

CITY OF YUBA CITY  
STAFF REPORT

**Date:** November 19, 2019  
**To:** Honorable Mayor and Members of the City Council  
**From:** Administration  
**Presentation By:** Michael Rock, City Manager

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**Summary**

**Subject:** Priorities and Goals for Fiscal Year 2019-2020  
**Recommendation:** Discuss and Consider adopting a Resolution adopting the City Council's Priorities and Goals for Fiscal Year 2019-2020  
**Fiscal Impact:** None.

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**Purpose:**

Adopt the Priorities and Goals of the City Council for FY 2019-2020.

**Background:**

Annually, the City Council and Executive Team hold a Priorities and Goal Setting workshop to review and define the priorities and goals for the next fiscal in preparation for the annual budget adoption. This year's workshop was an all-day session held in March 2019.

**Outline of process**

Per Council's request, each Director prepared an overview of their Department's top priorities, current projects, challenges, and "what keeps them up at night". There was also an Economic Assessment and Contingency Fiscal Plan provided by Russ Branson, of PFM Consulting.

Each Councilmember had the opportunity to share and discuss their priorities and goals with the Council and staff. The next step was to consolidate and find commonalities with each of the Council stated priorities.

**Analysis:**

After consolidation and review of all the meeting notes and discussion items, eight clear priorities and objectives rose to the top:

1. Public Safety
  - Safe Community: Ensure the highest level of public safety
2. Fiscal Stability
  - Maintain and enhance the fiscal stability of Yuba City
3. Organizational Culture
  - Foster a culture of customer service, transparency, & accountability
4. Business Friendly
  - Yuba City is "Open for Business"
5. Enhance Partnerships

- Strengthen and develop partnerships within our region
- 6. Quality of Life
  - Maintain and enhance our quality of life
- 7. Infrastructure
  - Identify and address our infrastructure financial needs
- 8. Homeless and Vagrancy
  - Address homeless issues in our community

**Fiscal Impact:**

None to adopt the priorities and goals.

**Recommendation:**

Adopt a resolution adopting the City Council's Priorities and Goals for Fiscal Year 2019-2020

**Attachments:**

1. Resolution
2. Exhibit A - Goals and Priorities 2019-2020

**Prepared By:**

*/s/ Terrel Locke*  
Terrel Locke  
Assistant to the City Manager

**Submitted By:**

*/s/ Michael Rock*  
Michael Rock  
City Manager

# ATTACHMENT 1

**RESOLUTION NO. \_\_\_\_\_**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF YUBA CITY  
ADOPTING THE PRIORITIES AND GOALS FOR FISCAL YEAR 2019-2020**

**WHEREAS**, the City Council holds an annual Priorities and Goals Workshop in advance of the budget preparation process in order to discuss its policy and budget priorities for the upcoming fiscal year and the strategic direction the Council intends to move the City during its term; and

**WHEREAS**, the City Council and staff held the Priorities and Goals Workshop on March 12, 2019; and

**WHEREAS**, the City Council identified eight (8) Goals and Objectives for Fiscal Year 2019-2020, which are included as Exhibit A to this resolution.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Yuba City hereby adopts the attached City of Yuba City Priorities and Goals for Fiscal year 2019-2020.

The foregoing Resolution was duly and regularly introduced, passed, and adopted by the City Council of the City of Yuba City at a regular meeting thereof held on the 19<sup>th</sup> day of November 2019.

AYES:

NOES:

ABSENT:

ATTEST:

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Shon Harris, Mayor

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Patricia Buckland, City Clerk

APPROVED AS TO FORM  
COUNSEL FOR YUBA CITY

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Shannon Chaffin, City Attorney  
Aleshire & Wynder, LLP

# ATTACHMENT 2

# EXHIBIT A



## **PRIORITIES AND GOALS 2019-2020**

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1. Public Safety
  - Safe Community: Ensure the Highest Level of Public Safety
2. Fiscal Stability
  - Maintain and Enhance the Fiscal Stability of Yuba City
3. Organizational Culture
  - Foster a Culture of Customer Service, Transparency & Accountability
4. Business Friendly
  - Yuba City is “Open for Business”
5. Enhance Partnerships
  - Strengthen and Develop Partnerships within our Region
6. Quality of Life
  - Maintain and Enhance our Quality of Life
7. Infrastructure
  - Identify and address our Infrastructure Financial Needs
8. Homeless and Vagrancy
  - Address Homeless Issues in our Community

## Goal 1: Safe Community - Ensure the highest level of Public Safety

### **1. Objective: Prioritize Staffing**

- Ensure appropriate resource support of public safety departments to meet current and future needs of growing community
- Maintain staffing of Sworn Officers and Fire fighters to meet needs of our community
- Fund dedicated Police Officer to address vagrancy related issues
- Expand Police services to Walton residents, determine costs and where and how to fund
- Provide equal retirement medical benefits to Police managers
- Ensure funding for nine Safer grant funded fire fighters
- Provide state of the art equipment for Police and fire
- Use community volunteers to fill non-mission essential gaps/tasks

### **2. Objective: Public Safety Community Awareness**

- Develop a Community awareness plan
- Social media presence to enhance engagement and interactions and public trust
- Promote Crime Prevention and Neighborhood Watch Programs
- Promote individual Emergency Action plans

### **3. Objective: Emergency preparedness**

- Prepare and practice to be ready
- Evaluate potential of natural disaster for our City & prepare plan
- Increase planning, implement emergency preparedness (SEMS) and technology to reduce community safety risks (with regional partners)
- Maintain adequate flood control, repair levees & maintain city sewer system to handle City storm drain runoff
- Include elderly, homeless and mobility challenged



**Goal 2 : Maintain and Enhance the Fiscal Stability of Yuba City**

- 1. Objective: Ensure ongoing expenditures are supported by ongoing revenues**
  - Actively seek cost savings within existing and approved budget where possible
  - Review “nice to have” programs and their expenditures, for their necessity
  - Focus effort at doing the best we can to work toward maintaining current services levels with available resources
  - Maintain prudent reserves across all major operating funds
  - Consider multi-year budget model to coincide with election cycle
  
- 2. Objective: Develop a plan to manage impact of pension costs**
  - Stay engaged and proactive where possible with the continuing efforts regarding the unfunded PERS Liability
  - Work with our employees so that a full understanding of the potential impacts of the unfunded liability are known to them
  - Achieve agreement on fair and sustainable labor contracts
  - Hold special community meetings for residents to learn more about PERS unfunded liabilities
  
- 3. Objective: Evaluate and enhance relationships with allied agencies**
  - Address pending concerns with the Master Tax Exchange Agreement with Sutter County
  - Actively engage the State and Federal Level to Support City Interests
  - Maintain relationships with Assembly and Senate Members
  - Look for and support any and all grant opportunities
  
- 4. Objective: Manage and Stabilize/Justify Water and Wastewater Fees**
  - Calculate new Water Connection Fees from updated Water Master Plan
  - Complete Wastewater Master Plan Update
  - Calculate new Wastewater Connection Fees from updated Wastewater Master Plan
  - Prepare new Rate Study
  
- 5. Objective: Explore opportunities to expand and diversify city-wide revenue sources**
  - Maybe time to develop “Contingency budgets given the level of needed expenditures
  - Consider new opportunities for revenue generation at the GAP
  - Examine need/feasibility of a revenue generating opportunities

## Goal 3: Foster a Culture of Customer Service, Transparency & Accountability

### 1. Objective: **Workplace Culture**

- Provide a workplace culture that values problem solving, employee engagement, accountability and teamwork for both internal and external customers
- Enhance our image/reputation through increased transparency and accountability
- Celebrate our successes
- Reward and encourage innovation

### 2. Objective: **Professionalism**

- Leadership and positive attitude by example
- Customer Service Oriented
- Set the example to regional municipalities through our dedication, professionalism, level of services, results, innovation, and efficiencies
- Develop External and Internal Communication Plans

### 3. Objective: **Employee Development**

- Continue with established leadership programs (i.e. Fly the Mission Academies and Semi-annual Leadership series)
- Continue with established employee appreciation (i.e. New Hire orientation, Awards dinner, Benefits faire)
- Succession Planning – Continue to grow the “bench” for eventual supervisory and leadership transitions within the City

### 4. Objective: **Recruitment and Retention**

- Focus on difficult to recruit and retain positions
- Shift mindset from Recruiting to Marketing
- Recruit locally when possible
- Competitive Salaries and Benefits
- Maintain good labor relations

Goal 4: Yuba City is “Open for Business”

1. **Objective: Review the City’s Development Impact Fees**
  - Ensure fees and processes are regionally comparable and competitive
  - Get serious about being open for business by lowering fees in target areas as much as possible
  - Sliding scale for size of home, amount of jobs brought to the community
  - Consider deferred payment options
  
2. **Objective: General Plan/Zoning Code Update**
  - Conduct a comprehensive review of City codes and regulations to encourage new uses that increase jobs and fiscal benefits to the community
  - Complete Night Club Ordinance
  - Encourage Infill Development
  
3. **Objective: Branding and Marketing**
  - Develop a marketing campaign
  - Enhance the image of the City with forward thinking business in the area of technology
  - Encourage development and employment of our residents in attracting more high tech, medical, entertainment, tourism and higher wage jobs
  - Fight perception that we are overly expensive and un-friendly
  - Support Economic Development
  - Promote shovel ready projects
  - Council and Staff representation business, building and development meetings
  
4. **Objective: Process Improvement and Development**
  - Have a well-developed plan to present to potential developers and businesses with fair and consistent policies
  - Target growth areas that we want to develop making it as easy as possible to do business within specific opportunity zones
  - Develop a one stop shopping guide for developers and potential businesses
  - Re-set the Yuba City Economic Development Commission and Strategy

## Goal 5: Strengthen and Develop Partnerships within our Region

### **1. Objective: Workforce Development**

- Engage key members of the community to help attract business and home development to our City
- Partner with local employers and schools to offer technical training to develop workforce
- Meet with schools, businesses and industry leaders to determine what the City can do to assist and encourage workforce development opportunities
- Research jobs by industry in our Yuba City area

### **2. Objective: Regional Partnerships**

- Homelessness
- Emergency Preparedness
- Beale AFB
- Healthcare
- Seek ways to partner for the provision of services and sharing facilities
- Explore regional opportunities for sharing infrastructure facilities, reduce environmental impacts and costs

### **3. Objective: Community Engagement**

- Public outreach to the 30-65 year old age group
- Enhance our community volunteer programs
- Market programs to increase participation
- LAUNCH Mentorship Program
- Host a meeting-dinner for key business owners/CEOs to strengthen collaboration, cooperation and partnerships
- Continue to promote and support the City's Boards and Commissions
- Form a Community Priorities Advisory Committee *[made up of members from existing commissions: Planning, Economic Development, Parks & Recreation, Senior and Youth Commissions]*

**Goal 6: Maintain and Enhance Our Quality of Life**

**1. Objective: Clean and Safe Neighborhoods**

- Actively enforce neighborhood code enforcement regulations
- Code enforcement - transition from reactive to proactive
- Appealing clean, efficient infrastructure, public art, architecture, parks, public lands
- Long-term plans for beautification

**2. Objective: Parks/ Recreation and Arts**

- Continue to support our parks and recreation efforts
- Identify funding opportunities to further expand recreation programs, animal services, library services, arts and museum
- Promote expanded programming and community events in neighborhood parks, such as festivals and special events

**3. Objective: Public Outreach**

- Improve public outreach to all segments of community related to City programming and services
- Participation and/or sponsorship at community events
- Continue to promote volunteerism, get the word out, provide opportunities to generate civic pride
- Civic Pride initiative

**Goal 7: Identify and address our infrastructure financial needs**

**1. Objective: Infrastructure Investment**

- Continue funding water and wastewater repairs
- Continue to work with SACOG and other potential funding agency partners
- Updates to park playground equipment

**2. Objective: Community Involvement**

- Establish a citizens advisory committee to discuss road maintenance priorities and funding solutions
- Establish a priority listing of road repair needs

**3. Objective: Ensure the City's physical infrastructure is planned, funded and maintained for environment, commercial and recreational areas within cost and resources**

- 5<sup>th</sup> Street Bridge Renovation Project
- Complete Bridge Street Corridor
- Continue to work on SR 20/99 Interchange
- New City park on Harter Road
- Feather River Parkway Improvements
- Completion of the water master plan which includes travel demand model and road development impact
- SR 20 Landscape corridor design
- Manage existing infrastructure to reduce long term cost
- Seek support for securing Federal/State regional and local funding for major infrastructure projects
- Fire Station 2 renovation
- Sustain and manage water supply

**4. Objective: Fix and maintain the roads**

- Prioritize the roads to be fixed and repaired and post on website
- No funds for roads to be used on beautification
- Focus on infill areas to encourage growth
- Focus on main corridors identified by city to ease flow of traffic
- Control heavy traffic away from city streets and roads

## Goal 8: Address Homeless Issues in our Community

- 1. Objective: Work with Regional Agencies to Address the Homeless**
  - Involve community non-profits to find solutions, including a work related component
  - Build temporary shelter in Sutter County
  - Prioritize funding homeless programs with grants before using General Fund
  
- 2. Objective: Vagrancy and Blight**
  - Do not stop enforcement of vagrancy as it hinders economic growth
  - Update no camping ordinance to allow City to enforce
  - Continue to support the City's Clean and Safe Initiative
  - Support non-profit groups and their efforts to address blight
  
- 3. Objective: Dedicated Staffing**
  - Provide new positions to address homeless and vagrancy issues
  - Identify appropriate staff for participation in all regional boards