

2019 | CITY OF HUGHSON GOALS REPORT





2019 | CITY OF HUGHSON GOALS REPORT

CITY COUNCIL

Jeramy Young, Mayor

George Carr, Mayor Pro Tem

Harold Hill, Councilmember

Mark Fontana, Councilmember

Ramon Bawanan, Councilmember

INTRODUCTION

The Hughson City Council adopted the current Vision Statement, Goals and Objectives in 2005. Since then, City staff has made only minor updates to the goals and objectives and has periodically provided progress updates to the City Council and residents.

In 2017, the City undertook an effort to re-evaluate and update its “goals and objectives” document and process. In July, the Hughson City Council held a public workshop as a kick-off to this effort—the stated purpose was to determine the priorities, values and vision for the community to help reset the City’s goal setting process.

Many attended the workshop to provide their input to help determine where we were as a City and where we want to go. Councilmembers, residents, organizations and community partners all collaborated to help steer the comprehensive update process.

On February 13, 2018, the Hughson City Council approved an updated Vision Statement for the organization, which is more reflective of the City’s desire for the future of Hughson; a new Mission Statement, and a set of values, which provide clear an indication to residents and all who interact with the City, how the City intends to go about its business. Additionally, the City developed a new approach of the goals and objectives—shifting from open-ended, broad goals, towards more concrete, actionable goals. These goals serve as a priority list, a clear indication of what the City expects to accomplish and how it will focus its resources.

Report Organization

Vision Statement / Mission Statement / Values / Goals & Actions

VISION STATEMENT

To preserve Hughson's unique spirit, heritage and character, while creating an undeniably great place to be.

MISSION STATEMENT

Improving Hughson every day
through fiscal responsibility,
customer focused service and
an emphasis on creating and
strengthening partnerships

VALUES

The following core values are a statement of the Hughson City Council's priorities—the City's beliefs which will guide its actions every day. These values are a proclamation of the way we intend to work with and serve the residents, businesses, stakeholders and visitors of this City.

Fiscal Responsibility. Fiscal responsibility is more than a decision made by the City Council or staff, it is a mindset to ensure the long-term prosperity of the City.

Customer Focused. City staff endeavor to provide true public service, with friendliness, respect, responsiveness, urgency and efficiency.

Partnership Building. The City knows that it can achieve more of its goals and accomplish more working together with its residents and partners than alone. The City will strive to build and maintain these relationships.

Results Oriented. The City will strive to reduce bureaucracy and function in a results-oriented manner.

Open and Accessible. It is the City's charge to be transparent, honest and informative in all dealings.

Public Safety. The safety of the community is of the utmost importance.

The City maintains these priorities while staying true to the agricultural heritage of the community and responsibly managing the natural resources of this bountiful area.

GOALS & ACTIONS

The goals—in contrast to the values, which outline the WAY in which the City will conduct business—indicate WHAT the City will work towards.

These goals serve as a strategic work plan for the next two years. They further provide a comprehensive framework that ensures priorities set by the City Council are clear to all employees, residents and partners. This model ensures that progress towards the City Council's priorities can be tracked.

Under each goal, are a set of actions—which specify how the goal is to be accomplished. Actions are implementation steps to attain the goal; they explain the steps and resources needed to accomplish the goal.

2019 - 2020 GOALS

1. Complete Applicable Measure L Projects
2. Complete Well No. 7 Replacement Project
3. Complete Other City Water Projects*
4. Implement Sewer Fund Stabilization*
5. Improve Business Atmosphere in City
6. Improve Viability of and Expand Industrial Area
7. Revitalize Downtown
8. Update Land Use and Development Policies*
9. Maintain Adequate Resources for Public Safety*
10. Update City Fees
11. Improve City Facilities
12. Develop Long Range Financial Model

*New Goal

GOALS & ACTIONS

1 Complete Applicable Measure L Projects

Measure L—a 0.5% transportation sales tax—was approved by the voters in Stanislaus County in November 2016, which took effect in April 2017. Each City was required to adopt a project list, which served as an expenditure plan for the Measure to help ensure revenues are used appropriately.

The City of Hughson will work diligently to make progress on various Measure L projects in future years and complete projects in the current year. The City may periodically make allowable adjustments to the list as appropriate to leverage resources and capitalize on economies of scale or work being done in an adjacent area.

ACTIONS

- 1.1. Coordinate with contract City Engineer to ensure future Measure L projects are designed, engineered and ready for construction.
- 1.2. Coordinate with StanCOG to ensure City is meeting project delivery, accounting and reporting obligations to receive applicable Measure L funding
- 1.3. Coordinate with Stanislaus County and other neighboring agencies on any projects that may affect travelers in Hughson.
- 1.4. Find opportunities to leverage Measure L monies to expand the scope of listed projects or increase the number of projects.

GOALS & ACTIONS

2

Complete Well No. 7 Replacement Project

In 2013, the City of Hughson began to develop the Well No. 7 Replacement Project, which includes a new potable water well (Well No. 9), the re-drilling of an existing well (Well No. 5) arsenic treatment equipment and a 1.0 million gallon storage tank to address the State's compliance order for Nitrate and Arsenic.

The City has coordinated with the State the execution of a Project Installment Sale Agreement or "Funding Agreement". The City will receive up to \$5 million in grant funding and 0% interest on the remaining funds for this anticipated \$8.3 million project. This first phase of the project broke ground in early 2019.

ACTIONS

- 2.1 Continue to provide quarterly Compliance Order updates to the State Water Board.
- 2.2 Release for bid, select and manage contractors for the four (4) phases of the project—well drilling, storage tank, water treatment equipment and general well construction.
- 2.3 Ensure Hughson Municipal Water System comes into compliance with the State of California's MCL (Maximum Contaminant Level) for arsenic.

GOALS & ACTIONS

3

Complete Other City Water Projects

The State Water Board approached the City regarding grant funding available for a Consolidation project—for the extension of City water infrastructure, past the City limits to connect nearby users along Geer Road (Cobles Corner and Country Villa) suffering from substandard water. Now that the funding agreement is secured for the Well No. 7 Replacement Project and the City broke ground on that project, it can re-engage in the proposed Consolidation project.

On June 29, 2018, the City of Hughson was notified by the State that its municipal water system was out of compliance with the newly established MCL (Maximum Contaminant Level) for 1, 2, 3-Trichloropropane (1, 2, 3-TCP). Earlier that year, the Council approved a feasibility study that contained options for treatment.

ACTIONS

- 3.1 Complete application for funding under the State of California's Consolidation Incentive Program to extend municipal water service to two private water systems (Cobles Corner and Country Villa). If awarded, bring forward to City Council for formal acceptance.
- 3.2 Continue efforts to identify funding for the implementation of a corrective action plan to bring the City's municipal water system with the State's standard for 1, 2, 3-TCP.
- 3.3 Implement Phase 1 of City's Water Meter Radio Replacement Project.

GOALS & ACTIONS

4

Explore Sewer Fund Stabilization

The City of Hughson constructed a sewer treatment plant in 2012 to meet the community's current and future needs. The \$21.5 million facility has the capacity to process 1.8 million gallons of waste. A sewer rate study was approved at that time to ensure that adequate revenue was generated to both cover the cost of operation and maintenance and the debt service associated with the construction of the new facility.

With the closing of a local industrial business that contributed significantly to the sewer fund, City staff has been directed to reduce spending and explore ways to offset the loss in revenue to ensure obligations are met and the sewer treatment plant operates at the appropriate level. These sewer fund stabilization measures will be critical to ensure this core service and facility is maintained.

ACTIONS

- 4.1 Update the 2009 Sewer Rate Study to determine if it is still appropriate given current conditions.
- 4.2 Continue to look for new opportunities to expand the use of the sewer treatment plant (Gilton Solid Waste Management, Regional Surface Water Treatment Project, other industrial businesses, etc.).
- 4.3 Work with State Water Board to review terms of the current sewer treatment plant loans and debt service.

GOALS & ACTIONS

5

Improve Business Atmosphere in City

The City of Hughson has a small but prosperous business atmosphere. Although Hughson is the smallest City in the County (of 9), it produces the 7th highest sales tax revenues. It is home to many great restaurants and industrial businesses.

The City of Hughson will strive to build on its business successes and target its areas of weakness. The City will seek to support, grow and expand existing businesses by leveraging resources and partnerships. Additionally, the City will seek new business opportunities that are well suited for the City and complement existing businesses.

ACTIONS

- 5.1 Expand City's coordination with existing business owners to provide assistance, support and additional opportunities.
- 5.2 Actively seek new business opportunities, which are well suited for the City. Proactively reach out to property owners and potential new business owners to catalyze new business opportunities.
- 5.3 Coordinate with the Hughson Chamber of Commerce to expand support to businesses.
- 5.4 Continue and expand work with Small Business Development Center (SBDC) to provide resources to businesses.
- 5.5 Focus on filling City's Small Business Incubation Center to help stimulate small businesses that are looking to grow.

GOALS & ACTIONS

6

Improve Viability of & Expand Industrial Area

The City's burgeoning industrial area is home to a number of significant industrial businesses, which produce many jobs and sales tax dollars. The City would like to expand this area to not only add new businesses, but to complement existing businesses to help them grow and expand.

The City will focus on improving and expanding the industrial area through aggressive strategies and approaches.

ACTIONS

- 6.1 Annex useable property, along major street frontages, into the industrial area.
- 6.2 Emphasize Tully Road as a quick and easy way to access State Route 99. It takes approximately 7-8 minutes to reach SR-99 from Whitmore Avenue on Tully Road, which has few stops and light traffic.
- 6.3 Enhance Tully Road to accommodate larger volumes of truck traffic to facilitate growth in the area. Coordinate with Stanislaus County on the portion outside of the City limits.
- 6.4 Expand coordination with existing business owners to provide assistance, support and opportunity to businesses.
- 6.5 Actively seek new business opportunities, which are well suited for the City. Proactively reach out to property owners and potential new business owners to catalyze new business.

GOALS & ACTIONS

7 Revitalize Downtown

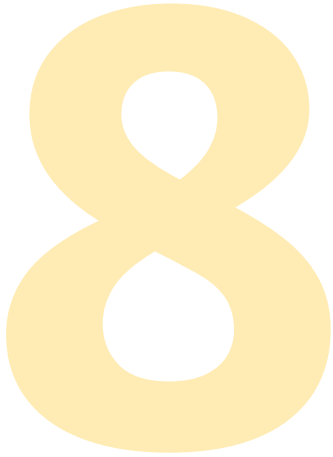
Downtown Hughson, which is over 100 years old, is a mix of old and new. The downtown includes buildings dating back to the 1900's with significant architectural charm and history, as well as modern buildings and improvements. Overall, the downtown has ample small-town character as well as a safe, quaint feel.

The City seeks to maximize the many positives and help improve the areas requiring attention. The City desires to revitalize the downtown—the heart of the City—to improve the business atmosphere and to be a point of pride for residents and a destination for all.

ACTIONS

- 7.1 Utilize, where practical and appropriate, the Community Planning Assistance Team (CPAT) findings and strategies to help revitalize the downtown.
- 7.2 Complete the next phase of the City's downtown street improvements.
- 7.3 Proactively work with property owners to fill vacancies and explore consolidating parcels to create larger developable areas for future commercial growth.
- 7.4 Devise strategy to create greater linkages and support to all of Hughson's commercial areas.
- 7.5 Install decorative crosswalks, bike racks, wall murals and other art, as well as enhance alleys in the downtown.

GOALS & ACTIONS



Update Land Use and Development Policies

The City of Hughson’s General Plan was adopted in 2005 (and the Housing Element in 2015). The General Plan provides the fundamental basis for the City’s land use and development policy and represents the basic community values, ideals and aspirations to govern a shared environment during 2025. The General Plan addresses all aspects of development including land use, community character, transportation, housing, public facilities, infrastructure and open space, among other topics.

By statute, the General Plan is required to be updated “periodically.” While there is no requirement for how often to update the General Plan, the planning period has traditionally been 15-20 years. The Housing Element is on a mandated schedule—4, 5, or 8 years, as listed by the California Department of Housing and Community Development.

ACTIONS

- 8.1 Develop a funding strategy and schedule for the update to the City of Hughson’s General Plan.
- 8.2 Pursue external funding that may be available for municipalities for updating land use and development policies.

GOALS & ACTIONS

9

Maintain Adequate Resources for Public Safety

The City of Hughson statistically is the safest, lowest crime producing city in Stanislaus County. Nevertheless, one crime is too many. The safety and security of the residents, property and visiting public is of the utmost importance.

Law enforcement services are provided in a very cost-effective manner through a contractual agreement with the Stanislaus County Sheriff's Department. Fire protection services are provided by an independent special district, the Hughson Fire Protection District, that has been in existence since 1915.

The City considers public safety an important priority and is committed to ensuring adequate resources are allocated in this area.

ACTIONS

- 9.1 Continue to work with Hughson Police Services to ensure they have the tools necessary for the provision of law enforcement services.
- 9.2 Support the Hughson Fire Protection District with its efforts to generate additional revenue to support the current level of service.
- 9.3 Work with local public safety partners to ensure their facility and equipment needs are met leveraging local resources to their fullest potential.

GOALS & ACTIONS

10

Update City Fees

Periodically, the City reviews its fees to ensure that the charges do not exceed the estimated costs required to produce the services. The City prepares a Master Fee Schedule, which is a compilation of the fees charged for services and development within the City.

The City will take a critical look at the current fees, which were adopted in 2009 or earlier, to ensure they are not a deterrent to development. However, the City will also ensure that the fees fully cover the cost to provide services and therefore are not a burden on the general fund and the resident's tax dollars.

ACTIONS

- 10.1 Conduct a comprehensive review of the City's current fees for service and bring forward recommended adjustments or additions for City Council consideration.
- 10.2 Manage consultant (Bartle Wells and Associates) conducting Development Impact Fee update and bring forward recommended adjustments for City Council consideration.
- 10.3 Conduct outreach with the public and other stakeholders during the fee update process.

GOALS & ACTIONS

1

Improve City Facilities

The Hughson was incorporated as a City in 1972. Two of the primary City facilities—City Hall and the Corporation Yard— were built prior to or around that time. Both have undergone minor remodels or additions since then, but the facilities are aged and sized to accommodate a much smaller City.

On August 14, 2018, the City Council and the Hughson Unified School District Board of Trustees authorized the execution of the agreement for the purchase and sale of the Lebright property-- took place on November 7, 2018 for the agreed upon purchase price of \$295,000.

The City of Hughson collects development impact fees for all new residential, commercial and industrial development. These fees help pay for the infrastructure, equipment and facilities necessary to meet the public service demands of the new development.

ACTIONS

- 11.1 Develop a plan to build a new Corporation Yard.
- 11.2 Pursue external funding for the modernization of the Lebright Fields property.
- 11.3 Use, and leverage whenever possible, Park Development Impact Fees to upgrade existing facilities.
- 11.4 Develop and implement a plan for completion of deferred maintenance at City rented facilities.

GOALS & ACTIONS

1

Develop Long Range Financial Model

The City seeks to complement its annual budgeting process to adequately and strategically plan for future opportunities and challenges with a long range financial model. The model shall serve as a snapshot of the organization's current fiscal standing and a preview of conditions in the future and will look three and five years into the future and estimate anticipated revenue and expenditures based on the best available data for future planning purposes. The City's investment portfolio and reserves will also be incorporated as appropriate along with debt service payments.

City staff will project revenue based on economic factors and trends in major sources including sales tax, property tax, permit fees, etc. One-time and ongoing expenditures will be estimated based on needs and priorities. Other fiscal impacts will be included as they are identified.

ACTIONS

- 12.1 Begin development of a draft Long Range Financial Planning Model (LRFPM) utilizing current resources and consultant expert services.
- 12.2 Present Draft LRFPM to Budget and Finance Subcommittee for discussion and input.
- 12.3 Modify draft LRFPM based on direction from Budget and Finance Subcommittee and brief other Councilmembers to share major elements.
- 12.4 Finalize LRFPM after fully vetted by City Council and staff.
- 12.5 Utilize LRFPM during the annual budget process.