

TO: TOWN COUNCIL

FROM: TOWN MANAGER 

RE: GOAL AND TASK SETTING FOR THE 2011 / 12 FISCAL YEAR

ISSUE

Council is asked to consider goals and tasks for the 2011/12 budget and fiscal year.

RECOMMENDATION

Discuss now and over subsequent meetings to:

1. Confirm the goals
2. Identify the 2011/12 tasks under each goal
3. Review and edit a list of special budget items to identify things to continue, things to add and things to delete for the 2011/12 year

MONEY

Money will be addressed in preparing the 2011/12 budget. For now money is estimated in some cases to help make decisions on specific tasks that may be considered for inclusion in the budget.

CEQA

Environmental determinations are not needed for goal and budget planning.

DISCUSSION

Council held facilitated goal setting meetings in 2009 and 2010. In the interest of saving money this year (facilitation can exceed \$1,000) and considering that it is unlikely there is a need for new goals, it is suggested that the focus be on identifying tasks within the established goals. Ultimately goals and tasks will be refined in the dollars and cents crucible of the budget.

It is suggested that goals and tasks be discussed over subsequent Council meetings and then given final approval during budget review. Council may wish to have a special meeting but that is unlikely to be needed at this time, maybe at budget review in May / June.

LOOMIS BUDGET HISTORY ONE DECADE

A decade has passed and it is instructive to see a fiscal comparison, contemplate the economic news, and speculate on what might be in store for the next few years. The economic ills of late have been hard on government entities. The Loomis story is not much different from other agencies except in one thing, no debt. That is a big plus but doesn't eliminate the need for fiscal caution going forward.

LOOMIS 10 YEAR FISCAL SUMMARY	2010/11 BUDGET	percent difference	2000/01 BUDGET
REVENUE			
Sales Tax	434,696	-54%	941,762
Property Tax	1,072,332	115%	498,021
Franchise Fees	212,000	21%	175,656
Licenses and Permits	102,600	-30%	145,976
Investment	180,000	32%	136,242
Other	575,900	50%	384,812
TOTAL REVENUES	2,577,528	13%	2,282,469
EXPENSES			
Personnel	1,091,000	70%	640,442
Public Safety - Sheriff	1,349,690	138%	568,256
- Animal Control	84,000	377%	17,606
- other	12,050	60%	7,535
Contracted Services	437,340	263%	120,543
Other	261,925	-43%	461,484
TOTAL EXPENSES	3,236,005	78%	1,815,866
RESERVES	3,916,827	24%	3,147,801
NOTE: Current 2010/11 reserve is \$4,575,304 but the amount shown is the budgeted estimate for what will be left at fiscal year end June 30, 2011.			

The economy took a decided turn starting in 06/07 when revenue began a four year decline of 2%, 8%, 13% and 7% coming into the 2010/11 budget. Hopefully revenue has stabilized and will turn up. Choices going forward are limited given that revenue rising at 13% and expense at 78% is not sustainable. Assuming no miracles the choices are to increase revenue and/or decrease expense or use more reserves from year to year until the reserves run out and then increase revenue and/or decrease expense.

2011/12 CONSIDERATIONS

PERSONNEL

- Town Manager plans to retire end of September 2011. Suggest hiring a consultant to recruit and screen candidates.
 - Planning Director working part time 3 day weeks. Suggest keeping a full time position in the budget and focus on tasks over the next two years having to do with Goal 2 – Improve Economic Development and Fiscal Sustainability. Maybe focus on the green initiatives to see if that can be made to pay. There appears to be grants and emphasis by Federal & State agencies that will continue for a couple of years at least.
 - Building Inspection contract needs to be made with Mike Langford, assisted periodically by John Kintz. Consider making them part time employees and plan on the Inspector doing more code enforcement to allow Planning more time for planning focused on economic development.
 - No employee COLA raises have been given since July 2008.
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OPERATIONS

- Identify costs and how to pay to maintain downtown park, Heritage Park Subdivision and the open space area by the new Homewood Lumber site.
 - Update use fees for Town property and buildings, too many freebies being given (non-pay that should pay use went to 70 days in 2010 while paid use was 54 days – a loss of \$2,450). Update development fees, last done 2008. Update Town property leases. Update and closely track operating fees.
 - Consider eliminating some street lighting to save money
 - Consider establishing a storm water utility with a parcel tax to pay for storm infrastructure including developing and maintaining the open space areas and bio swales the Town anticipates. Requires engineer report and vote of the people. There are 2,513 parcels in Town.
 - Get ready to plant 100 Homewood trees in 2012, identify types needed soon.
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CAPITAL

- Work with So Placer Heritage Foundation to do parking lot improvements at Blue Goose Shed, including Taylor Rd frontage
 - Consider acquiring Placer County's former public works yard between High Hand Nursery and WW Molding. Purpose is to carve off the piece with the old maintenance shed to trade to High Hand Nursery and retain the improved parking lot for municipal parking needs.
 - Consider building the Doc Barnes extension road from Horseshoe Bar Rd to King Rd to help with the planning of the properties along that route. Money to be paid back as properties develop. This might qualify as a grant project.
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GOALS AND TASKS

Following are the goals established in 2009, reiterated and added to in 2010. The first three would likely continue as is. Council extended Goal 4 in October 2010 to run to 2012 and added the Goal 5 Sustainability Initiatives in November. Noted under each goal are the tasks that were identified for 2010/11, the status thereof and a comment to consider going forward. The focus of the Town over the next two years will likely be Goal 2, fiscal sustainability.

GOAL 1: Establish downtown core business district as area of central focus and activity for the Loomis Basin by 6-30-14

- A. \$100,000 Downtown plan:** Plan is done but requires an environmental review.
COMMENT: EIRs are expensive. Hold off and do environmental review on a project by project basis.
- B. \$1,300,000 Downtown park:** Contract signed ready to go into construction. Need to complete State funded portion by March 2011 to get \$220,000 Prop 40 State grant money.
COMMENT: Quickly build the portion to close out the State grant. Consider other features later and be sure to estimate the cost of yearly maintenance.
- C. Create a reaction & improvement plan for the “I Love Loomis” campaign:** This campaign has gone nowhere and doesn’t appear to be anything that people are interested in doing.
COMMENT: The reaction should be to not spend money on this.
- D. \$50,000 Develop Loomis Marketing Plan to identify niche and establish more events & festivals:** Budget hold for 2010/11.
COMMENT: Continue hold for 2011/12.
- E. Develop business attraction and retention program:** Budget hold for 2010/11 except for the Business Loan Program that has \$450,000 available.
COMMENT: Leave present program in place for another year.
- F. Develop plan to draw more highway traffic into downtown:** Complete, signs installed.
COMMENT: Working with Ingram Signs on a plan to add “Swetzer / Rippey Business Parks” to the five recently installed directional signs – estimated cost \$2,100. (See also Goal 4 A)

GOAL 2: Match or increase revenue to meet mission and goals to be fiscally sustainable by 6-30-12

- A. **\$75,000 Incorporate property transfer fee in new development projects:** Budget hold for 2010/11. Per Prop 26 will likely require a vote of the people.

COMMENT: Continue hold for 2011/12.

- B. **\$75,000 Place sales tax measure on ballot:** Budget hold for 2010/11. Would require a vote of the people.

COMMENT: Continue hold for 2011/12

- C. **\$562,374 (match) Seek (economic stimulus) grant money**

The following grants are still in play

GRANT / MATCH

1. Del Oro HS signal on Taylor		GRANT DENIED
2. Taylor bike/ped path King to Del Oro	\$220,000	86,000
3. Taylor bike/ped path Oak to Sierra College	\$330,000	130,000
4. Rain harvest system at Depot		GRANT DENIED
5. Prop 40 park funds for downtown park	\$220,000	200,000
6. CMAQ for downtown park parking lot	\$195,000	125,000
7. Sac Tree Foundation for water Heritage Sub	\$ 15,000	21,374

COMMENT: Seek grants as programs of interest come available. Grants tend to cost money so watch the leverage (match). For instance, #7 is upside down in leverage. Grants also create ongoing maintenance needs. There is no free money.

- D. **Identify project and project priorities through budget:** This was done in the course of developing the 2010/11 budget and a listing of the specific projects is included at the end of this report

COMMENT: Make another list for 2011/12.

GOAL 3: Improve and increase mobility and circulation for all modes of movement by 6-30-14

- A. **\$100,000 Resolve downtown circulation problems (Village to downtown core King to Sierra College Blvd:** This has to do with updating the transportation element of the General Plan.
COMMENT: Might make a planning grant project except there is no money to do the road work even if a new plan were developed. Continue hold for 2011/12.
- B. **Explore non-automotive alternatives:** Budget hold for 2010/11.
COMMENT: Bike and Trail plan approved by Council in January 2010. Don't know what more there is to do with this other than keep it in mind as development or grant opportunities occur.

GOAL 4: Improve communication and understanding among all Town leaders and stakeholders by 6-30-12 (Council extended to 2012 in October)

- A. **Conduct semi-annual workshop with Council, community businesses and interested parties to identify collaborative projects, review projects and accomplishment and share information:** This was the survey of Rippey and Swetzer businesses, a meeting with those businesses and discussion of direction and addressing signs. Signs would cost about \$6,000 if done as proposed.
COMMENT: Complete analysis of entry signs and address signs for industrial areas. Might be good Eagle Scout and Del Oro senior projects. (See also Goal 1 F)

GOAL 4 (continued)

- B. Conduct semi-annual Council and Chamber of Commerce Board meetings:** One meeting was held, the Chamber identified goals for itself, and the year concluded with an idea to have a meeting with the Chamber and business owners along Swetzer and Rippey.
COMMENT: Council give direction.
- C. Update Town web page and make it more responsive:** This is an ongoing task and probably doesn't need to be included as a task because it is something staff does as needed.
COMMENT: Council give direction.
- D. Prepare Annual Report outlining accomplishments and fiscal health (from prior year) and upcoming goals and plans:** The one published in 2009 was well received and 5 or so people even commented.
COMMENT: For the cost of paper and postage (exceeding \$1,200) this seems like something that can be deferred given the current economy. Less expensive would be a press release or a periodic report on the web site.
- E. Continue monthly review of strategic goals:** This is an ongoing report included in each Council agenda.
COMMENT: This doesn't need to be a continuing listed task.
- F. Develop and implement a comprehensive plan to get broad public input on all issues Town has responsibility for and interest(s) in:** Budget hold for 2010/11. Council passed a code change to include public outreach in consultant contracts that the Town enters into.
COMMENT: Council give direction. Not sure what is needed beyond the code change. PR campaigns get pretty costly. It is likely that the coming years will bring more technology to bear on how the Town communicates with citizens. The question is: Will there be money to implement and maintain it all?
- G. Added 10/12/10 Extend Cable to unserved and underserved areas of Town:** No work on this yet.
COMMENT: A thought was to appoint a Council sub-committee to work with WAVE and conduct a community survey.

GOAL 5: SUSTAINABILITY INITIATIVES (APPROVED BY COUNCIL 11/9/10)

- A. Pilot Super Recycler Service:** Develop pilot program for Recology, the Town's franchise refuse hauler, to promote a "Super Recycler" service and rate to all Loomis residents beginning in January 2011. Super Recycler service would include 32-gallon garbage service (in customer provided can) with free blue bags for recycling and green bin for yard trimmings in all "urban areas" of Loomis. Evaluate response to pilot program in April 2011 and consider any adjustments needed to program and garbage rates that need to be adopted in June 2011 to keep providing the Super Recycler service and rate. If there is sufficient interest, consider offering a Recology provided 32-gallon garbage cart that can be emptied by their automated collection trucks.
COMMENT: As of 12/10/10 Recology has a flyer to distribute to customers. Will report on program progress in March/April
- B. Improve Blue Bag Program:** Including labels with distribution of blue bags that includes Recology contact info and website URL with instructions on how to participate and what can be recycled. Phase out blue bags to labeled clear bags that can also be recycled. Asking Recology to develop and distribute a new recycling flyer that includes information about blue bags, green bins and Super Recycler 32-gallon can option. Including instructions on how to participate and what can be recycled on Town website and links to other recycling websites.
COMMENT: No action on this yet.
- C. Lead by Example in Downtown Park:** Include solar panels on shade structure proposed for new Downtown Park, funded by PG&E 0% interest program, and use energy from those panels for lights in park and Train Depot. Install LED lights in Downtown Park, with the incremental initial capital cost funded by PG&E 0% interest program. Include "help yourself" recycling locations and signs on top of trash containers. Delete lawn area next to the Train Depot, as it's on a slope, which wastes water and is of little practical use. Include rainwater harvesting for Train Depot and Downtown Park to hold and gradually disperse rainwater so that it doesn't create more runoff.
COMMENT: Council give direction. On 11/9/10 Council indicated further review was needed on deleting lawn (underlined above) next to the Depot.

GOAL 5: SUSTAINABILITY INITIATIVES (CONTINUED)

D. Cal-Green Building Code: The New Title 24 building code known as Cal-Green takes effect statewide January 1, 2011. The Town should partner with Placer Sustain and local experts to host educational forums on new requirements for clean and green technologies and approaches to help residents and businesses comply with these new requirements.

COMMENT: Council give direction. Combine with "I" below. Plans and building methods will have to comply with the Green Code just like compliance is required for all the other aspects of the building code. Not sure why this requires its own educational forum. Who will do this, when and at what cost? Who pays?

E. Green Business & Economic Development Programs: Encourage Loomis businesses to join the Placer County Green Business Program when it is launched in January 2011. Work with the Placer County Economic Development Board to participate in the Board's recently recommended Economic Development Professionals Stakeholders Network that would include the business community and interested local citizens.

COMMENT: Good task for Planning to focus on economic development because the Town will need it going forward. Combine with J below.

F. Energy Audits: Promote cost effective energy audit programs for residents and businesses as the first step to improving their energy use and saving money, including free audits offered by PG&E to non-residential customers. Publicize how to access and use Smart Meter information from PG&E Website to reduce/shift energy use. Invite PG&E to conduct presentations at local schools on the use of Smart Meters and encourage competitive challenge for classes to reduce energy use at students' homes. PG&E make presentations to local business groups (e.g., Chamber of Commerce) on Smart Meter and how to use the information from the meter to reduce or shift energy use.

COMMENT: Another good Planning task to help foster green development practices to see if something can be made to pay for the Town.

GOAL 5: SUSTAINABILITY INITIATIVES (CONTINUED)

- G. Public Facilities:** Build temperature-controlled closet in Town Hall around computer server so that the rest of Town Hall HVAC system can be turned off when building is not occupied. Explore turning lights out at Del Oro Football Stadium when not in use.

COMMENT: Council give direction. On 11/9/10 Council indicated further review was needed on the matter of turning lights out at Del Oro Football Stadium (underlined above) since the Town has no control of school district lighting. No temperature control room is needed at Town Hall. Only half the Town Hall HVAC system is involved in cooling the area where the computer and communication equipment is. THE HVAC is never completely shut down and wouldn't be even with a temperature controlled room for the server.

- H. Sunrise Park:** Replace all spray heads with Hunter MP Rotator heads to save water and money. Remove strip of grass along the west side and replace with native ground cover. Arrange pilot program to improve the turf at the park with natural soil conditioners instead of chemicals.

COMMENT: Council give direction. On 11/9/10 Council indicated further review concerning the turf being improved (underlined above) with natural soil conditioners. About 80% of the spray heads are Hunter and those that aren't, need not be given their locations.

- I. Educational Forums:** Sustainable Loomis organize educational forums on new CalGreen Building Code and Low Impact Development water regulations to help residents and businesses comply with new laws.

COMMENT: Council give direction. See and combine with D above.

- J. Placer County Green Business Program:** Encourage businesses to join the Placer County Green Business Program, organized with Sacramento Area Sustainable Business Program of the Sacramento Business Environmental Resource Center.

COMMENT: Good task for Planning to focus on economic development to see if this can be made to pay for the Town. Combine with E above.

SPECIFIC BUDGET ITEMS

The following is the list of special budget items that Council approved in the current 2010/11 budget. All items are being paid out of reserves. Update list for 2011/12.

SPECIFIC BUDGET ITEMS	2010/11 BUDGET	SPENT TO 12/31/10	2011/12
PARK, RECREATION & OPEN SPACE			
Committee	4,300	1,025	_____
Summer Swim Program	5,000	12,301	_____
Depot summer concerts (3)	3,600	1,050	_____
December holiday festivity	300	0	_____
Misc 3 festivities @ \$500 ea	1,500	0	_____
TOTAL	14,700	14,376	0
CHAMBER AND ECONOMIC DEVELOPMENT			
Chamber / business projects	5,000	500	_____
Gold country ad campaign @ \$1,474/mo x 12	0	0	_____
Direction sign program	5,000	2,684	_____
I Love Loomis assistance	500	0	_____
Economic niche study	0	0	_____
Cowboy Poetry banners 8 @ \$1137.65.ea	1,102	1,102	_____
Workshop: 2 Chamber and 2 Business	500	0	_____
TOTAL	12,102	4,286	0
CONSULTANT SERVICES			
Special legal counsel	25,000	6,716	_____
2011 Goal facilitation	1,000	0	_____
Design guidelines	0	0	_____
King Rd on/off ramp feasibility study	0	0	_____
Horseshoe Bar Rd 4 lane study PSR	0	0	_____
Community outreach and survey	0	0	_____
Heritage Park Subdivision planning	5,000	0	_____
Update transportation element of General Plan	0	0	_____
TOTAL	31,000	6,716	0
MISCELLANEOUS			
Peer Court	5,000	7,500	_____
McLaughlin Theatre Company	1,500	896	_____
Jeff Borderlon - Placer Sustain (inc \$150 membership)	500	500	_____
Jeff Borderlon - Placer Sustain - Placer Green Strategy	1,000	0	_____
FFA catchment project at Del Oro HS	1,000	0	_____
TOTAL	9,000	8,896	0
TOTAL ALL CATEGORIES	66,802	34,274	0

PROPOSED BUDGET ITEMS FOR 2011

The following is a list of proposed budget items to consider for inclusion in the 2011/12 specific items budget.

PROPOSED BUDGET ITEMS FOR 2011 / 12	estimate	include	
PARK, RECREATION & OPEN SPACE			
A. Water line for Heritage Park Subdivision	15,000	_____	Tree Fund
	_____	_____	
	_____	_____	
TOTAL	15,000	_____	0
CHAMBER AND ECONOMIC DEVELOPMENT			
	_____	_____	
	_____	_____	
	_____	_____	
TOTAL	0	_____	0
CONSULTANT SERVICES			
A. Management search firm for TM position	20,000	_____	
	_____	_____	
TOTAL	20,000	_____	0
MISCELLENEOUS			
A. 12/1 Miguel: sidewalk on Taylor (Webb to HSB)	2,500	_____	
B. Change parking lot lights at Depot to LED (estimate \$8,250 to \$10,650 depends on type)	10,650	_____	Facilities Fund
C. 12/14 Miguel: downtown parking requiremnts	___???	_____	
D. 12/23 Miguel: live Christmas tree for Depot	200	_____	Tree Fund
E. 12/29 Miguel: splash feature downtown park	55,000	_____	Park Fund
F. 1/4 Miguel: irrigation control Sunrise Park	2,000	_____	Park Fund
TOTAL	70,350	_____	0
TOTAL ALL CATEGORIES	105,350	_____	0