

**HUGHSON CITY COUNCIL
STRATEGIC PLANNING STUDY SESSION
MARCH 15, 2023**



Today's Agenda 3-15-2023

- Convene meeting
- Public comments
- Report out results of prior session, present overview of today's session
- Preparation of Goals, Strategies and Actions
 - Review progress on current 2021-2022 Goals & Actions
 - Review Staff thoughts on future Goals, Strategies and Actions
 - Council discussion regarding future Goals and long-term and short-term priorities (Strategies and Actions)
- Prioritization of Strategies and Actions
- Discuss next steps
- Closing Public comments
- Closing Council comments



Public Comments



Overview of March 9 Study Session Results

- Council SWOT Exercise Perceptions
- Council Updated Vision, Mission and Values



SWOT Exercise – Council Perceptions

Strengths

- Exceptionally safe community
- Great staff
- Strong, supportive and fiscally responsible City Council
- City has strong partnerships with other community groups including the School, Fire, Chamber, Ministerial, etc.
- Town makes good first impression – City is clean and well maintained both by staff and by residents who take pride in their community.
- Activities are available for young people – Baseball and Football, Parks
- Local Fruit Stands, Family friendly events
- Friendly, supportive community
- Fertile soil and abundant agriculture – Ag Town



SWOT Exercise – Council Perceptions (cont.)

Challenges (what areas need to be strengthened?)

- Increased staffing needed for preventative maintenance
- Need open minds that allow for more affordable housing
- Agriculture community has seasonal harvest and seasonal employment

Opportunities (what is needed to remain innovative)

- Tourism and Social Media – events etc.
- Boutique Restaurant community
- More events like the 4th of July Parade and events that used to be held in Hughson

Threats (what we need to mitigate)

- Be very particular about the revenue sources the City goes after.
- An example is cannabis and issues other cities are having with it.



Council Vision, Mission & Values Statements

Vision:

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

Mission:

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

Values

Fiscal Responsibility

Partnership Building

Open and Accessible

Customer Focused

Results Oriented

Public Safety

Innovative

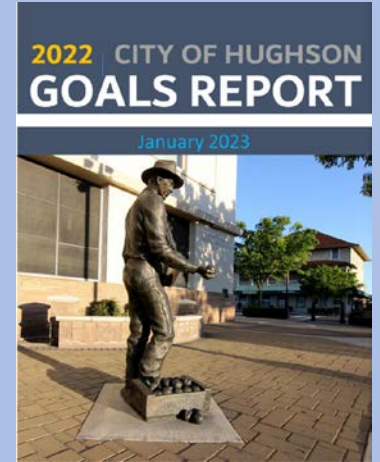


2022 Goals and Actions Progress Report



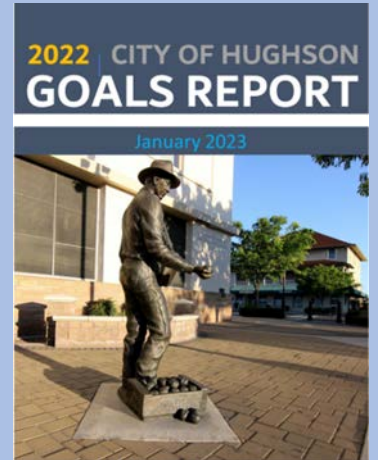
2022 Progress Report Summary

- **Complete Measure L Projects**
 - Pavement Management Plan completed
 - Measure L Annual Plan 2022-2025 approved by Council
 - Tully Road reconstruction
 - 2nd Street overlay between Hughson Ave to n end
- **Complete Well 7 Replacement Project** – est. completion is May 2023
- **Complete other water projects**
 - Design of Well 8 TCP Treatment is 95% completed
 - Whitmore Water Consolidation Project CEQA completed
 - Smart Water Meter project significantly completed



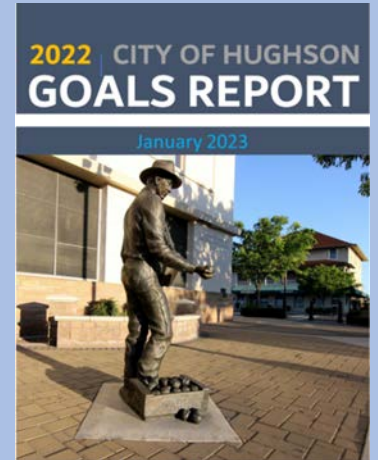
2022 Progress Report Summary (Cont.)

- **Improve Business Atmosphere in City**
 - Small Business Incubation Center is operational-SBDC
 - Opportunity Stanislaus and SBDC activities and resources for businesses
 - Multiple businesses currently in the planning and construction phases:
 - MGA Research
 - Jimenez Tires
 - United Pavement Maintenance
 - Forever in Stone
 - Headquarters Barbershop
 - Carniceria Y Supermercado La Estancia
 - Hughson Ventures



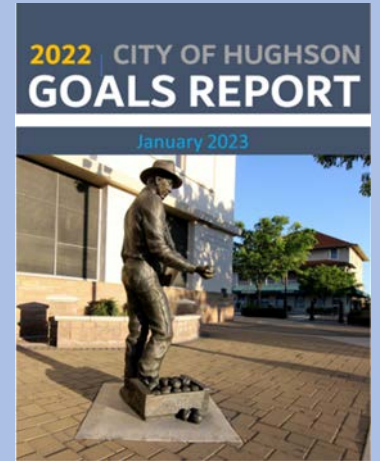
2022 Progress Report Summary (cont.)

- **Improve Viability of and Expand Industrial Area**
 - MGA Research and Hughson Ventures into idle DFA Plant
 - Water infrastructure now runs down Tully Rd to Roeding and partial sewer lines connect industrial area
 - Hughson General Plan Update in process offers an opportunity to expand industrial area
- **Revitalize Downtown**
 - Hughson Economic Development Committee developed recommendations to improve downtown.
 - In planning / development stages
 - Sidewalk shadow art, murals, pedestrian walkways...



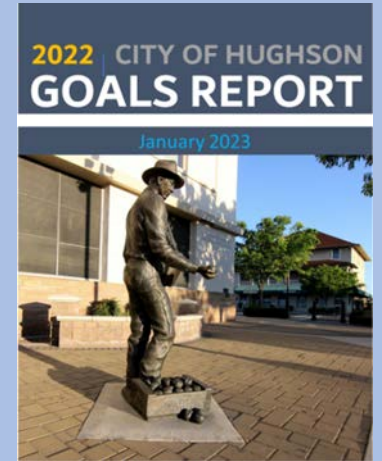
2022 Progress Report Summary (cont.)

- **Update land use and development policies** – through the General Plan Update process these policies will be reviewed and updated.
- **Maintain adequate resources for public safety**
 - Four LPR POD cameras were installed.
 - Community Facilities District was formed for Parkwood with funding for Law Enforcement contract with Sheriff's Office.
 - Working currently with Volunteer Fire District to update Fire Development Impact Fees and generate revenue specific to capital improvement needs.



2022 Progress Report Summary (cont.)

- **Improve City Facilities**
 - Renovation of two Lebright Baseball Fields
 - Per Capita Grant funding for a restroom/concession stand and ADA pathway
 - Deferred maintenance to multiple city facilities through ARPA funds



Goals, Strategies and Actions

- **Goals** - state the desired outcomes to be achieved, the “**why**” of the specific actions the organization will take.
- **Strategies** - the means to achieve multi-year goals, the “**what**”.
- **Actions** - the “**how**”. They are the specific steps that will be taken for each strategy and should be measurable, with specific resources assigned, timeframes allocated, and responsibilities determined.



Goals, Strategies and Actions (cont.)

Example of Goal/Strategy/Actions Structure

- Goal: Good Governance (**why**)
- Strategy: Model good governance and transparency (**what**)
- Actions: (**how**)
 - 1) City Council Meetings and Workshops; Planning Commission; Parks and Recreation Committee
 - 2) Council Member Orientations
 - 3) Proper FPPC reporting as required by law
 - 4) Maintain Ethics and Harassment trainings as required by law
 - 5) Increase Public Awareness around City projects and other civic matters thru the use of social media



Goals Exercise

- It is important to include the “why” in preparing a strategic plan .
- The plan serves as a community's roadmap and is used to prioritize initiatives, resources, goals, department operations and projects.
- It is first and foremost a big-picture document directing efforts and resources toward a clearly defined vision. Therefore, the goals must fulfill the Council’s stated vision.
- Staff thoughts on Goals, Strategies and Actions are in Appendix E.



Goals Exercise (cont.)

- Staff thoughts on potential Goals
 - Goal #1: Good Governance
 - Goal #2: Economic Development
 - Goal #3: Maintain Infrastructure and leverage funds where opportunities exist
 - Goal #4: Ensure Fiscal Health
 - Goal #5: Promote Quality of Life
- Does the Council have any suggested additions, deletions or revisions to the above Goals?



Identifying Strategies and Actions

- Strategies and actions implement the goals.
- Strategies typically include more general terminology that doesn't specifically say what will be done to accomplish it.
- Actions are concrete and specific with timeframes and resources assigned.
- The City Manager will present staff's thoughts on potential strategies and corresponding actions.
- Staff recommends Council focus on developing short-term and long-term priorities at this time.
- **After reviewing the potential strategies and actions prepared by staff, does Council identify and additions, deletions, or revisions to the list?**



Identifying Strategies and Actions (cont.)

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City Staff Thoughts on Strategies/Actions

- Staff reviewed projects and programs:
 - Already in the queue for the next 1-2 years
 - Thoughts on resources necessary to accomplish priorities
 - Thoughts on potential new programs or services
- **Staff is seeking Council input on deletions, revisions, or identifying any additional priorities,**



Goal #1 – Good Governance

Strategy #1: Model good governance and transparency

Actions:

- In all public meetings
- Council Member orientations
- Proper FPPC reporting and Ethics & Harassment trainings
- Increase public awareness around City projects and other civic matters
- Increase public awareness around City Council meetings and agenda items

Strategy #2: Provide adequate resources for Efficient Government Services

Actions:

- Conduct staffing assessment
- Review opportunities to outsource
- Provide employee development opportunities



Goal #2 – Economic Development

Strategy #1: Support resources for businesses thru:

Actions:

- Supporting Chamber of Commerce
- Supporting Opportunity Stanislaus
- Supporting Small Business Development Center

Strategy #2: Complete the General Plan Update and Housing Element Project

Strategy #3: Revitalize Downtown Hughson:

Actions:

- Shadow Art
- Murals
- Pedestrian Walkways



Goal #2 – Economic Development (cont.)

Strategy #4: Annexation of additional industrial zoned land and provide infrastructure to promote industrial business

Strategy #5 Review business leases at the Incubation Center (Annex)

Actions:

- Review current leases to see if business can be pushed to permanent Hughson Ave locations
- Advertise the Incubation Center opportunity
- Incentivize business opportunity within the City



Goal #3 – Maintain Infrastructure and leverage funds

Strategy #1: Maintain streets and city-owned sidewalk infrastructure

Actions

- Complete Measure L annual plan
- Maintenance of streets – potholes and annual street striping
- Whitmore Pedestrian Crossing Project (BNSF)
- Review traffic calming measures in priority areas (longer term as needed)
- Walker Lane CDBG Project
- Tully Road CDBG Project
- 7th Street CDBG Project
- Replace ADA parking on 3rd Street
- Create ADA parking on Hughson Avenue

Strategy #2: Maintain Stormwater Infrastructure

Actions

- Finalizing a trash capture system
- Tie in 2-3 dry wells to the stormwater system – State



Goal #3 – Maintain Infrastructure and leverage funds (cont.)

Strategy #3: Maintain Wastewater Treatment Facility/Sewer Actions

- Proactively maintain WWTP facilities and sewer infrastructure by replacing aging infrastructure and maintaining infrastructure
- Ensure technical backing for a Salt Ordinance is approved for wastewater - State



Goal #3 – Maintain Infrastructure and leverage funds (cont.)

Strategy #4: Maintain Water Infrastructure

Actions

- TCP Treatment at Well 8 (backup well) – State
- Drought Contingency Plan – State
- Riverview Consolidation Project – State
- Whitmore Consolidation Project – State
- Proactively maintain water facilities and infrastructure. Replace aging infrastructure
- Coordinate with Duarte Nursery for water connection

Strategy #5: Maintain Parks Infrastructure:

Actions

- Lebright Fields per Capita Grant – restroom/concession
- parking paved
- lighting replacement with LED



Goal #4 – Ensure Fiscal Health

Strategy #1: Maintain a structurally sound budget

Actions

- Develop a Capital Improvement Plan
- Develop water, WWTP, sewer, and stormwater maintenance plans
- Comprehensive review of City's fees for service for Council review
- Deferred Maintenance plan and vehicle replacement plan
- Review Development Impact Fees
- Maintain a 33% Contingency Reserve



Goal #4 – Ensure Fiscal Health (cont.)

Strategy #2: Provide adequate staffing resources for efficient gov't operations (included in Good Governance Goal)

Actions

- Fund a consultant to provide a staffing needs assessment
- Review available funding
- City Council approval

Strategy #3: Provide efficient government operations using technology

Actions

- Public-facing permit system
- Review and update Code Enforcement regulations and Nuisance procedures



Goal #5 – Promote Quality of Life

Strategy #1: Strengthen Community Safety through crime prevention reduction activities

Actions

- Implement and enhance the use of technology (such as social media, cameras, and crime analytics to generate evidence-based intelligence to enhance enforcement efforts.
- Continue to work with Hughson Police Services to ensure they have the tools necessary for the provision of law enforcement services.



Goal #5 – Promote Quality of Life (cont.)

Strategy #2: Support the Hughson Volunteer Fire Protection District with its efforts to generate additional revenue to support the current and increasing level of service.

Actions

- Continue 2+2 City/Fire bi-monthly meetings

Strategy #3: Strengthen Emergency Operations Preparedness

Actions

- Ensure all employees are trained as required in NIMS level for their position.
- Continue to partner with Stanislaus County and other cities on the Multi-Jurisdictional Hazard Mitigation Plan (every five years)



Goal #5 – Promote Quality of Life (cont.)

Strategy #4: Research and development for potential recreational activities

Actions

- Survey of community to determine interest in recreational activities
- Research on how other cities hold recreational activities and funding
- Develop programs, funding and instructors
- Support family friendly events in Hughson such as:
 - assisting with the Chamber's Fruit and Nut Festival and Chamber's Christmas Parade;
 - provide access for families to use City Low-speed vehicles to participate in the Fire District's Santa Routes;
 - Hold annual Trunk or Treat and National Night Out events for the community.





Prioritization of Strategies and Actions

- There are always more priorities to be accomplished than there is time and the resources (staffing and funding) to accomplish them.
- Important for Council to prioritize goals so that they are aligned with the City's limited resources.
- If needs, circumstances and/or priorities change, a reassessment of the City Council's priorities and available resources can be done.
- The next slide lists suggested prioritization criteria to assist the Council in identifying the most important priorities.



Prioritization Exercise

- Using the criteria below as a guide, the Council is asked to select their top priorities from the list of priorities established in the prior exercise.

Priority Selection Criteria

- 1) The work is mandated by the State (or other agency); the City could be fined or face similar consequences if the work is not done
- 2) The City is significantly committed financially to the project
- 3) The work would protect public health or safety
- 4) The work would assist the City in achieving fiscal sustainability
- 5) The work would generate revenue, grants or other funding
- 6) The work would promote job creation or investment in the community
- 7) The work would prevent higher costs from deferred maintenance



Next Steps

- 1) Staff will create a draft strategic plan for Council adoption at a future meeting.
- 2) The Council's strategic plan will be incorporated into the upcoming budget process to determine the resource requirements of the Council priorities.
- 3) The City Council will consider proposed projects/programs necessary to achieve its top priorities as part of the FY 2023-24 budget process.
- 4) Staff will submit a strategic plan progress report to Council annually to discuss if circumstances have changed requiring the Council to make changes to its designated priorities.



Public Comments



How Did We Do?

- The best thing about this study session was...
- Some thing that could have been better...
- Other comments?



Thank You

