  |
| 4. Technology  | 1   |     |   | \$10,000 (OT)              |   |
| 5. Marketing of services (Events?)   | 3   | X   | 24                                      | \$1,500 (OT)               |   |
| 6. Staff educational training/certifications   | 1   |     | 24                                      | \$10,000 (OG)              |   |
| <b>Land Use (Zoning) {Top Priorities}</b>  |   |     |   |                            |   |
| 7. Maintain and rehabilitate housing in Downtown (Affordable Housing Emphasis)   | 2   |     | 80                                      |                            | All land-use goals require associate and senior or higher-level planning staff (consulting or 1 FTE or combination) |
| 8. Expand allowable housing types and areas in which they can be built without compromising local design standards, property values, and quality of life | 2   |     | 80                                      |                            | Hourly rate for consulting \$ (Ex.: 80 hours x \$ = )   |
| 9. Review and update parking per residential unit requirements (removing/reducing regulatory obstacles)  | 3   |     | 80                                      |                            | Request to keep it local if possible  |

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| Priority/Recommendation   | Year 2<br>(6/1/24–6/30/25)<br>Priority Level<br>(1–3) | EDI | Estimated<br>Time (Hours)<br>Allocation | Estimated Fiscal<br>Impact | Notes                    |
|---|---|-----|---|----------------------------|--------------------------|
| 10. Consider expanding “as of right” development opportunities vs. variances (easing the approval processes)  | 3   | X   | 12ED<br>/80                             |                            |                          |
| 11. Map, prepare, and market sites for new residential development  |   |     |   |                            | Completed                |
| 12. Evaluate and consider expanding workforce housing (incentives, ordinances)  |   |     | 60                                      |                            | Moved to next FY 2025/26 |
| 13. Establish/adjust zoning standards to reduce impacts of high-intensity uses (landscape buffering, air quality, noise, odors, light, traffic)                                     | 1   |     | 100                                     |                            |                          |
| 14. Identify distinct neighborhoods and develop a form-based code ordinance that maintains local neighborhood features and guides future development                                | 2   |     | 200                                     |                            |                          |
| 15. Establish/adjust building height cap for all neighborhoods  | 1   |     | 20                                      |                            |                          |
| 16. Adopt/evaluate impact fees and conditions of approval that address unique characteristics of solid waste generated by the development for commercial and industrial development | 1   | X   | 40                                      | \$10,000 (OT)              | Cost if using consultant |

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|---|---|-----|---|----------------------------|---|
| <b>Economic Development</b>   |   |     |   |                            |   |
| 17. Hire an Economic Development Specialist/Manager (staff replacement?)              | 1   | X   | 12                                      |                            | High Priority (The 15 items following cannot be accomplished without appropriate staffing allocation. This position also impacts many other goals listed within.) |
| 18. Permitting processes (more efficient) “business friendly”                         | 1/1   | X   | 60                                      |                            |   |
| 19. Food truck ordinance  |   |     |   |                            |   |
| 20. Promote Downtown (use marketing firm or Chamber)                                  | 1   | X   | 24                                      | \$5,000 (OT)               |   |
| 21. Develop Chamber of Commerce   | 3   | X   | 48                                      |                            |   |
| 22. Unified vision of Downtown with business owners                                   | 2   | X   | 12                                      |                            |   |
| 23. Adjust/update zoning ordinances and standards to facilitate mixed use development | 2   | X   | 30                                      |                            |   |
| 24. Cleanliness, blight, trash  | 1   | X   | 80                                      | \$35,000 (OG)              | Ongoing clean-up, volunteers, dumping/storage   |
| 25. Assess and implement wayfinding signage program for Downtown                      | 1   | X   | 100                                     | \$40,000 (OT)              |   |
| 26. Business programs (façade improvement)  | 2   | X   | 120                                     | \$50,000 (OT)              | Seed money for year one   |
| 27. Downtown Beautification Plan (lights, landscape)                                  | 2   | X   | 80                                      | \$75,000 (OT)              | Year one, possible two-year fiscal need   |
| 28. More events (including fees, cost recovery, staffing, assessment, etc.)           | 1   | X   | 200                                     | \$30,000 (OG)              | Based on 100 hours per event with support   |

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|--|---|-----|---|----------------------------|---|
| 29. Marketing material to encourage private development and investment in housing  | 3   | X   | 24                                      | \$2,500 (OT)               |   |
| 30. Update the self-guided walking tours orientated to historical points of interest, architecture, shopping, or tourist destination |   | X   | 16                                      | \$3,500 (OT)               | Brochures, signage, maps (in process)                                 |
| 31. Explore Residential Parking Permit Plan. (combine w/ other)  | 2   | X   | 80                                      | \$2,500 (OT)               | Permits/Software (some software requires monthly monitoring w/ a fee) |
| 32. Promote electric car charging stations   | 3   | X   | 30                                      | TBD\$                      | Potential grant opportunity   |
| 33. Construct gateway monuments (use City's adopted marketing/branding plan) at three entrances to the City                          | 2   | X   | 100                                     | \$100,000 (OT)             | Some maintenance will be required (\$2,500 ongoing)                   |
| <b>Public Safety</b>   |   |     |   |                            |   |
| 34. Recruit for vacant S/O position  |   |     |   |                            | County's purview  |
| 35. Consider new public safety partnerships  |   |     |   |                            | Completed   |
| 36. Implement mitigation measures, such as levying police impact fees, if warranted  | 3   |     | 36                                      |                            |   |
| 37. Support neighborhood watch groups and establish annual community meetings to share with community                                |   |     | 100                                     |                            | Moved to FY 2025/26 (Year 3 of Strategic Plan)                        |
| 38. Facilitate communication between local/state agencies that address drug-related issues   | 2   |     | 40                                      |                            | In process  |
| 39. Work with local organizations to provide sufficient drug rehabilitation services and facilities                                  | 2   |     | 40                                      |                            | Public Health (City to provide info to public)                        |

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|---|---|-----|---|----------------------------|---|
| 40. Consider participating in the regional gang task force  |   |     |   |                            | Considered, completed   |
| <b>Infrastructure</b>   |   |     |   |                            |   |
| 41. Consider reducing parking requirements for mixed-use development  | 2   | X   | 20                                      |                            |   |
| 42. Fund and develop a Flood Control Master Plan (high priority)  | 1   |     | 160                                     | \$60K (OT)                 | Consulting fee  |
| 43. Develop Active Transportation Plan to address various items in this category: develop a Pedestrian Master Plan, adopting Monterey Bay Area Complete Streets Guidebook, complete planned stormwater channel (mission-SR-156) |   | X   |   |                            | Completed   |
| <b>Youth and Senior Recreation Activities (Parks and Recreation)</b>  |   |     |   |                            |   |
| 44. Develop funding strategies (grants, scholarships, partnerships)   | 1   | X   | 40                                      |                            |   |
| 45. Facility assessment and inventory   | 1   |     | 80                                      | \$30,000 (OT)              | Consulting fee  |
| 46. Luck Park expansion (senior/visitor center) – funding   | 1   |     | 200                                     | \$150,000 – \$1M (OT)      | TBD – RFPs   Other ongoing maintenance impacts and staffing fiscal impact TBD |
| <b>Communication</b>  |   |     |   |                            |   |
| 47. Promotional materials Downtown  | 2   | X   | 10                                      | \$2,500 (OT)               |   |
| 48. Quarterly updates to community and better location on website of the updates  |   |     | 80                                      |                            | In process  |
| 49. Improve email distribution list   |   |     | 12                                      |                            | In process  |
| 50. Addition locations for printed updates  |   |     | 12                                      |                            | In process  |

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|--|---|-----|---|----------------------------|--|
| <b>Budget/Fiscal</b>   |   |     |   |                            |  |
| 51. Fee Study  | 1   |     | 160                                     | \$75,000 (OT)              | Consulting fee, biannual process recommended; In process   |
| 52. Revenue opportunities  | 1   | X   | 30                                      |                            | In process   |
| 53. Disaster Fund  | 1   |     | 24                                      |                            | In process (pending FEMA APP) Separate Fund and CM credit card   |
| 54. Grant writer/opportunities   |   |     | 20/200                                  | \$20,000 (OG)              | If using consultant as needed hourly rate \$50/hr.; One on contract now; In process. Consider for Parks & Rec. |
| 55. Sewer Fund   |   |     |   |                            | Completed  |
| 56. CIP Plan   | 1   |     | 20/200                                  | \$75,000 (OT)              | Consulting fee   |
| 57. Incorporate department and functional performance measures to help achievement   | 1   |     | 24                                      |                            |  |
| 58. Written policies recommended by GFOA   | 1   |     | 60                                      |                            |  |
| <b>City Hall and Staff</b>   |   |     |   |                            |  |
| 59. Staff compensation analysis  | 2   |     | 120                                     | \$50,000 (OT)              | Consulting fee   |
| <b>Pedestrian Network   Maintenance Parks/Open Spaces</b><br><b>Promotion Open Spaces   Connected Parkland System</b><br>{All items voted for in years 3–5 and require Active Transportation Plan} |   |     |   |                            |  |



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|--|---|----------|---|----------------------------|---|
| <b>Conservation of Farmland   Agricultural Economy   Flood-Related Hazards</b>   |   |          |   |                            | N/A due to SPI & pending LAFCO approval, then GP amendment                  |
| <b>Urban and Wildland Fire Hazards</b>   |   |          |   |                            |   |
| 60. Require landowners to abide by defensible space standards per CDF  |   |          |   |                            | Completed   |
| 61. Require new development along wildlands to build in fire breaks  |   |          | <b>60</b>                               |                            | Hollister Fire purview  |
| 62. Collaborate with San Benito Fire Safe Council, SBF, and CDF on an effective / environmentally sound weed abatement program (including defensible space standards and recommendations), and include new development project standards |   |          |   |                            | Completed   |
| <b>Noise   State Route 156 Noise   Neighborhood Noise</b>  |   | <b>X</b> | <b>24</b>                               |                            | <b>Voted in years 3–5</b>   |
| <b>Reduction of Solid Waste</b>  |   |          |   |                            | <b>County responsibility</b>  |
| <b>High-Quality Educational Services and Facilities</b>  |   |          |   |                            | <b>Voted in years 3–5</b>   |
| <b>Healthy Environment for Youth</b>   |   |          |   |                            |   |
| 63. Engage youth with Mission docents and historic preservation / archeology   |   |          |   |                            | In progress; share info w/ public<br>Regular communication between agencies |

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|-------------------------------------|---|---------------------------|---|--|---|
| Celebrated Local Historic Resources |   | X                         | 24                                      |  | Voted in years 3-5  |
| Health Programs                     |   |                           |   |  | Voted in year 5   |
| Total: 63                           | Priority 1: {25}<br>Priority 2: {14}<br>Priority 3: {7} | Tasks: 27<br>Hours: 1,278 | Estimated<br>Hours: 3,572               | Estimated One-Time (OT):<br>\$783,500<br><br>Estimated Ongoing (OG):<br>\$95,000 | ED Staff 1,278 est. hours for new goals within Strategic Plan. <i>This does not include current or other duties.</i><br><br>\$783,500 one-time costs included (\$150K from item #46, not the up to \$1M estimate) |

The following table is an important and recommended tool which can be utilized to support the City’s priority decisions and rankings.

**Table 2—Top Ten Prioritization Methodologies**

| Methodology                     | Description   |
|---------------------------------|---|
| <b>Balanced Approach</b>        | One size does not fit all. Spread the opportunities, resources, and funding throughout different goals.   |
| <b>Sequential Sense</b>         | Do not put the cart before the horse. Thoughtfully consider a plan and find efficient approaches to solving various challenges.   |
| <b>Input Considerations</b>     | Collect extensive and unbiased input from the community, volunteers, staff, and elected officials in a collaborative approach.  |
| <b>Data</b>                     | Collect and analyze relevant data.  |
| <b>Fiscal Care</b>              | What can be funded and how can it support long-term fiscal stability?   |
| <b>Voting Priorities</b>        | Who was involved and how were the priorities determined? Utilize the voting in an appropriately weighted approach.  |
| <b>RICE Approach</b>            | <b>Reach</b> (how many people are impacted by this decision/choice), <b>Impact</b> (how are these people impacted; massively, high, medium, or low), <b>Confidence</b> (gut instincts and awareness to emotionally charged or politically sensitive situations), <b>Effort</b> (what will it take to really accomplish this goal).  |
| <b>Capacity</b>                 | Understand limitations. Work towards appropriately growing capacity to meet the needs.  |
| <b>MoSCoW Approach</b>          | Determine “ <b>Must haves</b> ” for survival and safety; “ <b>Should haves</b> ” for efficient and effective approaches and goals that support priorities and the overall wellness of the community and organization; “ <b>Could haves</b> ” that will have to wait but are eventually desired; and “ <b>Won’t haves</b> ” that have no current resource allocation and are a low priority. |
| <b>Desire/Passion Alignment</b> | Does the work align with the culture, needs, and vision now and in the future?  |