Reviewed Date:	Approved:	Meeting Date:	Agenda Item:
	Bryan Whitemyer, City Manager	April 11, 2011	

Executive Summary

Presented By: **Bryan Whitemyer, City Manager**
Meeting Date: **April 11, 2011**
Subject: **City of Hughson Goals and Objectives**
Budget Action: **None**
Desired Action: **Review and Approve City of Hughson Goals and Objectives**

Summary:

In November 2010, the City Council requested that a workshop be held so that the City could discuss the development of appropriate goals and objectives.

The first meeting was held on December 11, 2010 and was attended by members of the City Council, Planning Commission, and Parks and Recreation Commission. Staff facilitated the meeting and together the Council and Commissioners developed a list of the City's strengths, weaknesses, opportunities, and threats. Notes from this meeting were compiled and the list that was created was shared with the all City employees.

On January 19, 2011, the entire City work force gathered to review the list and provide input. Based on their input other items were added to the list.

On January 29, 2011, a second meeting with members of the City Council, Planning Commission, and Parks and Recreation Commission was held. Staff presented a draft Goals and Objectives Matrix that incorporated the items from the list generated at the December 11, 2010 meeting as well as the items from the January 19, 2011 meeting with City staff.

Through a very interactive process the group fine tuned the list and created a Goals and Objectives program that was divided up into eight (8) core areas: 1) Land Use, 2) Economic Development, 3) Transportation, 4) Public Safety, 5) Public Services, 6) Public Facilities, 7) Connectivity and Integration, and 8) Revenue Generation. The next step was to identify "Who" was going to be responsible for accomplishing these goals and "When" were they going to be realized. Attached to this document you will find the Goals and Objectives matrix.

There are sixteen pages of goals and objectives. This document is intended to be a guide for staff and the Council to help us focus and track our progress on the listed goals. This is a guide that will need to be changed over time. In the beginning I believe this should be reviewed about every three months or so. I would recommend that this be presented again to the Council in August 2011.

Recommendation: Staff recommends that the City Council review and approve the City of Hughson Goals and Objectives Matrix and ask staff to bring an update back to the full Council in August 2011.

Attachments: Goals and Objectives Matrix

Goals and Objectives

Goal #1 - Land Use

Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-going	Community Development Director	Update, maintain and review General Plan as required by State law.		X		Staff will continue to follow state law as it pertains to updating the General Plan.
2	On-going	Community Development Director	The General Plan will be the primary public policy guiding land use decisions.		X		
3	On-going	Community Development Director	The City will actively work with the Development Community and each project proponent to address issues of community; place and identity through the thoughtful placement of neighborhoods, open spaces, streets and land use in accordance with the Design Principals established within the adopted Design Expectations of the City		X		

Goals and Objectives

Goal #1 - Land Use

Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
4	Sept. 2011	Community Development Director	Look at Ag Mitigation Development Impact Fees		X		
5	On-going	Community Development Director	Implement the City's Non-Motorized Plan. Ensure that our parks are connected by walking and bike paths.		X		Staff continues to look at ways implement the plan. One way is through the installation of curb, gutters, and sidewalks in areas without that infrastructure. This encourages pedestrian travel and makes it a safe route as well. Currently the City is pooling CMAQ funding that can be used for this effort.

Goals and Objectives
Goal #2 - Economic Development
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-going	City Manager	The City will continue its partnership with the Stanislaus Alliance to expand the enterprise Zone and provide employment oportunities and enhance the tax base by encouraging compatible industrial, commercial, office and retail facilities to locate or expand to Hughson.		X		Staff has met with the Stanislaus Alliance and it is currently in the process of developing an economic development analysis for Hughson.
2	On-going	City Manager	The City will use the Redevelopment Agency as the driving force to achieve economic growth, provide job oportunities and create a buisiness climate conducive to private sector investment in Hughson.			X	This is a priority but staff has not moved forward on any new Redevelopment Agency project activity due to the possibility of the State elimination of this program. We will continue to monitor this.
3	Sep-11	City Manager and Community Development Director	Review Fee Structure for Residential, Commercial, and Industrial growth in order to keep Hughson competitive with other jurisdictions		X		The Community Development Director has begun to discuss this with thePlanning Commission.
4	Sep-11	Community Development Director and Accounting Manager	Review how Hughson fees, licenses, utilities and other charges compare with other cities.		X		

Goals and Objectives
Goal #2 - Economic Development
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
5	Sep-11	City Manager and Community Development Director	Create an Economic Development Strategic Plan (EDSP) that focuses on Industrial, Commercial, and Agribusiness development.				The Economic Development Strategic Plan will be the critical document used to carry out items # 6, 7, 8, and 9 listed below.
6			The City will promote expansion of other economic sectors which are compatible with agriculture.		Part of ECSP		
7			The City of Hughson supports the preservation of farming, food processing , agricultural business services and the ongoing research and analysis of the agriculture industry in order to sustain it as a major economic engine and source of employment.				
8			The City will work to establish a method for business attraction and business retention.				

Goals and Objectives
Goal #2 - Economic Development
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
9			The City will consider business incentives for businesses which promote community goals.		Part of ECSP		
10			Develop a Branding Program for the City.				Consider "Small Community with a Big Heart". Promote the city.
11			Develop plan to attract more people to visit and shop in Hughson				One way to do this is to revitalize the Hughson Fruit and Nut Festival. Currently, staff is working with the Chamber to revitalize this event.
12			Create a business newsletter to generate interest in Hughson.				This will probably be an informational flyer that shares positive information on the City and community. Will be developed as part of the Economic Development Strategic Plan.
13	Jul-11	City Manager	Market positive aspects of City and Community on the City's website		X		
14	Jul-11	City Manager	Meet with the property owners of land surrounding City to discuss growth		X		
15	Jul-11	City Manager	Reach out to and work with businesses in the City's Sphere of Influence		X		

Goals and Objectives
Goal #2 - Economic Development
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
16	On-going	City Manager and Community Development Director	Make proactive efforts to attract a full-service grocery store to our community		X		
17	Dec-11	Community Development Director	Review sign ordinances/code enforcement activities/and façade improvement program.		X		
21	Dec-11	Community Development Director	Provide Information on Façade Improvement Program to businesses		X		
18	Jul-11	City Manager and Community Development Director	Explore painting the Water Tower and looking into cell towers to assist with the costs.		X		Staff has received bids for this work and is generating a proposal for council review at their April 25, 2011 meeting.. The plan is to use Community Enhancement funds for this project.
19	Aug-11	City Manager	Develop Business Incubator with Agribusiness emphasis		X		Staff is working with the Alliance to gather information on this opportunity. The Alliance staff made a site visit in March and will be presenting their recommendations soon.
20	On-going	City Manager and Community Development Director	Support efforts to revive Fruit/Nut Festival		X		Staff continues to attend meetings and will be participating in bringing this event back to Hughson.

Goals and Objectives
Goal #2 - Economic Development
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
22	Dec-11	City Manager and Community Development Director	Develop materials and proactively market the Arboretum and other local attractions to the public.		X		Staff will need to work with the Aboretum Board of Directors and other organizations to gather the necessary information for this effort.
23		Community, Chamber, and Local Businesses	Create a Farmer's Market.		X		City staff looks forward to being a facilitator in creating a Farmer's Market. In order for a Farmer's Market to be created will require the effort of community members, the Chamber, and local businesses.
13	Aug-11	City Manager	Provide information to businesses about the SCORE Program in Modesto		X		
14	On-going	City Manager and Community Development Director	Encourage Industrial growth in incorporated cities and not in the County		X		

Goals and Objectives

Goal #3 Transportation

Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-going	Community Development Director	Recognize the need to address and incorporate a design for all modes of transportation.		X		Through StanCOG the City participates in the allocation of resources for transit services. Staff will continue to work with START and StanCOG to improve transit opportunities in Hughson.
2	On-going	Community Development Director	Encourage enhancement of an intra and inter city transit system.		X		Through StanCOG the City participates in the allocation of resources for transit services. Staff will continue to work with START and StanCOG to improve transit opportunities in Hughson.
3	Sep-11	Community Development Director	Access all available funds for the purpose of maintaining and improving existing streets.		X		Staff continues to partner with StanCOG and other jurisdictions to acquire funds for street projects. Recently staff has coordinated funding swaps with Waterford and Newman to accumulate adequate funds to do significant road maintenance and improvement projects.
4	Jun-11	Community Development Director	Plan for future public parking in the downtown area to encourage business activity.		X		Staff is currently working on a parkind ordinance modification that helps encourage the development of the vacant lots in the downtown areas.
5	On-going	City Manager and Community Development Director	Work with the County, StanCOG and other appropriate agencies to address, on a regional basis, the development of solutions to local traffic issues.		X		

Goals and Objectives
Goal #4 - Public Safety
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-Going	City Manager and Police Chief	The City of Hughson will continue to provide a high level of police service to the community. The City will review annually the fiscal constraints facing the City in order to establish appropriate service levels.		X		
2	On-Going	Police Chief	The City of Hughson will make all efforts to comply with Homeland Security Rules and Requirements.		X		
3	On-Going	City Manager	2+2 Fire District/City Committee		X		This committee has started to meet again. The next meeting is anticipated toward the end of April.
4	On-Going	Police Chief	Continue to educate public, council and commissions about the emergency plans and procedures for events of emergency.		X		
5	On-Going	Police Chief	Update officials and staff on NIMS training. Make sure staff and elected officials receive the appropriate training.		X		

Goals and Objectives
Goal # 5 - Public Services
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-Going	City Manager	The use of technology will be encouraged to engage citizens more actively in public issues and to improve inter-agency communication.		X		Staff will continue to look for ways to improve its website. Some minor modifications have been made already to the home page. Also the City has created a Facebook page that will enable better dissemination of information to those who are connected through Facebook. We will continue to modify and make improvments to this application as well.
2	Sep-11	City Manager and Community Development Director	Support recreation activities to provide access for all residents.		X		In these tough financial times the City is looking at ways to partner with the School District to provide additional recration activities. We are trying to assist the district with the development of sports fields and also an open gym basketball program. These ideas are still in the infant stages but we look forward to exploring them in more detail.
3	Sep-11	Community Development Director	Review existing services & consider appropriate fees for providing these services.		X		
4	Jul-11	City Manager and Community Development Director	Monitor the use of community enhancement fees.		X		Staff is preparing a proposal on this for the April 25, 2011 Council meeting.

Goals and Objectives
Goal # 5 - Public Services
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
5	Jul-11	Community Development Director	Continue to provide for adequate treatment of wastewater by compliance with Federal and State regulations and adopt an allocation policy to ensure that future capability is applied in a manner that is consistent with the General Plan.		X		The new wastwater treatment plant is scheduled to open in July 2011.
6	On-Going	City Manager	Continue to monitor staffing and training levels to ensure that quality public services are provided.		X		We continue to look for opportunities for our staff members. Right now we are developing a cross training plan for our Public Works staff.
7	Jul-11	City Manager	Explore grant opportunities, develop a tracking methodology and provide regular reporting to the City Council.		X		
8	On-Going	Police Chief	Continue Community Activities (i.e. Neighborhood Watch, Kids Safety Places)		X		
9	On-Going	City Manager	Assessment of current IT needs and development of inventories and incremental policies that take advantage of technology.		X		The City has obtain a new IT consultant that has analyzed our system and is in the process of making our IT systems and computers more efficient.
10	On-Going	City Manager, Police Chief, and Community Development Director	Stay up to date on state/Federal regulations and provide feedback to corresponding agencies		X		

Goals and Objectives
Goal # 6 - Public Facilities
Action Items: Strengths

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-going	City Manager	Consider shared facilities, where appropriate, with other public and private entities.		X		Staff currently partners with County and Cities with the Animal Shelter. The City is also looking at ways to better utilize the Annex building for the communities benefit. There are also possible partnership opportunities with the School District.
2	Dec-11	Community Development Director	The City will develop a method to prioritize replacing existing infrastructure in accordance with the Master Plans adopted in accordance with the General Plan through the development and implementation of a Capital Improvement Plan.		X		
3	On-going	Community Development Director	Consider including in future park developments, the inclusion of features that reflect our agricultural heritage.		X		

Goals and Objectives
Goal # 7 - Connectivity and Integration
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-Going	City Manager	City of Hughson recognizes that it must work with other organizations, public and private, to ensure coordinated delivery of services.		X		Working with Alliance, School District, Fire District, Chamber
2			The City Council will review and establish a policy designed to monitor and possibly influence proposed State and Federal legislation.				
3	On-Going	City Council/City Manager	Maintain and monitor the Complaint Log		X		
4	On-Going	City Manager	2 + 2 School District/ City Committee		X		This committee continues to meet. Meeting scheduled for April 11, 2011.
5	On-Going	City Manager	Keep lines of communication between management and staff		X		
6	On-Going	City Manager	Improve advertisement and awareness of community activities. (Get the word out to the community.)		X		Monthly Newsletter, City of Hughson Facebook Page, and web page

Goals and Objectives
Goal # 7 - Connectivity and Integration
Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
7			Provide staff with Educational and Knowledge based tools that they need.				
8	On-Going	City Manager	Look for additional opportunities to partner with other cities.		X		
9	Dec-11	City Manager	Develop plan to best utilize the volunteerism that exists in the community. Examples include the Arboretum, Hughson Family Resource Center, Samaritans, Boy Scouts, Girl Scouts, 4H, FFA, and other non-profits and community organizations.		X		
10	Sep-11	City Manager	Create a customer service / satisfaction survey.		X		
11	Sep-11	City Manager	Improve utilization of City Website		X		Some changes have been made. More are needed.
12			Provide public with information via Reverse 911 service. (be careful not to over-utilize)		X		Additional research is needed to find out how this can be utilized.

Goals and Objectives

Goal # 8 - Revenue Generation; Use Allocation

Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
1	On-Going	City Council	The City Council pledges to monitor all public funds to ensure appropriate expenditures.		X		
2	On-Going	City Manager	The City will maximize all potential revenue sources.		X		This will be reviewed annually during the budget process
3	Jun-11	City Manager and Finance Director	The City Council periodically through the budget process, shall establish a minimum general fund balance reserve to ensure the continued implementation of their goals and to ensure the continued delivery of public services.		X		
4	On-Going		Seek out funding opportunities for City, Schools, and Public Safety (Fire and Ambulance)		X		

Goals and Objectives

Goal # 8 - Revenue Generation; Use Allocation

Action Items:

#	WHEN	WHO	WHAT	STATUS			COMMENTS
				DONE	ON TARGET	REV	
5	On-Going	City Manager	Continue working with other agencies to try to acquire funding for City projects		X		Staff has partnered with other cities to better leverage CMAQ and RSTP funds for City projects.
6	On-Going	City Manager	Seek new funding opportunities by contacting new agencies and organizations		X		Staff continues to look for these opportunities.
7	On-Going	Community Development Director	Seek more funding for parkland and possible community pool location.		X		
8	On-Going	City Manager	Try to find other revenue streams and work with other agencies for assistance		X		