



CITY OF EL PASO DE ROBLES
"The Pass of the Oaks"
Library Board of Trustees
Regular Meeting Agenda

Thursday, September 12, 2024, 9:00 AM
Council Chamber - Library/Conference Center
1000 Spring Street
Paso Robles, CA 93446

Any writing or document pertaining to an open session item on this agenda which is distributed to a majority of the Airport Commission after the posting of this agenda will be available for public inspection at the time the subject writing or document is distributed.

AMERICANS WITH DISABILITIES ACT Any individual, who because of a disability needs special assistance to attend or participate in this meeting, may request assistance by contacting the City Clerk's Office (805) 237-3960. Whenever possible, requests should be made four (4) working days in advance of the meeting.

Pages

A. CALL TO ORDER

B. ROLL CALL

Trustees: Amanda Thayer, Gabriela Marquez Clark, Laurie Buchholz, Marilu Gomez, Raymond Hardie

Council Liaisons: Fred Strong, Chris Bausch

C. PLEDGE OF ALLEGIANCE

D. PRESENTATIONS

1. Recreation Services Presentation

Lynda Plescia, Recreation Services Manager

2. Library Division Update

Eric Lashley, City Librarian

E. GENERAL PUBLIC COMMENTS

This is the time the public may address the Commission on items within the Commission's purview but not scheduled on the agenda. Each individual speaker will be limited to a presentation total of three (3) minutes per item. Those persons wishing to speak on any item scheduled on the agenda will be given an opportunity to do so at the time that item is being considered. State law does not allow the Commission to discuss or take action on issues not on the agenda, except that members of the Commission or staff may briefly respond to statements made or questions posed by persons exercising their public testimony rights (Gov. Code sec. 54954.2).

F. CONSENT CALENDAR

ITEMS ON THE CONSENT CALENDAR ARE CONSIDERED ROUTINE, NOT REQUIRING SEPARATE DISCUSSION. However, if discussion is wanted by a member of the Trustees

or public the item may be removed from the Consent Calendar and considered separately. Trustees and members of the public may offer comments or ask questions of clarification without removing an item from the Calendar.

1. **Approval of Library Board of Trustees Minutes August 8, 2024** 3 - 4
2. **City Council Meeting Highlights** 5 - 8
- G. **DISCUSSION ITEMS**
 1. **Develop Library Board of Trustee Goals for FY 24-25** 9 - 38
Eric Lashley, City Librarian
Recommendation: Adopt Library Board of Trustees goals for FY 24-25
- H. **COMMUNITY SERVICES DIRECTOR REPORT**
Angelica Fortin, Community Services Director
- I. **COUNCILMEMBER REPORTS**
Councilmember Fred Strong
Councilmember Chris Bausch
- J. **TRUSTEE COMMENTS**
- K. **UPCOMING EVENTS**
 1. **Paso Robles City Council Meeting, September 17, 2024 at 6:30 PM**
 2. **Library Board of Trustees Meeting, October, 10, 2024 at 9 AM**
 3. **Library Closed for Pioneer Day, October 12, 2024**
 4. **Library Closed for Indigenous People's Day, October 14, 2024**
- L. **ADJOURNMENT**



CITY OF EL PASO DE ROBLES

"The Pass of the Oaks"

Paso Robles Library Board of Trustees Minutes

August 8, 2024, 9:00 AM
Council Chamber - Library/Conference Center
1000 Spring Street
Paso Robles, CA 93446

A. **CALL TO ORDER**

The meeting was called to order at 9:01 AM.

B. **ROLL CALL**

Trustees: Laurie Buchholz, Marilu Gomez, Raymond Hardie, Gabriela Marquez Clark (absent), Amanda Thayer
Council Liaisons: Fred Strong, Chris Bausch

C. **PLEDGE OF ALLEGIANCE**

D. **PRESENTATIONS**

1. **Agenda Protocols**

Community Services Director Angelica Fortin gave a brief update on Library Board of Trustees protocols.

2. **Library Division Update**

City Librarian Eric Lashley gave a brief update on City Library activities and events.

E. **GENERAL PUBLIC COMMENTS**

F. **CONSENT CALENDAR**

Motioned by Trustee Gomez, seconded by Trustee Hardie, and passed unanimously to approve the consent calendar.

AYES: Gomez, Hardie, Buchholz, Thayer

1. **Approval of Library Board of Trustees Minutes July 11, 2024**

2. **City Council Meeting Highlights**

G. **DISCUSSION ITEMS**

1. Assign Liaison to the Paso Robles Library Foundation

Motioned by Trustee Gomez, seconded by Trustee Hardie and passed unanimously to appoint Trustee Thayer as the liaison to the Paso Robles Library Foundation.

Ayes: Gomez, Hardie, Buchholz, Thayer

2. Develop Library Board of Trustee Goals for FY24-25

Motioned by Trustee Hardie, seconded by Trustee Gomez and passed unanimously to defer the decision to develop goals for the Library Board of Trustees 2024-25 year until all members are present.

Ayes: Hardie, Gomez, Buccholz, Thayer

H. COMMUNITY SERVICES DIRECTOR REPORT

Community Services Director Angelica Fortin had to leave the meeting early and was unable to give her Community Services Director's Report.

I. COUNCILMEMBER REPORTS

Councilmembers Strong and Bausch gave a brief update on recent activities.

J. TRUSTEE COMMENTS

Trustees gave brief updates on recent activities.

K. UPCOMING EVENTS

1. Summer Reading Finale Party at Centennial Pool, August 9 at 2-4 PM

2. Library Closed August 16 for Staff Training

3. Paso Robles City Council Meeting, August 20, 2024 at 6:30 PM

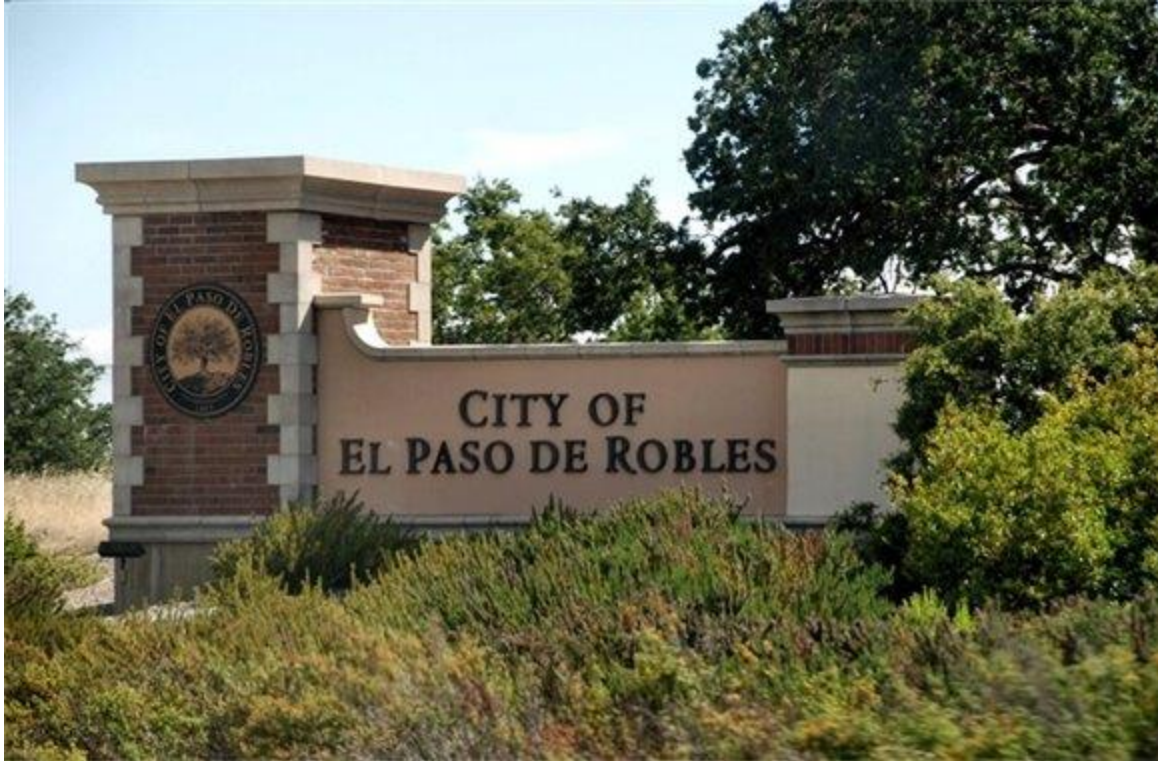
4. Library Closed September 2 for Labor Day

5. Library Board of Trustees Meeting, September 12, 2024 at 9 AM

L. ADJOURNMENT

Motioned by Trustee Gomez, seconded by Trustee Thayer and passed unanimously at 10:25 AM to adjourn to the September 12, 2024 Library Board of Trustees Meeting.

THESE MINUTES ARE NOT OFFICIAL OR A PERMANENT PART OF THE RECORDS UNTIL APPROVED
BY THE CITY COUNCIL AT A FUTURE REGULAR MEETING



City Council Meeting Highlights from August 6, 2024

Here are the highlights of the actions taken during the Paso Robles City Council meeting on August 6, 2024, excluding the Consent Calendar:

Presentations

1. Capital Projects Report

- Presented by Ditas Esperanza, Capital Projects Engineer and David LaCaro, Public Works Operations Manager. The update included a status report on the Creston Corridor project and recently completed Public Works projects.

2. Airport Update

- Mark Scandalis, Airport Manager, gave a brief update on negotiations with Loyd's Aviation for Fixed Base Operations at the municipal airport.

Discussion Items

1. Construction of a New Single-Family Residence at 1707 Via Lantana

- Approved resolutions to amend the building envelope and to approve the Oak Tree Removal Permit for new construction at 1701 Via Lantana. These actions were necessary to proceed with the development of a new single-

family home, ensuring compliance with local regulations while balancing environmental considerations.

2. Amendments to the Paso Robles Municipal Code Chapter 7.50 Regarding Camping on Public Property and Protection of Waterways

- Introduced the first reading of an ordinance amending the Paso Robles Municipal Code regarding camping on public property and protection of waterways.
- This was in response to the recent US Supreme Court decision in *Johnson v. City of Grants Pass, Oregon* and the subsequent executive order by Governor Newsom encouraging local agencies to take action to remove homeless encampments from public spaces and to prioritize those that most threaten the life, health, and safety of those in and around them.
- The amendment includes changes to Chapter 7.50's definitions and clarifies that camping or maintaining an encampment is prohibited in or on public property, including streets, sidewalks, parks, open space areas, high fire risk areas, and the Salinas River corridor.
- This action assists the City in more comprehensively responding to chronic public health and safety issues within Paso Robles, especially near the river.

3. Approval of a Resolution in Support of Proposition 13

- Approved a resolution in support of Proposition 13 and directed staff to forward a copy of the resolution to the offices of Senator John Laird and Assemblymember Dawn Addis. Proposition 13 is an amendment of the Constitution of California enacted during 1978, by means of the initiative process, to cap property taxes and limit property reassessments to when the property changes ownership, as well as require a 2/3 majority for tax increases in the state legislature.

These are the main highlights from the meeting, the full agenda and supporting documentation can be found at www.prcity.com/meetings.

Paso Robles City Council meetings take place on the first and third Tuesday of each month beginning at 6:30 PM at 1000 Spring Street.

Residents can attend meetings in person, listen to the meetings live on KPRL AM1230 or livestream the meeting at www.prcity.com/youtube, and call (805) 865-7276 to provide public comment via phone. The phone line will open just prior to the start of the meeting and remain open throughout the meeting to ensure the opportunity to comment on each item heard by the Council.



City Council Meeting Highlights from August 20, 2024

Here are the highlights and brief descriptions of actions taken during the Paso Robles City Council meeting on August 20, 2024, excluding the Consent Calendar:

Presentations:

1. **Airport Update** - Airport Manager Mark Scandalis provided a brief update on current operations at the Paso Robles Municipal Airport, including the current status of FBO negotiations and the upcoming Airport Commission meeting. [View presentation](#)
2. **Central Coast Community Energy Annual Presentation** - Judith Young, the Senior Customer Accounts Manager from 3CE, delivered the annual report on the community energy program's progress and future plans, including information on the current [rebates available to Paso Robles customers](#). [View presentation](#)
3. **Recognition of K-9 Renzo** - Mayor John R. Hamon, Jr. showed a memorial video to recognize K-9 Renzo for his service to the community. K-9 Renzo was born in the Czech Republic on November 10, 2017 and began his career with the Paso Robles Police Department K-9 Unit with Officer Joe Stanley in 2020. K-9 Renzo passed away unexpectedly from a medical complication on August 1, 2024. [View presentation](#)

Discussion Items:

1. **Potential Modifications to the Downtown Employee Monthly Permit Parking and Short-Term Spaces** - Police Chief Damian Nord led the discussion on possible changes to the [downtown employee parking lot permit system and 30-minute on-street parking spaces](#). The Council directed staff to: explore options for and associated costs of increasing enforcement of 30-minute parking and keeping employee-permit only lots in place with parking enforcement; considering free employee permits, and conducting downtown employee outreach to gather ideas and identify issues associated with the employee parking lots. [View presentation and discussion](#)

City Manager Report

- Assistant City Manager Chris Huot played the new recruitment video for the Police Department, which has already garnered interest from potential lateral hires, one from as far away as Minnesota. The video is one tool the City is using to recruit new Police officers. [Watch the video](#)

These summaries cover the main actions, discussions, and presentations at the meeting, the full agenda can be found on our website at www.prcity.com/meetings, and the full meeting can be found on YouTube at: www.prcity.com/youtube

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Library Board of Trustees Agenda Report

From: Eric Lashley, City Librarian

Subject: Develop Library Board of Trustees Goals for FY 24-25

Date: September 12, 2024

Facts

1. The Library Board of Trustees establishes annual goals to guide their work and initiatives;
2. At the first meeting in July, the trustees reviewed the previous year's goals and deferred adopting goals until the August meeting;
3. Staff have provided a copy of the City Council's Goals for FY 24-25 and 25-26
4. Goals are reviewed throughout the year for progress.

Options

1. Take no action;
2. Adopt Library Board of Trustee goals for FY 24-25;
3. Provide alternative direction to staff.

Analysis and Conclusions

The Library Board of Trustees establishes goals to guide their work. To help develop the annual goals, the trustees typically review the previous year's goals, Library strategic goals and priorities for the coming year, and relevant City initiatives. The trustees also take into consideration opportunities for development for trustee members.

At the July 11, 2024, Library Board of Trustees meeting, the Board discussed the goals established for FY 23/24 and discussed which goals to keep, delete, and add. The notes from the July 11 meeting are attached.

At the August 8, 2024, Library Board of Trustees meeting, the Board wanted to delay voting on goals until they could receive input from Gabriela Marquez Clark.

Fiscal Impact

None.

Recommendation

Adopt Library Board of Trustees goals for FY 24-25.

Attachments

1. Library Board Goals, Objectives, and Strategies 23-24
2. Library Strategic Plan 22-26
3. City Council Goals for FY 24-25 and 25-26
4. Notes from July 11, 2024 Goals Discussion

PASO ROBLES LIBRARY BOARD OF TRUSTEES GOALS 2023-2024

Mission Statement

The cornerstone of the Paso Robles City Library is lifelong learning- a commitment to excellence in services and resources for a community without boundaries. The Library Board of Trustees supports this commitment through encouraging community involvement, financial support for the continual development of library services, and through actively supporting library legislation. The Board of Trustees represents the community as it works with library staff to develop policies to improve services for all members of that community.

LIBRARY GOALS

1. Participate in the Library marketing plan.
2. Begin review of the bylaws of the Library Board of Trustees.
3. Track the progress of the Library Facilities Master Plan.
4. Trustee training on pertinent Library issues, including censorship, diversity, and equity.
5. Participate in advocacy opportunities.

Formulated on July 13, 2023

Adopted 8/10/23



PASO ROBLES CITY LIBRARY

Strategic Plan 2022-2026

TABLE OF CONTENTS

STRATEGIC PLAN HIGHLIGHTS	3
INTRODUCTION	4
Introduction to Paso Robles	4
City Growth	4
About Paso Robles City Library.....	4
Summary of Core Services	5
Purpose of the Plan.....	6
PROCESS OVERVIEW	6
Strategic Planning Process	6
Community Engagement.....	7
Alignment With City Council Priorities	10
STRATEGIC PLAN	11
Strategic Goals and Objectives	11
Challenges and Opportunities	11
Next Steps and Recommendations.....	12
Implementation Charts	13

“The library ties me to the community. The collections connect me to the larger world and the library keep me coming back. The library is always the heart of the community.”

-Patron

PASO ROBLES CITY LIBRARY

STRATEGIC PLAN 2022-2026 HIGHLIGHTS

MISSION:

The Paso Robles City Library is a welcoming community hub where excellent information seeking experiences ignite discovery and learning.

VISION:

To bring our community together to preserve and enhance our quality of life.

VALUES:

EQUITY:

We serve all members of our community with dignity and respect.



EDUCATION:

We promote learning at all stages in life.



EMPOWERMENT:

We provide the tools and opportunities for community members to engage, learn and thrive.



GOALS AND OBJECTIVES:

GOALS	OBJECTIVES
1 - Branding and Outreach: Increase community awareness of library services	A. Create a marketing/branding strategy B. Increase library representation and visibility in the community C. Develop strategic relationships within the community
2 - Technology and Innovation: Adopt latest technology and innovations	A. Prioritize technology training for staff and volunteers B. Implement new technology platforms C. Encourage creative application of innovative ideas and services (non-technology-based innovation)
3 - Diversity and Access: Diversify services to meet the needs of all community groups	A. Establish library service on East Side of Paso Robles B. Create opportunities for non-library users to access library services C. Increase diversity and user-friendliness of materials and services
4 - Community Hub: Be recognized as the hub for our community to gather, engage, and learn	A. Encourage collaboration, dialogue, and discussion through classes and events B. Creatively use library space to encourage community interaction C. Work with partners to facilitate access to basic services (e.g., legal, social services, healthcare, etc.)

INTRODUCTION

City of Paso Robles - Library Services Strategic Plan – January 2022

INTRODUCTION TO PASO ROBLES

El Paso de Robles, or “Pass of the Oaks,” is a city in San Luis Obispo County surrounded by scenic rolling hills, premiere California wineries, beautiful parks and walking trails, and a bustling downtown. This thriving community of over 30,000 residents is one of California’s best kept secrets and possesses the benefits of a suburban-rural community while retaining a small-town feel.

CITY GROWTH

Paso Robles is quickly becoming one of the most desirable places to live, work, retire, and play. Per the United States Census:

- Paso Robles has the highest percentage of youth under 18 in the County (22.5%).
- 33.2% of households have one or more persons under the age of 18 in the home and 30.2% percent have someone over the age of 65.
- 18.4% of residents are foreign born; 81% of those are from Latin America and 30% of people five years of age and older speak a language other than English in the home—25% speak Spanish.

Paso Robles is a bustling tourist destination with over 200 wineries, a thriving small business community and housing development plans to accommodate a growing population of approximately 10,000 more people by 2030. Paso Robles was a remote work destination in the pandemic and has since become the #1 retirement destination in California. The community has a desire to maintain their small-town feel and preserve quality of life. The library plays an essential role by providing free access to current reading and information resources, lifelong learning opportunities, and an accessible place to study, work, gather, and engage.

ABOUT PASO ROBLES CITY LIBRARY

The Paso Robles City Library is centrally located in the heart of downtown and was first established as a free reading room by the Ladies Auxiliary in 1902. Transferring ownership to the city in 1903, the Ladies Auxiliary continued to play a critical role in the development of the library and petitioned Andrew Carnegie for funds just a few years later. The cornerstone of the Carnegie Library was laid in 1908 and for the next 87 years, this iconic building worked to fill the community’s demand for library services. Today, the building serves as the centerpiece of Downtown City Park and also houses the Paso Robles Historical Society.

As Paso Robles grew, so did the need for more library space and services. The dream for a larger library became a reality in 1995 when a new library opened its doors directly across the street. Referred to as the Jewel of Downtown, the larger space allowed for immediate growth and held the promise of an expanded space when City Hall, which was temporarily housed on the upper level, would move to its own building in 2010. In 2001, the City’s need for a new City Hall was superseded by the need for a new public safety building, which opened in 2003. Then, in 2008, the library’s expected expansion was further deferred by the Great Recession. Although the City’s Layoff Prevention Plan was effective in preventing layoffs, it resulted in the attrition of library staff.



Attachment 2



While growth of the downtown facility stalled, the library was able to establish a stand-alone study center location on the north end of town in 2010 (initially established in 1999 in partnership with the Youth Arts Foundation to provide homework help). Housed in a County Office of Education modular building and adjacent to a dual-immersion school, the Library Study Center has grown to serve as a children’s library providing access to reading material, homework help and computers after school, five-days a week.

Still operating with reduced staffing, the library developed its first five-year strategic plan in 2017 and subsequently developed a fully-endorsed and City Council-approved Facility Master Plan. Using community input, this plan considered the needs of the post-recession community, projected population growth, and the benefits of centralized city services. The plan allowed for a continued sharing of space, growing collections, and increased public meeting and collaboration space. Currently, the Facility Master Plan is awaiting an assessment of City Hall needs.

Guided by the 2017-2021 Library Strategic Plan, and with support from the Library Board of Trustees, the Paso Robles Library Foundation and Friends of the Paso Robles Library, the library has worked to move forward by updating technology, decreasing wait times for new and popular materials, focusing on removing barriers to access, and maximizing existing space at both the library and the Library Study Center. Now, with 120 years of service, the library is looking ahead by developing plans for its next five years of service, which will initiate in July of 2022.

“It is my favorite place in the whole world.”

-Patron

SUMMARY OF CORE SERVICES

The Paso Robles City Library is open 57 public service hours per week for free access to:

- Physical and digital reading and audiovisual material
- Materials from neighboring partner libraries
- Wi-Fi and internet-enabled computers and print/copy services
- Hot Spots and Chromebooks for check out
- Online databases and resources
- Spaces for individual and group study and work
- Educational classes and enrichment activities for children, adults, and teens
- Children’s interactive early learning space
- Volunteer opportunities

The Library Study Center, a small children’s library in the Georgia Brown neighborhood, is available to children after school for free access to:

- Homework help
- Physical and digital reading and audiovisual materials
- Materials from neighboring partner libraries
- Wi-Fi and internet-enabled computers and printing
- Online databases and resources
- Enrichment activities
- Volunteer opportunities



Black Gold Cooperative Library System

For over fifty years, the Paso Robles City Library has been a member of the Black Gold Cooperative Library

Attachment 2

System (Black Gold)—a group formed by independent libraries along the California Central Coast. The partnership has provided patrons with increased access to physical and electronic materials through a shared catalog. As part of the system, the Paso Robles City Library has also benefited from the introduction of updated technology and innovations in service to support local patron needs.

PURPOSE OF THE PLAN

The challenge moving forward for the Paso Robles City Library is to continue to maintain high-quality services while evolving to meet the expanding needs and demographics of the community.

The purpose of this strategic plan is to support the Paso Robles City Library in identifying the current and growing needs of the diverse community it serves and outlining a well-conceived plan for the delivery of library services and programs. To support the development of this plan, Paso Robles City Library partnered with The Centre for Organization Effectiveness, a consulting firm that specializes in strategic planning and has deep familiarity and experience with the region. In partnership with the community and City Council, the Paso Robles City Library developed and adopted the following 5-year comprehensive plan (2022-2026). This plan aligns with the City Council’s established strategic priorities, the City’s values and mission, and incorporates input from key internal and external stakeholders, the City Council, and the general public.

PROCESS OVERVIEW

Paso Robles City Library Strategic Plan – January 2022

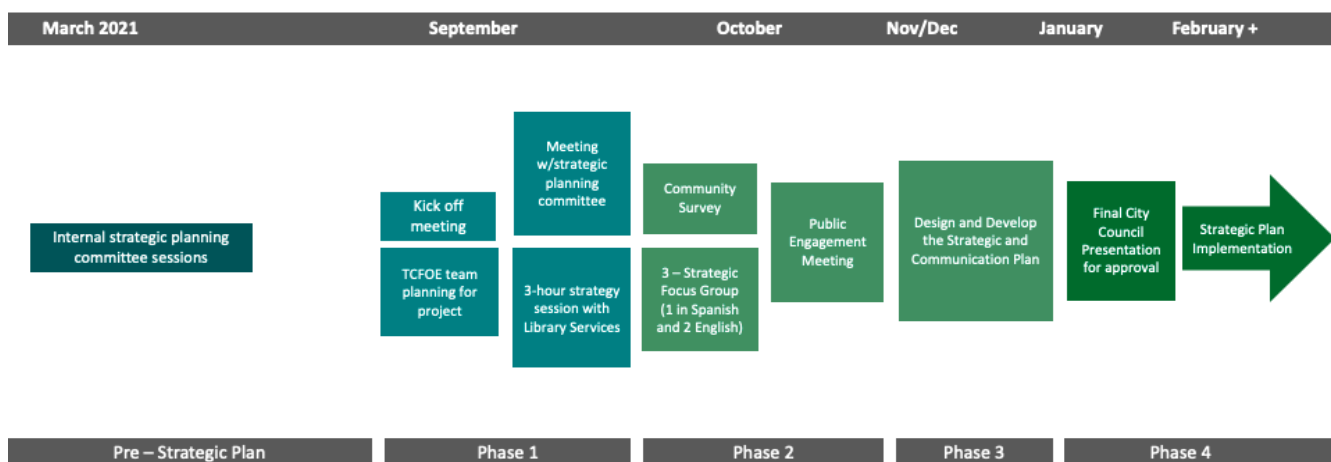
STRATEGIC PLANNING PROCESS

Beginning March 2021, the Paso Robles City Library convened an internal strategic planning committee to review the 2017-2022 strategic plan and begin planning for the next five years. Between September 2021 and January 2022, the Paso Robles City Library engaged in a series of strategic planning processes and events with the Centre for Organization Effectiveness to develop the 2022-2026 Strategic Plan outlined in this report. This process provided the opportunity to assess current and future opportunities for the library to align with City goals, to meet the needs of the community at large, and to operate in a sustainable and efficient manner.

The following process was used to support meaningful partnership and collaboration with City staff, community members, and City Council in the development of the library strategic plan.

Paso Robles City Library Timeline Overview

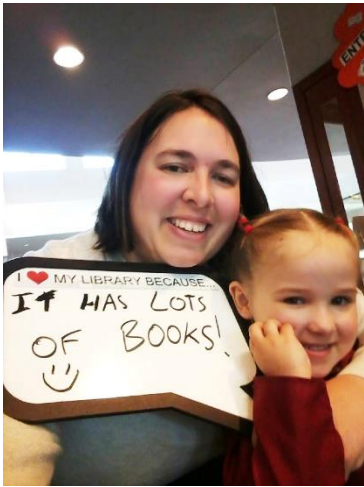
Timeframe: March 2021-February 2022 (11 Months)



The strategic planning process consisted of the following key elements:

- Strategy Sessions with Key Internal and External Stakeholders
- Community Engagement Events
- Community Wide Survey
- Presentation of the Plan to City Council for Approval
- Strategic Plan Implementation

COMMUNITY ENGAGEMENT



An important part of the strategic planning process was partnering with the community to identify and prioritize current and future opportunities for the Paso Robles City Library to support community needs. To target appropriate cross-sections of the community and strategically collect feedback from community members, the following community engagement events were conducted. The data collected from these events were analyzed, and key themes were used to inform the development of the strategic goals and objectives with the City Council.

Strategic Planning Committee Work

In March 2021, a group of key stakeholders came together to review the current strategic plan, as well as to identify emerging needs in the community and trends in the broader market. The committee included the Director of the Community Services Department, City Librarian, Adult Services Librarian, Youth Services Librarian, Volunteer and Engagement Coordinator, City Economic Development Manager, three active volunteers, two members of the Trustees, one member of the Library Foundation, and one member of the Friends of the Library. The Committee reviewed an environmental scan, conducted a SWOT analysis using library staff and volunteer feedback, and provided input regarding the current mission statement. A final committee meeting was held on September 22, 2021, where the Centre for Organization Effectiveness facilitated a strategy session to hear from the committee on their findings as well as their point of view on what should be included in the strategic plan for the next five years.

Internal Strategy Sessions

A three-hour virtual session was held on September 24, 2021, with the internal Library Services team. The focus of the session was to identify what the Paso Robles City Library should stop, start, and continue doing in the future.

Strategic Focus Groups

Three, 1-hour virtual focus groups were held on October 4, October 6, and October 7, 2021. Two of the focus groups were facilitated in English and one was facilitated in Spanish. Attendees included members of staff, Library Foundation, Cuesta College, City Council, volunteers, and members of the community. Attendees participated in deep discussions and shared their thoughts, feelings, and insights about the future of the Paso Robles City Library.

Public Engagement Survey

Between September 18 and November 1, 2021, the Paso Robles City Library conducted a survey to solicit information from residents on current and future information needs. The survey collected input on topics such as residents' preferred sources of information, space use habits, and near-future goals to determine how the library can meet the ongoing needs of the community. In total, 263 participants responded to the survey.

Public Engagement Meeting

A one-hour virtual public meeting was held on November 3, 2021. “One of the strengths of a public library is its responsiveness to evolving community needs,” said City Librarian Angelica Fortin. “Our community’s feedback is key in helping us design a future for the Paso Robles City Library that includes supportive collections, programs, and resources.” The attendees included members of staff, City Council, Cuesta College, local school representatives, Recreation Foundation, and the broader public.

Themes from the Engagement Sessions:

The collective themes that emerged from the varied community engagement events and informed the strategic plan were as follows:

1. Branding and Outreach

- a. Get the word out through marketing and advertising: The library needs targeted strategies to market its services. There is a core group that visits the library online and in person, but there are many residents that do not visit the library and are unaware of the services that are available. It would also be beneficial for the library to share information with the public in an effort to break misconceptions. For instance, a “Did You Know” campaign (e.g., the truth about late fees and overdue books).
- b. Community outreach: The library needs more community outreach services, such as classes and events on the road, sharing online service offerings, encouraging followers on social media channels, the radio, and in printed media, such as magazines, and having library representatives at local fairs, back-to-school events, and other community outreach events. The library should take advantage of local tourism and be a resource for people to learn about wine, such as wine education classes and similar events. In an effort to reach different community groups (e.g., younger audiences), there should be broader accessibility to services. (e.g., more mobile classes)
There is also an opportunity for the library to create and leverage local partnerships to expand its services (e.g., local history of wineries, history of land development, bar trivia nights, book discussions in coffee shops, wine and book club, community-wide read in the park day, etc.).
- c. Community outreach to the Spanish speaking community: Tailored outreach and services, such as a Spanish Facebook page and a Spanish email/newsletter.
- d. Business community outreach.



2. Technology and Innovation

- a. Continue providing technology solutions that people can access at home. Share with the community what is available. For example, 3D printers and the latest scanning and computer technology.
- b. Train and hire staff to be technology experts.
- c. Balance the importance of technology with non-tech human to human solutions.
- d. Create an innovation space (creative space for making things with creative equipment and supplies).
- e. Provide meeting rooms that can be used by students and the business community that incorporate the latest technology to innovate and collaborate.
- f. Focus on library space being both collaborative and quiet (need meeting spaces for virtual, in-person, etc.).



- g. Increase virtual engagement using audio and video on various channels, such as YouTube, Facebook, and other social media platforms. For example, sharing Storytime and creating a video library on niche academy platforms.
- h. Tech Services Librarian to assist with identifying and integrating new technology and related services.

3. Diversity and Access

- a. Be a welcoming space for residents. Promote the idea that if people don't know where to start with something they can come to the library first! Build on reputation as a trusted source of information (e.g., helping community members find the correct answer quickly).
- b. Innovative services: Book Mobiles are making a resurgence, book lockers (vending machine), digital collections (one of the highest-circulating collections), books by mail program, etc.
- c. Secure staffing to address needs of the future (need to recruit diverse candidates that support technology needs, social service needs, and Spanish needs). Need visual representation of teen and Hispanic population working at the library. Would be great to have incentive programs to train and upskill staff in different languages and capabilities.
- d. Bilingual offerings in books, marketing materials, Spanish Facebook, and newsletters, etc.
- e. Maintain accessibility of physical spaces and incorporate sensory-friendly educational opportunities in regular offerings.
- f. Array of books and discussions with culturally diverse authors and topics.
- g. More accessible programming hours for working class, single parents, and others who have non-traditional schedules on nights and weekends.
- h. Provide business services. For instance, mock interview experiences, space for small businesses to conduct meetings.
- i. Staff to assist non-computer literate patrons in filling out forms, looking things up, using the computer, etc.
- j. Continue to expand and develop the Library Study Center as a Children's Library.



4. Community Hub

A vision for the library as community hub would be:



- a. A place where we can bring kids together to learn how to socialize, touch books, and have unstructured play; new parents can meet each other and fulfill social needs.
- b. A place where partners can offer direct services.
- c. A place where we can refer people to basic services (e.g., where to get a meal, social services, tourism questions, legal advice, etc.).
- d. A place to explore sensitive topics.
- e. A place where the focus is on human connection.
- f. A place that connects and unites the community. Where people can come together and coexist.
- g. A place where teens can come, play, create, learn, grow, and explore.
- h. A place that people trust.

Attachment 2

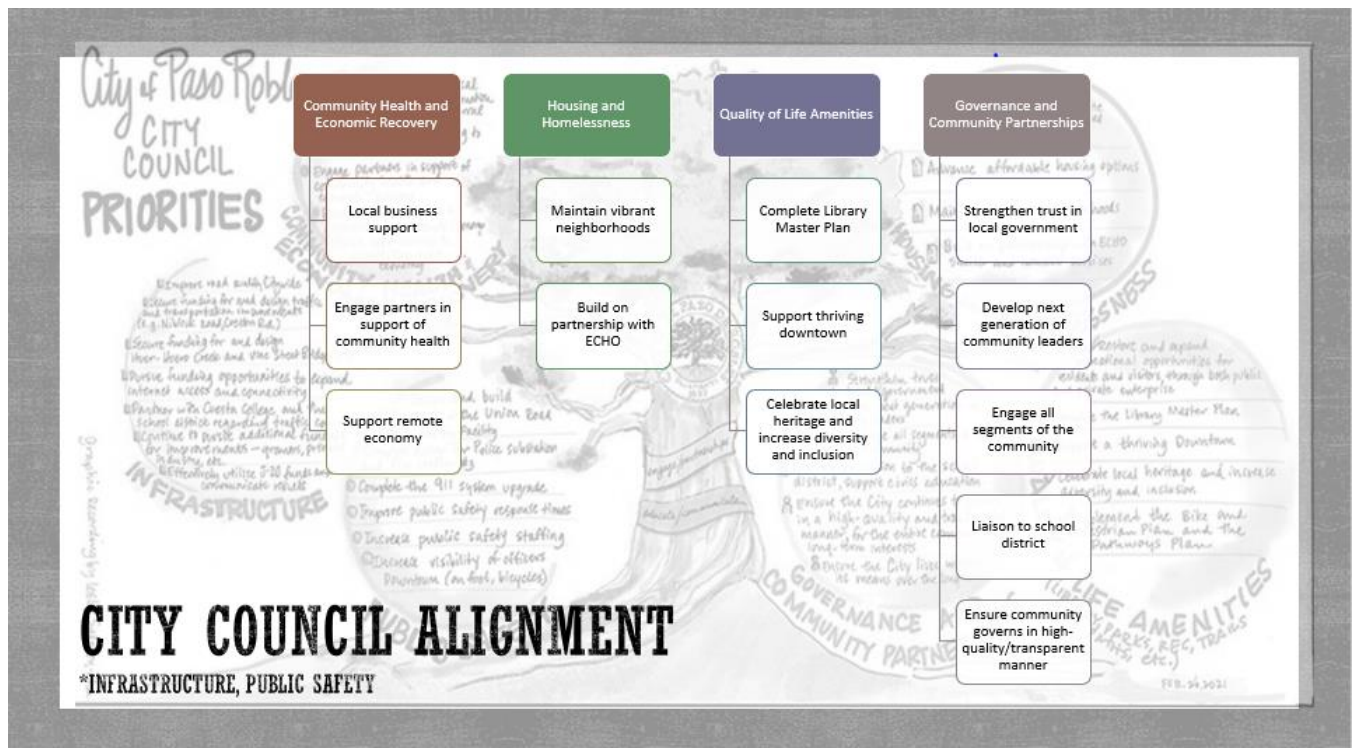
ALIGNMENT WITH CITY COUNCIL PRIORITIES

In February 2021, the City of Paso Robles (in partnership with residents) conducted a series of visioning and goal-setting efforts to identify strategic priorities for the City. Through this process six strategic priorities were identified:

1. Community Health and Economic Recovery
2. Infrastructure
3. Public Safety
4. Housing and Homelessness
5. Governance and Community Partnership
6. Quality of Life Amenities

These strategic priorities were used to inform the budgeting process for the next fiscal year and informed Council what residents wanted them to focus on over the next 12 - 18 months.

As part of the Paso Robles City Library's strategic planning process, the division reviewed the City's strategic priorities to identify specific areas of alignment and opportunities for ongoing support to the City. While the library supports all six City Council priorities, four key priorities were in direct alignment with the development of the library's strategic goals and objectives.



“Es un lugar muy tranquilo, cómodo y limpio para llevar a mi hijo a leer libros.”

“It is a very calm, comfortable and clean place to take my son to read books.”

-Patron

STRATEGIC PLAN

Paso Robles City Library Strategic Plan – January 2022

STRATEGIC GOALS AND OBJECTIVES

Through the strategic planning process, the following goals and objectives were adopted to guide the future direction of library services and programming.

GOALS	OBJECTIVES
1 - Branding and Outreach: Increase community awareness of library services	A. Create a marketing/branding strategy B. Increase library representation and visibility in the community C. Develop strategic relationships within the community
2 - Technology and Innovation: Adopt latest technology and innovations	A. Prioritize technology training for staff and volunteers B. Implement new technology platforms C. Encourage creative application of innovative ideas and services (non-technology-based innovation)
3 - Diversity and Access: Diversify services to meet the needs of all community groups	A. Establish library service on East Side of Paso Robles B. Create opportunities for non-library users to access library services C. Increase diversity and user-friendliness of materials and services
4 - Community Hub: Be recognized as the hub for our community to gather, engage, and learn	A. Encourage collaboration, dialogue, and discussion through classes and events B. Creatively use library space to encourage community interaction C. Work with partners to facilitate access to basic services (e.g., legal, social services, healthcare, etc.)

CHALLENGES AND OPPORTUNITIES

The challenge moving forward for the library is to continue to maintain high-quality resources and services, while evolving to meet the changing needs and demographics of the community. There are a few short- and long-term challenges and opportunities that were identified through the strategic planning process.

Short-Term – Paso Robles City Library is understaffed 4.7 full-time employees (FTE) per state average FTE per 1000 population and relies heavily on its volunteers. The number of volunteers has dropped by 25% due to COVID-19. Because of the staffing constraints and reduction in volunteers, services are significantly impacted. The sustainability and growth of the library is dependent on City Council’s support and the ability to offer competitive employee wages and benefits to highly qualified professional librarians. As a result of being understaffed, the staff’s ability to create brand awareness through outreach has become nonexistent.

- Understaffed
- Lack of branding awareness



Attachment 2

Long-Term – In addition to being understaffed and lacking brand awareness, funding to expand library services within and beyond its four walls to adequately meet the needs of an evolving and diverse population will also be a challenge. Due to the COVID-19 pandemic, there is an increased need for virtual meeting facilities but not adequate space to accommodate this in the current library building.

- Minimal outreach services throughout the city
- Delayed implementation of Library Facilities Master Plan

NEXT STEPS AND RECOMMENDATIONS

Through the process described in this report, the Paso Robles City Library has developed and adopted a 5-Year Strategic Plan that includes 4 goals and 12 supporting objectives.

To support successful execution of the goals and objectives in a timely manner, the next step is for the library to identify annual action items. These action items should outline specific steps that will be taken each year to support the successful execution of the 5-Year Strategic Plan. Having 12-months of action items continuously identified will enable Library Services to monitor progress, adjust as needed, and manage resources effectively.

Recommended Process:

- **Formation of a staff committee** – This should include members of staff who have the necessary knowledge and experience to think strategically about library goals and objectives.
- **Draft annual working plan** – The staff committee will assess each goal and set of supporting objectives to develop annual action items that will support the successful execution of the 5-Year Strategic Plan. This will require members of the staff committee to take into consideration items such as available resources and support, budget, current demands and challenges, appropriate timeline, and past programs or work endeavors.
- **Present annual working plan to the Library Board of Trustees** – The City Librarian will present the annual working plan to the Library Board of Trustees for review and feedback. Elements of this plan may include action items, resources, timeline, budget, and performance measures.
- **Staff committee to provide periodic status updates to the Department Head**–The City Librarian will be responsible for providing the Department Head with quarterly status updates to the Department Head on the execution of action items associated with the annual working plan. It is suggested that a report template be created to support this process.
- **Repeat the process on an annual basis** – A new working plan should be developed each year with appropriate action items. The action items listed in the new annual working plan will be impacted by the successful execution of the previous year’s working plan. Staff committee membership should also be reviewed on an annual basis to support a shared workload and ensure committee members are engaged and committed to the cause.

“The library strives to grow and evolve! Staff are actively responsive to the community by offering a diverse range of materials and programs.”

-Patron

Attachment 2

IMPLEMENTATION CHARTS

The implementation chart below identifies specific action items that are in alignment with the successful achievement of each objective and thus broader strategic goal. Recognizing that all action items are important to the overall implementation strategy and successful execution of the 5-year plan, the time frame provides recommendations for which items should be prioritized in each FY.

*These items would be more fully implemented with the completion of the Library Facility Master Plan.

ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
GOAL 1: Branding and Outreach					
Hire a marketing firm to help with marketing strategy	A	City Librarian	Outsource	22-23	\$50,000
Target agencies including local business support (chamber, wine alliance, Main Street) to keep them informed of library offerings	A	Outreach Librarian	Minimal	23-24	NA
Hire a full time Administrative Assistant III with graphic design skills to assist with branding and marketing	A	City Council	Project	22-23	\$92,000 (Ongoing)
Host function(s) with media outlets to build relationships and enhance communication	B	Volunteer and Engagement Coordinator	Minimal	23-24	NA
Implement Loan a Librarian program. Organizations, book clubs, etc., can request a librarian participate in their meetings/discussions or to serve as a guest speaker	B	Staff	Moderate	24-25	NA
Library staff to host 1 local outreach event per month (Wine Wednesday book club, beer and books club, bar trivia, read in park day, etc.)	B	Outreach Librarian	Moderate	24-25	Grant Funded/ Partnership
Actively participate on the board or attend meetings of local organizations with aligning missions (e.g., PRJUSD, ECHO, PRYAF, HBA, Chamber of Commerce, Mainstreet, etc.)	C	Staff	Moderate	22-23	NA
Hire an Outreach Services Librarian to support off-site services and partnerships	C	City Council	Project	23-24	\$109,100 (Ongoing)
GOAL 2: Technology and Innovation					
Develop virtual training program for staff and volunteers (e.g., Niche Academy)	A	Tech Services Librarian	Project	22-23	Grant Funded
Incorporate technology-focused training, and train-the-trainer opportunities in all staff evaluations	A	Supervising Staff	Moderate	22-23	NA
Actively participate in the Library and Information Technology Association (LITA) division of the American Library Association (ALA)	A	Tech Services Librarian	Limited	23-24	\$250 (Ongoing)

Attachment 2

ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
Hire a Tech Services librarian to work with Black Gold and IT to maintain, introduce and implement new technologies	B	City Council	Project	22-23	\$109,100 (Ongoing)
Imbed tutorial video resources throughout website (e.g., Niche Academy)	B	Tech Services Librarian	Limited	22-23	Grant Funded
Develop virtual library by enhancing website resources and catalog	B	Tech Services Librarian	Project	23-24	NA
Enhance reference services by working with Black Gold to add bot supported chat option to website/app (e.g., MyLibro)	B	Tech Services Librarian	Limited	23-24	\$3,300 (Ongoing)
Enhance current eBook collection by establishing an Overdrive Advantage Collection to supplement the existing Black Gold collection and provide an improved experience for local users	B	City Librarian	Minimal	22-23	Grant Funded
Work with the Black Gold Automation and Technical services committee to identify shared virtual resources to further enhance patron experience	B	Adult Services	Minimal	24-25	NA
Attend annual CLA, ALA, PLA conferences to participate in continuing education focused on innovation	C	Supervisor Coordinators	Limited	24-25	\$3,000 (Ongoing)
GOAL 3: Accessibility					
Investigate potential locations for a deposit library collection, book locker or to establish mobile service on the east side	A	Outreach Librarian	Project	26-27	TBD
*Partner with existing agencies to provide space for library classes and events (e.g., schools, Recreation Services, senior center, vets center)	A	Adult/ Youth Services Librarian	Moderate	25-26	NA/ Partnership
Introduce Books-by-Mail program for homebound populations	B	Adult Services Librarian	Moderate	22-23	Grant Funded
Develop an on-demand program portal to offer virtual early literacy and education opportunities	B	Adult/ Youth Services Librarian	Project	23-24	Grant Funded
Form a partnership to provide options for free transportation to the library with validation	B	Outreach Librarian	Limited	26-27	Partnership
Develop a Foster Youth program to provide foster youth with access to library materials	B	Youth Services Librarian	Limited	25-26	NA
*Work with the Paso Reads Committee to develop a Kindergarten at the Library Program in partnership with the PRJUSD	B	Youth Services Librarian	Project	24-25	Grant Funded/ Partnership
*Provide monthly evening family friendly programming	B	Adult/ Youth Services Librarian	Moderate	25-26	Grant Funded

Attachment 2

ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
*Provide childcare during adult programs or concurrent programming for children and adults to encourage participation	B	Adult/ Youth Services Librarian	Moderate	25-26	Grant Funded
Hire a Teen Services librarian to actively engage teens by building collections, enhancing existing programs, and providing workforce and education opportunities	B	City Council	Project	25-26	\$109,100 (Ongoing)
Re-establish teen volunteer program to build workforce skills	B	Teen Services Librarian	Project	26-27	NA
*Maintain accessibility of physical spaces and add developmentally inclusive programming for all ages	C	Adult/ Youth Services Librarian	Moderate	24-25	TBD
*Grow inclusive and Spanish language collections to include YA materials	C	Teen Services Librarian	Project	26-27	\$5,000
*Host monthly Spanish-language education opportunities	C	Adult/ Youth Services Librarian	Moderate	24-25	Grant Funded/ Partnerships
Provide marketing materials/newsletters in English and Spanish with a low vision friendly font	C	Administrative Assistant IV	Project	23-24	\$500 (Ongoing)
Subscribe to professional translation service	C	City Librarian	Outsource	23-22	\$1,200 (Ongoing)
Complete diversity analysis of collection with a goal of having the collection reflect community demographics	C	City Librarian	Outsource	25-26	\$4,200
Work with local art community to encourage diverse exhibits	C	Outreach Librarian	Moderate	23-24	NA
GOAL 4: Community Hub					
*Establish monthly public “office hours” in the library with the Mayor/City Council/City Manager	A	City Librarian	Minimal	24-25	NA
*Partner with outside agencies to host parent education and support classes	A	Youth Services Librarian	Moderate	23-24	Grant Funded/ Partnership
*Re-establish lecture series with focus on discussion using a variety of public areas throughout the library	A	Adult Services Librarian	Moderate	23-24	Grant Funded/ Partnership
*Create “People of Paso” virtual video library and host annual Human Library to facilitate understanding and build community unity	A	Staff	Project	24-25	Grant Funded

Attachment 2

ACTION ITEMS & OBJECTIVES		RESPONSIBLE	WORKLOAD IMPACT	Fiscal Year	Estimated Costs
Offer city staff the opportunity to disseminate public information through the library	B	City Librarian	Moderate	22-23	NA
*Develop innovation space (space for making things with creative equipment and supplies)	B	City Librarian	Project	26-27	\$15,000
*Provide free access to meeting space for clubs, non-profits and the business/workforce community	B	City Librarian	Minimal	22-23	NA
Establish coffee service with seating outside or in the lobby	B	Outsource	Project	25-26	NA
Create electronic bulletin board and/or increase current physical community board space	B	City Librarian	Limited	24-25	\$2,000 (ongoing)
*Form directed partnerships with health, real estate, and travel professionals to provide topical presentations for adults based on survey requests	C	Outreach Librarian	Moderate	24-25	Partnership
*Target social service agencies and local professionals to provide informational presentations and/or regular services/office hours in the library (Workforce Partnership)	C	Outreach Librarian	Moderate	23-24	Partnership

MAIN GOAL AREAS FOR 2024 - 2026



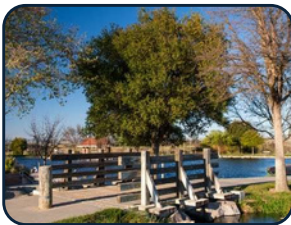
Transportation and Infrastructure

- *The City provides key infrastructure that supports quality of life, public safety, and economic development*



Public Safety Services

- *The City provides responsive, high-quality police, fire, and emergency services to ensure the safety and well-being of all residents and visitors*



Cultural, Recreational, and Open Spaces

- *The City provides engaging, enriching, and inspiring quality of life experiences for residents and visitors*



Homelessness Response

- *The City seeks to address homelessness by implementing the City Council approved Homelessness Strategic Plan*



Community and Economic Development

- *Paso Robles provides a pro-business economic ecosystem that seeks diversification, growth, and innovation*



Engaged and Responsive Government

- *Paso Robles is a customer-centric organization that seeks to efficiently and effectively utilizes finite taxpayer resources to maximize positive impact on the community*

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

A. TRANSPORTATION AND INFRASTRUCTURE

Initiative	Department	Timeline	Metric/Deliverables
1. Complete previously approved street maintenance plan projects funded by Measure E-12	PW, Util	25-26+	PCI index at next PCI study interval
2. Improve traffic circulation and facilitate development of Gateway project by completing the design and funding plan for Vine Street Road Realignment and Bridge Construction	CMO, AS, PW, CDD	24-25	100% design plans approved, and funding agreement(s) signed
3. Submit Trade Corridor Enhancement Program Cycle 4 Grant Application to fund right of way and construction costs for the State Route 46/Union Road Overcrossing Project	CMO, PW, CDD, Caltrans, SLOCOG	24-25	Submittal of application
4. Guide the orderly and timely development of the airport to meet current and future facility needs by completing the Airport Master Plan Update	PW	25-26	FAA approval and CC adoption; RFP issued
5. Complete annexation of City-owned property at landfill and solicit proposals for the development of a Regional Renewable Energy Park focused on the reduction of greenhouse gas emissions and the destruction of PFAS	Util	25-26+	Recordation of annexation; issuance of RFP
6. Reduce cost to taxpayers and improve safety within the City by completing the street light master plan study to: identify lighting deficiency areas; determine feasibility of City ownership of street lights; and identify optimal fixture types	PW	25-26	Study is received by City Council; Phase I improvements funded, and ownership change initiated
7. Reduce instances of vandalism and to ensure the public can conduct business in a safe and productive environment by implementing safety and security measures at City facilities	PW	25-26+	Implement safety elements as identified in assessment
8. Extend the useful life and/or replace City facilities by conducting a facility inventory and implementing an asset management system to complete a comprehensive facilities master plan	PW	24-25	Add Business Analyst position; Cartegraph fully implemented and integrated into daily operations

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

A. TRANSPORTATION AND INFRASTRUCTURE			
Initiative	Department	Timeline	Metric/Deliverables
9. Encourage creativity, collaboration and connection among City staff and the public by resolving space needs and creating welcoming, functional workspaces at City Hall/Library, Centennial Park, and Corporation Yard	CMO, PW	25-26+	Space study contracts awarded
10. Reduce traffic congestion by evaluating and optimizing traffic signal operations citywide with focus on Creston, Niblick, 13 th and 24 th Streets	PW	25-26	Optimized traffic signal system in place on Creston, Niblick, 13 th and 24 th Streets
11. Enhance resident and visitor experience by constructing beautification projects at City gateways at: 1 st and Spring; 36 th and Spring; 24 th and Spring; Wing Way; Airport; and the Train Station	CMO, PW	24-25	Landscape designs approved; construction contracts awarded
12. Protect City infrastructure and undertake storm event mitigation work by revising and upgrading the Stormwater Drainage Master Plan and addressing risks on South and North River Road	PW	25-26+	Master plan updated
13. Improve City service capacity and responsiveness by constructing a new Corporation Yard to include Utilities Department offices and Landscape, Facilities, and Fleet Maintenance shops	PW	25-26+	Planning Commission and City Council approval; design completion; begin construction
14. Mitigate safety concerns and encourage community recreational use on the Salinas Riverwalk Trail by designing and installing new trail lighting in partnership with the REC Foundation	PW, CS	25-26	Install new lighting
15. Improve bicycle and pedestrian safety and mobility by advancing design of the Salinas River Trail connection plan to fully connect the Salinas River Trail to the Centennial Trail, Niblick Road, Stoney Creek Trail, Rambouillet Trail, Paso Robles Street and the downtown	PW, CS, CDD	25-26+	30% concept plan completed
16. Increase pedestrian safety and visibility by implementing the 13th & Railroad Street Pedestrian Crossing Enhancement with Railroad Street Streetscape elements	PW, CDD	25-26	Plans, Specifications, and Estimates (PS&E) completed

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

<u>B. PUBLIC SAFETY SERVICES</u>			
Initiative	Department	Timeline	Metric/Deliverables
1. Ensure public safety, protect the environment, enforce illegal conduct, and better manage quality of life issues associated with individuals actively ignoring public health and safety in public spaces by updating the City Municipal Code to align local regulations with judicial, state, and federal rulings	CMO, CA, PD, F&ES	25-26+	Adopt applicable ordinances
2. Respond to all emergencies in 4-minutes or less, 90% of the time by implementing a paramedic squad to enhance distribution of Advanced Life Support services	F&ES	25-26	Onboard six additional firefighter and engineer and place squad in service
3. Reduce ambulance response times by 10% and leverage federal reimbursements to provide equitable prehospital emergency medical services by working collaboratively with SLO County, 7-Cities, and districts	F&ES	25-26+	Complete system valuation update and legal opinion
4. Seek to meet the State training requirements, address evolving changes in use of force, defensive tactics, fire, rescue, emergency medical response, and strengthen ISO rating by completing the Public Safety Training Center	PD, F&ES	24-25	Complete training tower and road improvements; complete training classroom
5. Strengthen overall community preparedness, awareness, and resilience and conduct two EOC training drills for city staff to increase EOC position proficiency and update emergency response plans	F&ES	25-26	Present Emergency Operations Plan to Disaster Council/City Council; update all EOC annexes
6. Ensure life safety and enhance firefighting capabilities by conducting and recording inspections of all public and private fire and life safety systems as required by CCR Title 19 and the California Fire Code	F&ES	25-26+	Monitor compliance engine and water department data to ensure systems are meeting CCR T-19 standards

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

B. PUBLIC SAFETY SERVICES

Initiative	Department	Timeline	Metric/Deliverables
7. Increase overall proficiency and consistency of department personnel by implementing targeted emergency response training and education programs, resulting in 100% compliance of training mandates and local and state reporting requirements	F&ES	24-25	Hire Training Officer and complete Public Safety Training Facility
8. Elevate recruitment efforts to attract and retain highly qualified sworn police candidates by retaining a marketing firm to reach prospective new recruits and laterals	PD	25-26+	Hire the (17) currently budgeted and vacant police officer positions
9. Effectively respond to emergencies and mitigate risks across the community by conducting a comprehensive Community Risk Assessment and Standards of Cover Study to determine appropriate allocation of resources, personnel, equipment, and funding	PD, F&ES	24-25	City Council receipt of Standards of Coverage Study

C. CULTURAL, RECREATIONAL, AND OPEN SPACES

Initiative	Department	Timeline	Metric/Deliverables
1. Continue to implement the City Council-approved Library Strategic Plan by establishing bookmobile service and strengthening services for teens			
a. Increase access to library resources and remove barriers to service by establishing bookmobile service throughout the community	CS	24-25	Acquire bookmobile and establish monthly stops
b. Strengthen services and opportunities for teens through volunteerism, collection development, and programming by hiring a Teen Services Librarian position	CS	25-26	Add Teen Services Librarian position and establish monthly programs at the teen center

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

C. CULTURAL, RECREATIONAL, AND OPEN SPACES

Initiative	Department	Timeline	Metric/Deliverables
2. Continue to implement the City Council-approved Recreation Services Strategic Plan by augmenting teen services at Centennial Park, re-establishing mobile recreation services, supporting, and providing culturally diverse events, and expanding volunteer opportunities			
a. Expand Teen Center services and access to recreational activities throughout the community through a mobile recreation program	CS	24-25	Add Recreation Services Program Coordinator position
b. Support and provide culturally diverse events by partnering with community partners, non-profit groups, other City departments to host and support events	CS	25-26	Add a part-time Staff Assistant to assist with program support
c. Expand Recreation Services volunteer opportunities by developing a year-round program and establishing volunteer agreements with Cal Poly and Cuesta College	CS	25-26+	Secure and train four volunteers; and execute volunteer agreement with Cal Poly and Cuesta College
3. Enhance the lives of Paso Robles residents and visitors by reviewing and updating the Arts in Public Places ordinance and related process and procedures	CMO, AS, PW, CS, CDD	24-25	Working group recommendations presented to City Council

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

<u>D. HOMELESSNESS RESPONSE</u>			
Initiative	Department	Timeline	Metric/Deliverables
1. Initiate implementation of the City Council-approved Strategic Plan to Address Homelessness	AS, CS	24-25	Add Homeless Services Manager position
a. Conduct a financial needs assessment to determine funding needs and potential funding options needed to complete plan objectives and develop a budget that supports priorities of the plan	AS, CS	24-25	Completed report which includes plan prioritization and estimated costs
b. Implement a communication plan to share the Paso Robles Strategic Plan to Address Homelessness with the community	CS	24-25	Launch re-designed Homeless Services webpage and initiate quarterly City Council reporting
c. Work with the County and North County neighboring jurisdictions to establish North County Homelessness Collaborative	CS	25-26	Establish quarterly meeting schedule
d. In collaboration with the County and other service providers, increase capacity for low barrier mental health services, detox, and substance abuse services	CS	25-26+	Establish baseline by completing inventory report
e. Develop partnerships with key stakeholders to identify and fill current gaps in housing continuum	CS, CDD	25-26+	Establish targets by completing inventory report to include emergency, transitional, acutely low, extremely low, very low, and affordable housing

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

E. COMMUNITY AND ECONOMIC DEVELOPMENT

Initiative	Department	Timeline	Metric/Deliverables
1. Facilitate development of multiple parcels and create a redundant local transportation route by advancing the Mill Road Annexation Strategy	CMO, AS, CDD	25-26+	Financing plan, property owner MOU's, EIR contract
2. Meet 2028 Regional Housing Needs Allocation cycle targets, increase housing supply and affordability by engaging owners of vacant or underutilized properties to educate and assist in facilitating the entitlement of multi-family housing	CDD	25-26+	Entitle 100 rental units per year
3. Conduct Tourism Impact Study to better understand the fiscal benefits and service demand impacts on the community	CMO	24-25	Completion of study
4. Continue Spaceport Licensing Process including evaluating Spaceport License Project Management vendors	CMO	25-26+	Present findings to City Council
5. Implement City Council approved North County Broadband Strategic Plan to increase internet service provider options and service levels to all residents and businesses, including the airport area by completing a City-wide middle mile broadband conceptual plan	CMO, AS, PW, Util	24-25	Receipt and approval of the plan by City Council
6. Increase affordable housing units by partnering with the Paso Robles Housing Authority and/or the Housing Authority of San Luis Obispo to identify at least three new locations for potential affordable housing projects and pursue funding to purchase property and/or renovate or construct the units	CMO, CDD	25-26+	Present a summary report to the City Council that identifies three prospective sites for affordable housing, including a funding plan

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

F. ENGAGED AND RESPONSIVE GOVERNMENT

Initiative	Department	Timeline	Metric/Deliverables
1. Maintain General Fund reserves at policy levels of 30% of revenues to mitigate the City from unforeseen fiscal circumstances, economic downturns, and to provide an initial buffer against service impacts	CMO, AS	Ongoing	Maintain estimated reserve funded status as of June 30, 2026
2. Engage and empower residents by holding two resident academies to immerse members of the community into city operations, services, and projects	CMO	25-26+	Number of academy "graduates"
3. Develop organizational vision, mission, values statements to clearly communicate core beliefs of the organization that guide operational decisions, customer-centric service, and fiscal stewardship	CC, CMO	24-25	Adoption of Mission, Vision, and Values
4. Undertake collaborative opportunities to advance key projects of the City through engagement with regional, state and federal representatives by updating City's Legislative Platform and issuing a RFP for legislative advocacy resources	CMO	25-26+	Number of engagements and specific outcomes
5. Complete Classification and Compensation Study; Prioritize Implementation	CMO, AS	24-25+	City Council receive report; Approve MOU with labor unions (current agreements expire 12/31/25)
6. Adopt a Compensation Philosophy	CC, CMO, AS	24-25	City Council adoption of plan
7. Improve employee recruitment, retention, and recognition by implementing a range of resources, tools, policies, and programs			
a. Develop a Hiring Incentive Policy including the establishment of a list of guidelines and parameters management can implement when a key position becomes	AS	24-25	City Council approval

CITY OF PASO ROBLES

Summary of City Council Adopted Goals
2024–2026

F. ENGAGED AND RESPONSIVE GOVERNMENT

Initiative	Department	Timeline	Metric/Deliverables
<p>vacant, such as, but not limited to, pausing all other recruitments, hiring a recruiting firm, offering hiring incentives, retention incentives, moving allowances, etc. as well when it is appropriate to over hire (e.g., Airport Manager shadowing)</p>			
<p>b. Expand Employee Development Opportunities:</p> <ul style="list-style-type: none"> • Update the City's Education Reimbursement Policy to review allowances/limits, paid time while at school, and/or eligible courses; • Provide biannual professional employee development such as 365 Evaluations, Strengths-Finder, DISC assessments; • Review the City's organizational structure with the emphasis of providing support around key positions 	All Dept	25-26+	City Council-approved policy; assessments and evaluations conducted; sessions held
<p>8. Recognize high performing individuals and teams by establishing a formal, Citywide employee recognition program</p>	CMO	25-26+	Implement program and hold employee recognition events

Notes from July 11, 2024

Discussion - Paso Robles Library Board of Trustees Goals 2023-2024

At the July 11, 2024, Library Board of Trustees meeting, the Board discussed the goals established for FY 23/24. The Board discussed which goals to keep, delete, and add.

The Board discussed keeping the following goals:

Goal 1: Participate in the Library marketing plan.

Goal 4: Trustees training on pertinent Library issues, including censorship, diversity, and equity.

Goal 5. Participate in advocacy opportunities.

The Board discussed removing the following goals:

Goal 2: Begin review process of the bylaws of the Library Board of Trustees. (This goal was completed)

Goal 3: Track the progress of the Library Facilities Master Plan. (The former Library Facilities Master Plan was deemed inadequate.)

The Board discussed the need for a new Library Facilities Master Plan and/or new floorplan for the existing library.

The Board also discussed strategies to increase Teen programming at the Library and whether to try and incorporate a teen space within the Library's new floorplan or providing special after hours programming for teens.