



PRIORITIES AND GOALS 2019-2020

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

- 5th 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