

2018 | CITY OF HUGHSON GOALS REPORT





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CITY COUNCIL

Jeramy Young, Mayor

George Carr, Mayor Pro Tem

Harold Hill, Councilmember

Mark Fontana, Councilmember

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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.

The results are an updated Vision Statement, 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 has 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.

All these changes take the form of this 2018 City of Hughson Goals Report.

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.

2018 - 2019 GOALS

1. Complete Applicable Measure L Projects
2. Complete Well No. 7 Replacement Project
3. Improve Business Atmosphere in City
4. Implement Phase I of Portable Observation Devices
5. Improve Viability of and Expand Industrial Area
6. Revitalize Downtown
7. Youth Engagement Initiative
8. Install and Implement Financial Management System
9. Update City Fees
10. Improve City Facilities
11. Develop Long Range Financial Model
12. Complete City Water Consolidation Project

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.

Over the last three years, the City has coordinated with the State on a Project Installment Sale Agreement or "Funding Agreement". The terms of this agreement have improved over this time. 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.

ACTIONS

- 2.1 Continue to provide quarterly Compliance Order updates to the State Water Board.
- 2.2 Execute Well Site (No. 5) Relocation effort with California Trusframe.
- 2.3 Approve Lot Line Adjustment and adopt Resolution of Acceptance of the new parcel (well relocation parcel).
- 2.4 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.

GOALS & ACTIONS

3

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

- 3.1 Expand City's coordination with existing business owners to provide assistance, support and additional opportunities.
- 3.2 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.
- 3.3 Coordinate with the Hughson Chamber of Commerce to expand support to businesses.
- 3.4 Continue and expand work with Small Business Development Center (SBDC) to provide resources to businesses.
- 3.5 Focus on filling City's Incubation Center to help stimulate small businesses that are looking to grow.

GOALS & ACTIONS

4

Implement Phase 1 of POD Camera Program

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.

One approach, of many, to improve public safety and security is to implement a Portable Observation Device (POD) camera program to help deter criminal activity as well as to assist law enforcement activities.

ACTIONS

- 4.1 Work with Hughson Police Services to assess Phase I of the POD program and make necessary adjustments, if any for future phases.
- 4.2 Continue and expand community outreach and engagement strategies.
- 4.3 Continue and expand partnership between City, Hughson Police Services and Hughson Fire Protection District.
- 4.4 Expand the sharing of pertinent public safety information to the public in readily accessible manners by Hughson Police Services.

GOALS & ACTIONS

5

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

- 5.1 Annex useable property, along major street frontages, into the industrial area.
- 5.2 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.
- 5.3 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.
- 5.4 Expand coordination with existing business owners to provide assistance, support and opportunity to businesses.
- 5.5 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

6

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

- 6.1 Complete the Community Planning Assistance Team (CPAT) effort—a pro-bono planning effort led by development officials to help revitalize the downtown.
- 6.2 Complete the next phase of the City's downtown improvements—Hughson Avenue sidewalks between Charles Street and 4th Street.
- 6.3 Proactively work with property owners to fill vacancies and explore consolidating parcels to create larger developable areas for future commercial growth.
- 6.4 Devise strategy to create greater linkages and support to all of Hughson's commercial areas.
- 6.5 Install decorative crosswalks, bike racks, wall murals and other art, as well as enhance alleys in the downtown.

GOALS & ACTIONS

7 Youth Engagement Initiative

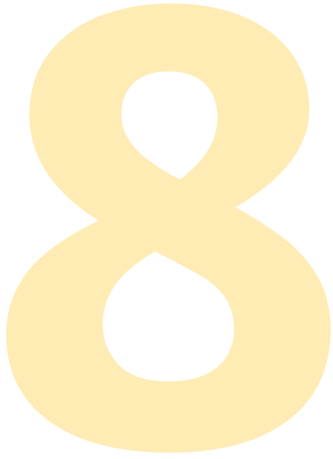
The City Council and staff have prioritized transparency and communication to its residents; the City has increased its presence on social media and at community events. Part of this effort is to engage all segments of residents to be active in the community, to be aware and have an understanding of the City's dealings.

One key segment is the youth. In an effort to train the future leaders of the City and to seek participation of this key segment, the Hughson City Council desires to develop a youth engagement initiative.

ACTIONS

- 7.1 Coordinate with Hughson Unified School District and Hughson High School to develop a youth engagement program. Options could include:
 - 7.1A A liaison from the high school leadership class to frequently report to the City Council on suggestions, questions or comments the youth may have for the Council.
 - 7.1B A youth leadership council, which serves as an advisory committee to the City Council.
 - 7.1C Community service, career development, educational programs
- 7.2 Continue to grow the Hughson Mentoring Program

GOALS & ACTIONS



Implement Enterprise Resource Planning System

The City of Hughson seeks to improve the efficiency of its business processes in the financial, utility billing, building permit and code enforcement operations and to improve service delivery internally and to the public by implementing a new Enterprise Resource Planning (ERP) software system. In March 2017, the City Council authorized the City Manager to execute an agreement with Tyler Technologies for the purchase and implementation of an ERP software.

The ERP is a fully integrated, state-of-the-art solution where transactions are processed in real-time and immediately available for inquiry and reporting; with workflow capability available across all modules which allow for reduced reliance on paper processing and provides streamlined operations with improved efficiency and effectiveness.

ACTIONS

- 8.1 Implement the three phases of the Enterprise Resource Planning software (Financial, Utility Billing and Energov).
- 8.2 Train all City staff in the operations of the new system, including electronic timesheets.
- 8.3 Implement online customer access to utility accounts and begin offering an e-bill option to replace paper bills.
- 8.4 Implement a new credit card processing system which is integrated with the financial management and utility billing system.

GOALS & ACTIONS

9

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

- 9.1 Hire a consultant to perform a comprehensive Fee Study for the City.
- 9.2 Select and manage consultant towards successful fee study development.
- 9.3 Communicate with the public and other entities that utilize the City's facilities during the update process.

GOALS & ACTIONS

10

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.

Additionally, the City currently maintains Lebright Fields, which is owned by the School District. Lebright is the City's primary baseball and softball facility. These fields are in need of a major upgrade to accommodate the number of children in the league and to reorganize the fields that have been added over time.

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. The City desires to upgrade these facilities to provide a better environment for both staff and the residents.

ACTIONS

- 10.1 Develop a plan to build a new Corporation Yard, on a new piece of property. The project will primarily be paid for from Development Impact Fees.
- 10.2 Purchase Lebright Fields from the School District
- 10.3 Use Park Development Impact Fees to upgrade the facilities.
- 10.4 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

- 11.1 Begin development of a draft Long Range Financial Planning Model (LRFPM) utilizing current resources and consultant expert services.
- 11.2 Present Draft LRFPM to Budget and Finance Subcommittee for discussion and input.
- 11.3 Modify draft LRFPM based on direction from Budget and Finance Subcommittee and brief other Councilmembers to share major elements.
- 11.4 Finalize LRFPM after fully vetted by City Council and staff
- 11.5 Utilize LRFPM for Fiscal Year 2019-20 annual budget process

GOALS & ACTIONS

1

Complete City Water Consolidation Project

During the City's Well No. 7 Replacement Project development and coordination with the State, the State approach the City regarding a Consolidation project—the extension of City water infrastructure, past the City limits to connect nearby users suffering from substandard water. While the City chose to first focus on its municipal water project, now that the funding agreement is secured and the City is progressing with that project, we can reassess the proposed Consolidation project.

The project would connect the Cobles Corner mobile home park and the Country Villas housing development located on Geer Road, south of Whitmore Avenue, to City water services. The State would fund the cost of the required infrastructure extension.

ACTIONS

- 12.1 Provide project information to City Council and seek policy decision on moving forward.
- 12.2 If moving forward, complete and execute project funding agreement with State Water Control Resources Board staff.
- 12.3 Coordinate planning effort with City Water Engineer and City Engineer, Public Works staff and others.
- 12.4 Coordinate with adjacent entities on possible extensions past the proposed two.