

City of Dinuba

Strategic Goals

FY 2015 – FY 2018

March 15, 2017

City Council:

Scott Harness, Mayor
Kuldip Thusu, Vice Mayor
Joe Morales, Council Member
Maribel Reynosa, Council Member
Linda Launer, Council Member

Facilitator:

Dr. Jacqueline Ryle

Staff:

Luis Patlan, City Manager
Daniel James, IT/Records manager

Executive Summary

The City Council held a goal setting workshop on March 15, 2017. The purpose of the workshop was for the Council to receive an update on the current 2015-2018 goals adopted by the Council in May of 2015, review existing goals and make modifications as necessary, and to look forward to 2018 and beyond.

The results of the goal setting are summarized in this document. A full copy of the notes transcribed during the workshop are enclosed as Attachment 'B'.

The Council began the workshop by sharing their collective appreciation for public service. In summary, the general themes were that the Council believed in giving back, helping make things better, and effecting positive change in the community.

In terms of a shared vision for the community, the responses from the Council centered around five common elements:

- People are the strength of the community
- Quality of life is important to overall health of the community
- Balance investment to provide range of housing and commercial development
- Build on positive momentum to keep the city as the “hub” of northern Tulare County
- Opportunity for a “renaissance” with a focus on the downtown, east side commercial corridor and northern growth area

The Council was given an update on the status of the adopted goals. As presented, many of the objectives and strategies in support of the goals have been completed or in progress to be completed within the three-year timeframe.

Lastly, the Council was asked to evaluate the existing goals and to look forward to 2018 and beyond. The Council came up with several additional goals, objectives and strategies in support of the goals. These will be considered for inclusion in the current three year goals or added as part of the next goal setting process next year.

Review Status of FY 2015-2018 Strategic Goals

The City Council adopted three-year Strategic Goals in 2015. These are broken down into five general goals with supporting objectives and strategies for each. The five goals are:

Goal #1: Fiscal Health of Community

Goal #2: Quality of Life and Neighborhood Improvements

Goal #3: Capital Projects and Delivery

Goal #4: Maintaining Organizational Capacity for Service Delivery and Goal Accomplishment

Goal #5: Community Engagement

The following table was prepared to track progress, successes, and challenges. For each goal, there are underlying objectives with actionable strategies to achieve the goal. Staff responsible for implementing the goal are assigned along with status.

Staff reports annually on the outcome measures within each goal and adjusts program activities as appropriate to ensure the achievement of the desired results for the community. As presented by staff, many of the strategies have been completed or substantial progress has been made toward achieving the goal. Staff has worked diligently to advance these Council goals.

Report on Strategic Goals for FY 2015-2018

Goal 1: Fiscal Health of Community

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
A. Balance economic development throughout the community	1. Fill vacant commercial centers (eastside especially)	Daniel/Luis		✓		The Retail Coach working on recruitment & Quad Knopf preparing of East Side Master Land Use Plan.
	2. Seek funding for extension of Randle Avenue including sewer and water to encourage ongoing development on the eastside	Blanca/Cristobal		✓		Received \$1.3 M CDBG grant to extend Randle Avenue. Annexation approved. RFP for design in progress.
	3. Market vacant Odwalla facility	Daniel/Luis			✓	Facility acquired and used as cold storage facility.
	4. Stabilize internet Sales Tax	Luis/Cass			✓	City entered into operating agreement with BestBuy.com in 2015 to secure & grow internet sales tax.
B. Recruit businesses that have low impact on City services	1. Focus on low water use industries	Luis/Daniel		✓		Staff continues to submit potential sites to prospective companies through Tulare EDC and direct leads.
	2. Participate in the Tulare EDCs Certified Sites Program to market shovel-ready industrial sites	Cristobal/Dean			✓	Two sites were certified as shovel-ready by Foote Consulting and listed on the Tulare EDC's website.
	3. Establish list of all potential industrial and commercial properties	CeCe/Cristobal			✓	All available industrial and commercial sites identified and added to the City's website and GIS system.
	4. Preparation of an Economic Development Strategic Plan	Luis/Daniel		✓		Tulare EDC working on Economic Development Strategic Plan.
C. Develop plan to annex West El Monte to Rd 56	1. Evaluate feasibility and need to annex land to Road 56	Cristobal/QK	✓			Annexation is not recommended at this time.
	2. Plan for 5 Year review of General Plan and update as needed	Cristobal/QK	✓			Work with planning consultant to review and update General Plan as needed in 2017/18.
D. Balance economic development with housing	1. Focus on job creation to achieve jobs/housing balance	Luis/Daniel		✓		The 2015 Housing Element indicates we have a jobs/housing ratio of 1.69, which means that local jobs exceed supply of housing.
	2. Market Ridge Creek Ranch Subdivision	Luis/CE		✓		Site work in progress. Model complex July/August.

Goal 2: Quality of Life and Neighborhood Improvements

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
A. <i>Plan and develop a suitable venue to honor and memorialize fallen staff and citizenry</i>	1. Identify and appropriate location and/or venue for recognizing fallen public safety personnel	Chad/Devon		✓		Council selected site for memorial. Design prepared and cost estimate in progress. Funding TBD.
	1. Continue to participate in the Big Brothers/Big Sisters program	Stephanie			✓	DUSD partners with Big Brothers/Big Sisters.
B. <i>Develop mentorship programs for youth (e.g., "Big Brothers/Big Sisters")</i>	2. Look into creating a Youth Commission for 7 th and 8 th graders	Stephanie		✓		Stephanie to explore interest in formation of Youth Commission.
	3. Continue to support and expand membership in the Fire Explorer Program	Chad		✓		This is an ongoing program.
	4. Continue to support and expand membership in the Police Explorer Program	Devon		✓		This is an ongoing program.
	5. Continue to support and expand membership in the Youth Law Enforcement Day Camp	Sgt. Bissett		✓		Event scheduled in July. Teen's (14-17) get an inside look into careers in law enforcement.
	6. Create a Local Government Internship Program	Luis/Linda			✓	Program implemented Summer 2016. Three interns hired in Finance, Public Works, and IT.
	1. Hire two motor officers for traffic enforcement	Devon			✓	Two new officers hired and on duty in October and December of 2016.
C. <i>Develop a community-wide traffic safety awareness campaign with appropriate measures</i>	2. Enhance radar enforcement by placing radar trailer in high speeding areas, and evaluate purchasing and installing radar speed sign in high speed areas	Devon		✓		Ongoing, especially during school year.
	3. Conduct random traffic enforcement details throughout the year	Devon		✓		Two traffic enforcement details conducted this year. Details resulted in citations for speeding and various other traffic related violations.
	4. Complete speed survey for all arterials and collectors and post appropriate speeds	Devon/Engineer		✓		All arterials and collectors surveyed except for W. El Monte Way due to construction. Speed survey to be done once W. El Monte Way is completed.
	5. Conduct random traffic enforcement around schools	Devon		✓		Ongoing during the school year.

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
C. Engage community groups in beautification projects (especially downtown)	1. Create an Adopt-a-Planter Program for downtown and market program to service groups & the community	Joe Grijalva/Stephanie		✓		Program to be released on March 20. Executive staff to landscape first planter on March 18.
	2. Install lights on trees in the downtown area along L Street.	Joe G.			✓	Lights installed in December 2015. More durable, outdoor LED lights will be purchased.
	3. Conduct sidewalk condition survey, prepare costs, prioritize projects, and budget	Blanca/Ismael		✓		Staff identified 33 damaged sidewalks. Public Works replaced 14 locations at a cost of \$15,000 for material and supplies. Goal is to replace sidewalks each year until all have been improved.
	4. Conduct a street illumination study, identify streets needing lighting, budget new lighting	Blanca/Engineer		✓		Staff conducted survey. New street light requests submitted to PG&E. They expect to complete engineering in June/July followed by installation of new lights.
	5. Upgrade infield at baseball field in KC Park	Joe G./Stephanie			✓	All sprinkler heads replaced and infield repaired. Staff will seek grant to repair/replace scoreboard.
	6. Develop wayfinding signage program, branding design, cost and budget	Daniel/Luis		✓		Wayfinding Signage Program and cost estimate completed. Staff will budget funds for installation of some directional in FY 17/18.
	7. Participate in the State's Turf Replacement Program at City facilities	Stephanie/Joe		✓		California Conservation Corps replaced turf at the Lincoln/McKinley Paseo and Fire Department. City Hall is scheduled for March/April 2017.

Goal 3: Capital Projects and Delivery

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In-Progress	Completed	
A. <i>Develop and adopt a balanced capital improvement program</i>	1. Develop street condition survey, including incomplete streets for inclusion in CIP	Blanca			✓	Pavement management system in place & condition of streets indexed. Street maintenance & repairs based on funding.
	2. Work with TCAG on a funding for a Complete Streets Study	Blanca/Dean		✓		TCAG expected to fund \$75,000 for complete street study. Study gives agencies additional points for street projects.
	3. Seek grant funds for street and infrastructure projects	Blanca/Dean		✓		City awarded CMAQ grant for Alta/El Monte Way traffic synchronization project and Measure R funds for design, environmental and ROW for Nebraska/Alta roundabout.
	4. Kamm/Crawford intersection improvements	Dean			✓	Repairs to pavement at intersection completed.
B. <i>Deliver key projects in a timely manner</i>	1. Complete W. El Monte Way widening project	Dean/Joe A.			✓	Widening work complete. Contractor working on punch list items and close-out issues.
	2. Fire Station No. 2	Chad/Cass		✓		Site plan, layout, and elevation design completed. Architect preparing construction documents. Plan is construct project in Summer 2017.
	3. Public safety training facility	Chad/Devon		✓		Preliminary design of training facility included with Fire Station No. 2 as future phase.
	4. Wastewater Reclamation Facility Upgrade & Expansion	Blanca/Dean		✓		Draft Preliminary Design Report (PDR) completed and will be presented to Council in April/May. Application for SRF Loan on file with the State.
	5. Hayes Avenue Widening	Engineer			✓	Project completed in December 2016.
	6. Install new playground and restroom facility at Gregory Park	John			✓	New playground and restrooms installed.
	7. Install restroom facility and lighting at Roosevelt Park (scope of work changed)	John			✓	New ADA entrance doors and restrooms installed at Community Center in lieu of lighting at Roosevelt Park.

	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
8.	College Park Recreation Center	Ed/Stephanie			✓	Remodel complete. Tenant to occupy site for child care center for up to 56 kids.
9.	Well No. 21	Blanca		✓		New well needed by 2020/21. Rate adjustments will be evaluated over next 5 years.
10.	Kern Street Storm Drain	Engineer		✓		Engineer to update estimate. Will work with grant consultant to seek grant for project.
11.	Community Center – remove asbestos and replace roof	Dean/Joe			✓	Asbestos removed and new roof installed.
12.	Bucket Truck for Parks Crews	Stephanie/Joe			✓	Bucket truck purchased.

Goal 4: Maintaining organizational capacity for service delivery and goal accomplishment

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
A. Provide adequate staffing for all new facilities before they come on line	1. Fire Station No. 2 - Evaluate staffing needs and funding capacity	Chad/Finance		✓		Staffing needs identified and funding to be included in FY 17/18 budget.
	2. College Park Recreation Center – Evaluate staffing needs and funding capacity for new recreation personnel	Stephanie			✓	CPR leased to Fresno-based agency for use as child care and development center.
	3. Senior Programs – Evaluate request for the City to take over senior programs.	Stephanie/CeCe			✓	Senior Center transition to the City became effective July 1. Transition going smoothly and senior participation & programming has increased.
B. Evaluate staffing in all departments to ensure adequate service levels	1. Staffing in Police Department	Devon			✓	Budgeted for one new Police Officer and Part-Time Records Technician in FY 16/17.
	2. Staffing in Parks & Community Services	Stephanie			✓	One General Maintenance Worker promoted full-time in FY 2016-17.
C. Maintain employee compensation within 5% of the top comparator cities	1. Evaluate current salaries with comparator cities	Luis/Finance		✓		Retention of public safety staff stable. Lateral police officer recruitments effective.

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
D. Evaluate and update use of technology to improve organizational efficiency	1. Evaluate accounting system	Cass			✓	Implemented new accounting system in Finance.
	2. Evaluate agenda manager system	Linda/Daniel			✓	Implemented new agenda manager system.
E. Adopt a code of ethics for staff, Council, Boards and Commissions	1. Create a draft code of ethics for Council review and adoption	Luis/Linda		✓		Policy in progress and expected to be presented to City Council in April 2017.
	2. Adopt City Council Travel Policy	Linda			✓	Council adopted Travel Policy to ensure transparency for out of city travel.

Goal 5: Community Engagement

Objective	Strategy	Assigned to	Status			Comment
			Not Started	In Progress	Completed	
A. Designate a public information specialist in the organization	1. Establish a single-point of contact for media outlets	Daniel			✓	Daniel James is the designated public relations officer.
B. Regularly employ social media to provide information and obtain feedback on services and activities	2. Provide weekly information of City's Facebook page	Daniel/Linda		✓		Use of social media ongoing.
C. Comprehensive Update of City website	3. Update City website	Daniel			✓	New website launched in August 2017. Positive response on new format and ease of use on mobile devices.
D. Create E-Newsletter	4. Create subscription-based electronic newsletter	Daniel/Linda			✓	Stay Connected Dinuba E-Newsletter launched in July 2016.

Goals for 2018 and Beyond

The Council concluded the session by looking at the goals and determine if any new goals should be added for 2018 and beyond. The table below lists several new items identified by the Council to be considered for inclusion in the 2015 goals or for the next three-year goal setting process.

New Items Discussed	2015-18	2018-21
• Expansion of Roosevelt baseball fields		
• Expansion of Vuich Park (to mitigate widening of E. El Monte Way)		
• Installation of HVAC at Sportsplex		
• Addressing condition of alleys throughout town		
• Development of Viscaya Park and walking path for students attending Roosevelt Elementary School		
• Balance housing needs for all income groups consistent with adopted Housing Element		
• Explore partnership with CSUF for use of interns for recreational/community events		
• Continue proactive code enforcement		
• Enforcement of vehicle speeding		
• Public safety training for emergency and terror attacks		
• More facilities for kids and Delgado and Nebraska parks		
• Conduct community needs assessment survey		
• Railroad crossing at Saginaw (west of Viscaya)		
• Focus on regulatory relief for downtown businesses		
• Griggs neighborhood improvements (including areas north of Nebraska)		
• Evaluate if there are adequate handicap parking stalls downtown		
• Raised median in Kamm between Alta and College		
• Focus on downtown revitalization		

Next Steps

The Council to accept the FY 2015-2018 Strategic Goals as presented, consider adding any or all of the items listed above to the existing 2015-2018 goals, or consider them for inclusion in the next three-year goal setting process.

A goal setting workshop will be planned for February/March of 2018 for the next three-years.

APPENDIX A

City Council Goal-Setting Workshop Notes City of Dinuba March 15, 2017

Meeting called to order by Mayor Harness

Introductions and session facilitated by Dr. Jackie Ryle

As the participants introduced themselves, they shared their years of public service, what each appreciates about being associated with the City and civic engagement, and what each sees as the future possibilities for the community.

With some 105 years of combined public service, 65 of those directly with the City of Dinuba, the participants shared the following appreciations:

- Giving back; making things better
- Giving back; building family and relationships; politicians in the DNA
- Civic duty giving back; long standing family rule; structure for caring for residents
- Enjoy policy and understanding regulations, and adapting for community; willingness of people to lend a hand
- Enjoying volunteerism extended to this public service
- Assisting Council achievement of goals; helping the City achieve goals with needed resources, working with and for people
- Opportunity to create positive change that creates meaning

SHARED VISION FOR DINUBA (in the words of stakeholders, clustered by facilitator)

The PEOPLE are the strength of this community. There is real QUALITY OF LIFE for all residents, with education, skills and jobs which transform our town.

Dinuba values and maintains BALANCE of ECONOMIC COMMUNITY INVESTMENT across the RADIUS of this TOWN, which encompasses all levels of HOUSING in our NEIGHBORHOODS, and COMMERCIAL as well. (Post-recession)

Enjoying a RENAISSANCE through DEVELOPMENT and resurgence of MOMENTUM which provides wide range of OPPORTUNITIES, Dinuba is a City that CAPITALIZES on every OPPORTUNITY to GROW. Our VIABLE, REVITALIZED DOWNTOWN presents a VIBRANT, INVITING, BEAUTIFUL LANDSCAPE and LUSTER with great curb appeal and OPPORTUNITY in every direction.

Dinuba is the HUB for surrounding communities, with the resources to KEEP OUR YOUTH HERE, staying or returning, to INVEST THEIR LIVES HERE. We use our balance to create JOBS, to not only SUSTAIN, but to GROW, and PEOPLE RE-INVEST to stay here.

REVIEW STATUS OF EXISTING GOALS

Each participant received a summary of goals in the existing 2015-2018 Strategic Plan including objectives, strategy, assignment, status and comments. City Manager Patlan reviewed the goals, and offered some highlights, and questions and comments were included, summarized as follows:

GOAL ONE: FISCAL HEALTH OF COMMUNITY

Highlighted points:

- Balance economic development
- 41 year operating agreement with Best Buy - Dinuba point of sale for entire state
- CBDG grant
- Retail Recruitment Plan underway
- Master Development Plan for east side kicked off
- K-Mart building occupied by health/fitness gym - stimulus for others
- Highlights in all objectives
- Housing issues and projects
- Self Help Project pending decision

GOAL TWO: QUALITY OF LIFE AND NEIGHBORHOOD IMPROVEMENTS

Highlighted points:

- Recently identified site for memorial to fallen staff in line of service
- Youth opportunities
- Improved safety> patrol, sidewalks, etc.
- Beautification> safety and quality
- Light conversion to LED
- Looking at sites needing landscaping - addressing
- Lincoln/McKinley Paseo

QUESTION: Roosevelt School access

- Staff refers to as Roosevelt Paseo; submitted grant was not approved
- Still in plan; interim measure - use of decomposed granite
- Suggested option could be a community project through parents and neighbors/
service clubs
- Interest in enforcement of sign ordinance for signs of all types

GOAL THREE: CAPITAL PROJECTS AND DELIVERY

Highlighted points:

- Project 416 Widening; entire link should be completed by this time in 2018
- Good place for professional signage

- All objectives in progress or completed

QUESTIONS: Pipe widening included in Kern Street widening

- Can phase it; total cost estimate \$4 million
- Is sewer system and well water adequate for future development?
 - Positive response with reference to existing plan
 - Right now capacity is sufficient and analysis shows will sustain over 10-15 year period
 - Treatment Plant does need upgrade; again, will be phased
 - \$28 million cost for total upgrade; will be phased
- Question possibility of two or three cities collaborating economically viable?
 - Response Selma-Kingsburg-Fowler does that now; only communities of Cutler and Orosi available to Dinuba; must consider type of waste; concept good but not workable here
- Cap and Trade under scrutiny; uncertain future

GOAL FOUR: MAINTAINING ORGANIZATIONAL CAPACITY FOR SERVICE DELIVERY AND GOAL ACCOMPLISHMENT

Highlighted points:

- All objectives completed or in progress
- Next May-June all labor contracts will expire; want best possible for all employees

GOAL FIVE: COMMUNITY ENGAGEMENT

Highlighted points:

- Active website and social media/ email, Facebook - working to expand/increase
- Assuring that next upgrade is scale able

MOVING FORWARD TO 2018 AND BEYOND

Facilitator Ryle noted that the shared vision points identified at the outset of the session are all incorporated in the strategic plan and in progress.

Mayor Harness offered comments that it is important to assure that resources are available to achieve and maintain existing goals before adding any new goals.

Council comments and interests offered, all in the context of need and resource availability; all kept modest in view of the context of upcoming labor negotiations and value for achieving existing goals:

- Roosevelt (baseball field) and Vuich parks expansion
- Sportsplex needs heating and cooling (HVAC)

- Plan for Viscaya Neighborhood Park along with paseo improvements for students attending Roosevelt Elementary School
- Possible adding alleyways to quality of life goal
- Balance housing needs for all income groups as contained in housing element
- Need for staff resources; consider possibilities of MOU with CSUF for “recreation” interns
- Look at north end for future infrastructure planning (Griggs and pockets)
- Speeding-cars “racing” in certain neighborhoods
- Focus on code enforcement where needed; both proactive and responsive
- Concern regarding temporary signage
- Air conditioning and heating in sports complex - would increase usage
- Terrorism training for fire and law enforcement working together
- There is an Emergency Preparedness Plan - be sure is current
- Interest in landscaped median on Kamm between Alta and the College
- More facilities for kids in Delgado and Nebraska Parks
- Be sure lighting on all downtown poles is working
- Like to see citizens survey on needs assessment to be sure to capture their interests as prepare for 2018
- Blockage point where railroad tracks dissect through entire square north of El Monte; blocked at Saginaw; critical need for emergency vehicle access
- Question raised as to downtown revitalization and whether there should be workshops
- There are unoccupied buildings due to concerns about prohibitive regulations
- Concern that inspections are beyond health and safety to “nitpicking”
- Consider possibility of parking permits for downtown business owners
- Griggs’ neighborhood improvements
- Determine if there is adequate handicap parking stalls throughout downtown
- Consider raised median in Kamm between Alta and College

CONSENSUS: Retain strategic plan as written, incorporating points raised in this session

NEXT STEPS:

Review report for accuracy

Place on regular agenda to accept; for inclusion in official record

Continue to move forward on all goals

Schedule workshop in 2018 to review status and establish future goals