

July 19, 2011, 7:00 p.m.

City Council Chambers, 333 Civic Center Plaza

Web Site: www.ci.tracy.ca.us

Mayor Ives called the meeting to order at 7:00 p.m., and led the Pledge of Allegiance.

The invocation was given by Deacon Jack Ryan.

Roll call found Council Members Abercrombie, Elliott, Rickman, Mayor Pro Tem Maciel and Mayor Ives present.

1. CONSENT CALENDAR - It was moved by Council Member Abercrombie and seconded by Council Member Elliott to adopt the consent calendar. Roll call vote found all in favor; passed and so ordered.
 - A. Award a Construction Contract to Champion Industrial Contractors, Inc., of Modesto, California, for the HVAC Replacement – Parks & Community Services Building Project – CIP 78119, Authorize a Supplemental Appropriation in the Amount of \$171,165 from the General Project Fund 301, and Authorize the Mayor to Execute the Contract – Resolution 2011-137 awarded the contract in the amount of \$363,400.
 - B. Award a Construction Contract to MCI Engineering, Inc. of Stockton, California, for the Corral Hollow Road Widening (Schulte Road Railroad Crossing) Project - CIP 73103, and Authorize the City Manager to Execute the Contract – Resolution 2011-138 awarded the contract in the amount of \$67,770.
 - C. Accept Conference Travel Report from the Treasurer Regarding Attendance at the California Association of County Treasurers and Tax Collectors – Report accepted.
2. ITEMS FROM THE AUDIENCE - Dave Helm, 1000 Central Avenue, addressed Council regarding a recent Tracy Press article and the community effort to build a handicap ramp for a resident. Mr. Helm thanked Council Member Abercrombie for his efforts in spreading the news of this particular need in the community. Mr. Helm indicated he had spoken to the in-coming Police Chief and asked that Council give him the support and resources he will need.
3. PUBLIC HEARING DECLARING THE EXISTENCE OF WEEDS, RUBBISH, REFUSE AND FLAMMABLE MATERIAL ON EACH OF THE PARCELS LISTED IN EXHIBIT "A" TO THIS AGENDA ITEM A NUISANCE; CONSIDER OBJECTIONS TO ABATEMENT OF SAID NUISANCE, AND ADOPT A RESOLUTION AUTHORIZING FIRE DEPARTMENT STAFF TO ORDER CONTRACTOR TO ABATE SAID NUISANCES - Division Chief Germane Friends presented the staff report. The Tracy Municipal Code (TMC) sets forth the procedure for abating weeds, rubbish, refuse and flammable material on private property in the City.

On June 20, 2011, and June 28, 2011, pursuant to TMC, Section 4.12.280, the Fire Department sent notice to the property owner requiring abatement of weeds, rubbish, refuse and flammable material on his/her parcel within 20 days. The notice informed the property owner(s) that a Public Hearing would be conducted on July 19, 2011, where any protests regarding the notice to abate would be heard. The TMC provides that upon failure of the owner, or authorized agent, to abate within 20 days from the date of notice, the City will perform the necessary work by private contractor and the cost will be made a personal obligation of the owner, or become a tax lien against the property.

Per the TMC, property owners are liable for the cost of abatement and will be billed for the actual cost of the City contractor's services, plus a 25% administrative charge. All unpaid assessments will be filed with the San Joaquin County Auditor Controller's office to establish a lien on the property.

For Fiscal Year 2011-12, \$12,100 dollars have been budgeted, Grounds and Maintenance account 211-52150-252-00000, for contracting the abatement of weeds, rubbish, refuse and flammable material. There are sufficient funds at this time to accomplish abatement services.

Staff recommended that the Council conduct a public hearing to consider objections to the abatement, declare the weeds, rubbish, refuse, and flammable material located on the parcels listed in Exhibit "A" to the staff report to be a nuisance, and authorize the Fire Department to direct the City's contractor to abate such nuisance.

Mayor Ives opened the public hearing. As there was no one wishing to address Council on the item, the public hearing was closed.

Council Member Rickman asked how long it would take to abate the properties. Division Chief Friends responded once the contractor has been contracted, abatement of the properties will begin immediately. Council Member Rickman added residents on Palm Circle were anxious to get something done.

It was moved by Council Member Abercrombie and seconded by Council Member Rickman to adopt Resolution 2011-139 declaring the existence of weeds, rubbish, refuse and flammable material on the parcels listed in Exhibit "A" to the staff report a nuisance, and authorizing Fire Department staff to order contractors to abate. Voice vote found all in favor; passed and so ordered.

4. PUBLIC HEARING TO CONSIDER (1) APPROVING THE ENGINEER'S ANNUAL LEVY REPORT AND (2) ORDERING THE LEVY AND COLLECTION OF ASSESSMENTS FOR TRACY CONSOLIDATED LANDSCAPE MAINTENANCE DISTRICT; AND (3) AUTHORIZING THE BUDGET OFFICER TO MAKE NECESSARY BUDGET ADJUSTMENTS - Anne Bell, Management Analyst, presented the staff report. Ms. Bell stated that since the formation of the Tracy Consolidated Landscape Maintenance District (TCLMD), the Council has annually reviewed and approved assessments based on the Engineer's Annual Levy Reports. Most recently, the Council preliminarily approved the annual assessments proposed in the Engineer's Report presented to Council on June 21, 2011.

The maximum assessment rates, summarized in the Engineer's Report, include an "assessment formula" to allow for annual adjustments to the maximum assessment

rates. This formula allows the maximum rates to be increased annually by the lesser of: 3%, or the percentage increase of the applicable Consumer Price Index (CPI). The percentage difference for the CPI for the San Francisco-Oakland-San Jose Area for fiscal year 2010/2011 was 1.5%. Therefore, the maximum assessment rates allowed for fiscal year 2011/2012 will increase 1.5% over the prior year's maximum assessment rates. Because all the proposed assessment rates for fiscal year 2011/2012 are less than or equal to the maximum rates previously approved by voters, no ballot proceedings are required.

Based upon the estimated costs and expenditures to maintain the landscaping and appurtenant improvements within the TCLMD, staff recommended the approval of the assessment rates found in Section IV, Appendix A of the Engineer's Report for fiscal year 2011/2012. Of the 41 zones, 21 zones would be assessed the maximum assessment rates allowed for fiscal year 2011/2012, 13 zones would be assessed at a level below their maximum rate due to lower operating costs, and seven zones will not be assessed due to a Home Owners Association providing maintenance, adequate reserves, or no improvements.

The total revenue from the levy of assessments is \$2,472,018. The remaining District revenues would be \$150,000 from Drainage Fund 2 to cover the costs of storm channel related improvements, \$232,854 from General Fund support for improvements that are largely general benefit, \$190,000 from the Gas Tax support for zones that have arterial, median and right-of-way landscaping, and \$650,825 from zone reserves. The total cost to maintain the TCLMD for fiscal year 2011/2012 is estimated to be \$3,695,697.

Staff recommended that Council approve the final Engineer's Report; order the levy and collection of assessments for the TCLMD; and authorize the Budget Officer to make the necessary adjustments to the City's budget.

Mayor Pro Tem Maciel asked if the \$232,854 from the general fund supported improvements like Eleventh Street and if it was a one time or an annual expense. Ms. Bell indicated an annual expense. Mayor Pro Tem Maciel asked if it was a finite amount. Maria Hurtado, Assistant City Manager, added that the Council adopts the annual appropriation for the public works operating budget. Ms. Hurtado stated it does not come from the general reserves.

Council Member Rickman asked if the City was looking at ways to do this more efficiently. Ms. Bell indicated Eleventh Street went through a renovation process and reduced landscaping. Ms. Bell further indicated she did not believe there was any major effort to reduce maintenance.

Mayor Ives opened the public hearing. As there was no one wishing to address Council on the item, the public hearing was closed.

It was moved by Council Member Abercrombie and seconded by Council Member Elliott to adopt Resolution 2011-140 approving the Engineer's Annual Levy Report regarding the proposed levy and collection of assessments for the Tracy Consolidated Landscape Maintenance District, Fiscal Year 2011/2012, pursuant to the provisions of the Landscaping and Lighting Act of 1972. Roll call vote found all in favor; passed and so ordered. Council Member Abercrombie abstained from voting on Zone 9. Mayor Ives abstained from voting on Zone 24.

It was moved by Council Member Abercrombie and seconded by Council Member Elliott to adopt Resolution 2011-141 ordering the levy and collection of assessments within the Tracy Consolidated Landscape Maintenance District for Fiscal Year 2011/2012. Roll call vote found all in favor; passed and so ordered. Council Member Abercrombie abstained from voting on Zone 9. Mayor Ives abstained from voting on Zone 24.

5. PUBLIC HEARING TO REVIEW AND ADOPT PERMIT FEES EFFECTIVE AUGUST 1, 2011 AND ESTABLISH LIMITS ON TAXI VEHICLE PERMITS AS RECOMMENDED BY STAFF - Ed Lovell, Management Analyst, presented the staff report. On June 21, 2011, the Council adopted Ordinance 1160 which updated the City's existing taxi ordinance. As part of the new ordinance, Council must establish the fees for the various permits required.

In order to implement the fees, the Council must first approve the fees after a public hearing. Notice of the public hearing was published twice in the Tri-Valley Herald, each notice being at least five days apart. The final posting was published five days prior to the hearing. Staff recommended that the proposed fees go into effect August 1, 2011.

In addition to the fees, Ordinance 1160 also calls for Council to establish limits on both the maximum number of vehicle permits to be issued in Tracy, and the maximum number of vehicle permits any one company is allowed to obtain. Staff has met with each of the existing taxi companies currently doing business in Tracy and received their feedback with regard to the limits on the number of permits. Based on that information, staff recommended that Council sets the limit on the number of available vehicle permits at 15, and the number of vehicle permits allowed by any one taxi company to 5. Staff believes these limits will allow for the existing companies to continue with their business and allow for other interested companies to receive permits.

There will be an increase in the revenue collected by the Police Department and the Parks and Community Services Department as a result of the annual permit fees established by the ordinance. Revenues collected by the Police Department will go to the General Fund and revenues collected by the Parks and Community Services Department will go to the Transit Fund. An exact dollar amount will be based on the number of permits issued, but it is anticipated that approximately \$1,500 will go to the General Fund and \$2,000 will go to the Transit Fund annually.

Staff recommended that Council adopt the Taxi Permit Fees effective August 1, 2011, and establish limits on Taxi vehicle permits as recommended by staff.

Mayor Ives opened the public hearing. As there was no one wishing to address Council on the item, the public hearing was closed.

Council Member Elliott asked if the fees represented the costs to administer the program. Rod Buchanan, Director of Park and Community Services, stated yes.

It was moved by Council Member Abercrombie and seconded by Council Member Elliott to adopt Resolution 2011-142 approving Taxi Permit Fees effective August 1, 2011, setting the maximum number of vehicle permits to 15, and setting the maximum number of vehicle permits for one company to 5. Voice vote found all in favor; passed and so ordered.

6. APPROVAL TO PROCEED WITH PHASE I OF THE STREET LIGHT RETROFIT PROJECT USING LIGHT EMITTING DIODES (LED) ENERGY EFFICIENT STREET LIGHT FIXTURES - Kevin Tobeck, Public Works Director, presented the staff report. In an effort to further reduce energy costs and employ sustainability practices, staff has researched the use of energy efficient street light fixtures to retrofit the City's existing system of street lights. Two different types of street lights were evaluated: (1) Light Emitting Diodes (LED), and (2) induction lighting. Both of these light types provide a whiter light distribution using less energy than the City's existing High Pressure Sodium (HPS) light fixtures.

There are approximately an additional 1,080 street lights owned and maintained by Pacific Gas and Electric (PG&E), primarily in the older sections of Tracy. Mr. Tobek stated PG&E plans to retrofit their streets lights with LED light fixtures, although no time frame for installation has been provided.

In an analysis of street lights tested in Tracy, two different wattage levels were compared between LED and induction lights. One wattage light was for the size typically used in residential areas (100 watt HPS). The 100 watt HPS was replaced with 65 watt LED and 50 watt induction lighting. The initial comparison showed the 50 watt induction light did not yield acceptable lighting. This was the conclusion of both Public Works and Police staff. Induction lighting of 70 watts was tested and this was determined to be an acceptable light quality. The 65 watt LED light was acceptable and determined to be a better quality light compared to both the 70 watt induction light and the existing 100 watt HPS light.

The same conclusion was reached for testing of wattage levels for an arterial street (typically 200 watt HPS). In this test case, 100 watt induction was not acceptable, but 150 watt induction was acceptable. The 95 watt LED light tested was determined to be the best quality light compared to the 150 watt induction light or the 200 watt HPS.

To further compare these test lights on an energy cost basis, an existing 100 watt/120 volt HPS street light costs \$59.76 a year. This compares to the lighting cost of a 70 watt induction light for \$39.36 a year and a 65 watt LED for \$31.20 a year. Another comparison example would be an existing 200 watt/240 volt HPS for \$118.08 a year compared to 150 watt induction at \$74.28 a year and a 95 watt LED at \$46.08 a year. Taking this information one step further and using the existing inventory of 1,269 200 watt/240 volt HPS street lights, the City would save \$91,368 annually if LED fixtures were installed in place of the HPS lights (\$149,843 vs. \$58,476).

An analysis of capital costs related to the retrofit project has found the most economical return on investment, combined with light quality, to be the retrofit of 200 watt HPS lights using LED lights. The annual energy savings of approximately \$91,368 provides for a simple payback of 7.6 years based on an estimated capital cost of \$694,365 to retrofit the existing 200 watt/240 HPS lights (Phase I of the Street Light Retrofit Project).

The evaluation of technology is also being considered as the price of LED lighting continues to fall and become more competitive with induction and HPS. Reports from Bloomberg Business Review indicate that LED costs will continue to fall substantially in the next three years due to reduced manufacturing costs from increased production as a result of growing demand in Europe, China, and North America. Due to these falling

costs, staff recommended a phased process with the first installation phase this fall, and additional phases to follow as warranted.

Funding for the first phase of this project will be provided through the City's Equipment Replacement Fund (approximately \$450,000) and from a "no-interest" loan from Pacific Gas and Electric Company (\$250,000).

Staff recommended that the Council approve staff's request to proceed with Phase I of the Street Retrofit Project using energy efficient LED street light fixtures.

Council Member Abercrombie asked if the rebate would be applied to the no interest loan. Mr. Tobeck stated it would offset the capital outlay.

Council Member Abercrombie referred to the seven year payback and asked if that was when the City would begin phase 2. Mr. Tobeck indicated phase 2 could begin within six months, and that staff would watch for technology advancements and pricing within the next 12/24 months.

Mayor Pro Tem Maciel asked if the fixtures were for arterials or residential. Mr. Tobeck stated for arterials. Mayor Pro Tem Maciel stated it would be money well spent.

Council Member Elliott asked how much longer the existing bulbs would last. Mr. Tobeck stated it depended upon their age, but the bulbs were burning out daily. Mr. Tobeck stated the bulbs have a typical lifespan of 5-6 years while the LED lights last for 12-15 years.

Council Member Elliott stated it looked like it would be worthwhile, but questioned whether it was the most fiscally important thing to do right now. Mr. Tobeck stated he did not believe the prices would come down much further and added the rebate from PG&E provided an incentive to move forward. Mr. Tobeck further stated it was a good return on the City's investment.

Council Member Elliott asked if the City would remove lights that were good. Mr. Tobeck stated the lights would be taken out regardless of their age.

Council Member Elliott asked if any consideration had been given to what other uses the money could be put to, such as the equipment replacement fund. Leon Churchill, Jr., City Manager, stated the City has the ability to allocate funds for this use and has shed equipment creating the capacity to make this improvement.

Council Member Elliott asked if it was good to do it now or wait two years. Mr. Churchill stated it was important to get started on the annual savings of \$90,000 while the rebates are available.

Council Member Abercrombie asked what the time frame was for the PG&E loan. Mr. Tobeck stated it was no finance fee for 7.5 years loan.

Mayor Ives asked how much this phase represented. Mr. Tobeck stated approximately 25%.

Mayor Ives invited members of the public to address Council on the item.

Michael Henry, 1501 Cuneo Court, stated he was concerned with the report. Mr. Henry stated he had provided the City with an 80 watt induction fixture which was installed at East Larch Road. Independent testing had been conducted and an analysis of that test could be provided upon request. Mr. Henry stated his fixture would also be eligible for the PG&E rebate, and may be eligible for stimulus funds because it was classified as "buy American". Mr. Henry provided Council with a handout regarding his testing.

David Knight, Manager of Consolidated Electrical, addressed Council regarding the project. Mr. Knight indicated the company has been in the area for 20 years and is operated nation-wide. Mr. Knight indicated he would like more time to see what the City has in inventory, along with an opportunity to put up one of their fixtures.

Paula McKay, 1981 Standridge Road, stated taking out a loan of \$250,000 in this climate seemed ridiculous. Ms. McKay asked if the LED fixtures had been tested or if other cities have seen the proposed savings.

Dave Helm, 1000 Central, asked if retrofit meant unscrewing a light bulb and putting in a new one. Mr. Tobeck stated it meant replacing the entire head. Mr. Helm asked if the City could partner with PG&E and buy more of these at one time and receive a discount. Mr. Helm stated he did not believe there was enough information available for Council to make a decision on the item.

Council Member Rickman asked the representative for warranty information. Mr. Henry stated 10 years direct from the factory. Council Member Rickman asked what the warranty was on the proposed fixtures. Mr. Tobeck stated a minimum of 5 years.

Mayor Pro Tem Maciel asked staff if the City was locked into a supplier. Mr. Tobeck stated no. Mayor Pro Tem Maciel asked if it was less efficient to replace the fixtures as they expire. Mr. Tobeck stated it was less efficient and no savings were realized by purchasing in large quantities.

Council Member Rickman asked how many lights the City has in storage and what would be done with them. Mr. Tobeck stated the City does not keep large quantities on hand.

Mayor Ives asked if there was any reason to believe that the PG&E loan would not be available a year from now. Mr. Tobeck stated he did not know.

It was moved by Council Member Abercrombie and seconded by Council Member Rickman to postpone the recommended action and have staff discuss options with Consolidated Electrical Distributors and others and return to Council with additional information.

Mayor Pro Tem Maciel asked if this was a proposal from Consolidated Electric or just additional information. Mr. Henry stated it was a little of both. Mr. Henry further stated he provided the proposal a couple of weeks ago to give staff a base idea. Mayor Pro Tem Maciel asked if a Request for Proposals had been issued. Mr. Tobeck stated no.

Voice vote found all in favor; passed and so ordered.

7. COUNCIL DISCUSSION OF THE STRATEGIC PLANS AND ADOPTION OF THE FISCAL YEARS 2011/2012 AND 2012/2013 STRATEGIC PRIORITIES WHICH INCLUDE PUBLIC SAFETY, ECONOMIC DEVELOPMENT, ORGANIZATIONAL EFFICIENCY, AND LIVABILITY - Leon Churchill Jr., City Manager, presented the staff report. Mr. Churchill stated that on February 28, 2011, the three strategic priority areas emerging from the Council retreat included Public Safety, Economic Development and Organizational Efficiency.

Livability as a fourth priority is recommended by staff and included in this staff report. This staff report presents these four strategic business plans, including the goals, objectives and performance measures to be implemented over the course of the upcoming two years.

STRATEGIC PRIORITY ONE: PUBLIC SAFETY

The purpose of the Public Safety Strategic Plan is to combine the collective knowledge and resources of all City of Tracy departments to address specific needs, as well as, to engage residents as active partners in ensuring Tracy is a safe community.

Public Safety Strategy Goals and Objectives:

The four goals identified in the Public Safety Strategy include the following:

Goal 1: Assess community perception and issues effecting public safety

The following three objectives will assist in meeting Goal One:

1. Develop sustainable survey plan;
2. Conduct comprehensive gang assessment, and
3. Identify Tracy resident gang members.

Goal 2: Educate City employees on City services, programs and codes

The following two objectives will assist with implementation of Goal Two:

1. Develop employee resource guide, and
2. Develop an internal training program for City employees.

Goal 3: Empower residents with the tools needed to maintain a safe quality of life

The following five objectives are identified to accomplish Goal Three:

1. Enhance and expand Neighborhood Watch groups;
2. Equip Neighborhood Watch groups with the tools needed to make a difference in their communities;
3. Implement "Children Drown without a Sound" program;
4. Implement Crime Free Multi Housing Program, and
5. Implement American Lung Association "Open Airways" Program.

Goal 4: Establish methods and processes to effectively address safety, blight and quality of life issues

The following six objectives are identified to address Goal Four:

1. Update Gang and Violence Crime Plan;
2. Complete Fire Department Strategic Plan;
3. Expand Weed/Trash/Debris/Blight abatement program;
4. Address blighted and dangerous building and dangerous building conditions throughout community;
5. Expand graffiti Voucher program for private properties, and
6. Consider the establishment of property maintenance standards for private and commercial properties.

Public Safety Strategy Performance Measures:

Fifteen performance measures were identified for the Public Safety Strategic plan, which will be tracked to ensure the goals identified in this plan are met over the next two years:

Design effective survey method;
Utilize print and web media for dissemination of survey;
Achieve 4% response rater;
Implement Resource Guide Program Citywide by March, 2012;
Educate 75% of City employees on Resource guide and its purpose;
Develop a minimum of 12 public safety messages for use year round;
Expand Neighborhood and Business Watch programs by 10%;
Conduct 12 Children Drown Without a Sound meetings;
Reduce Childhood Drowning;
Reduce Part 1 crime by 10%;
Reduce gang related incidents by 10%;
Sustain arrest to contact ratio of 28% in gang activity;
Address and abate at least 10 "3 strike" properties;
Train 75% of Fire and PD staff regarding customer response protocols for abatement, and
Establish multiple partnerships to address blight.

STRATEGIC PRIORITY TWO: ECONOMIC DEVELOPMENT

The Economic Development strategic priority's purpose is to proactively engage the business community to strategically position Tracy for emerging opportunities. Three goals are identified to meet this purpose and are outlined below as follows:

Economic Development Strategy Goals and Objectives:

Goal 1: Job Creation

The objectives and actions to ensure we meet this goal are still being developed as the City has retained the Natelson Dale Group to (1) complete an economic base analysis, industry "cluster" study, and to (2) evaluate the industry cluster potentials associated with Tracy's resident workforce. The final product will include a long-term economic development strategic plan outlining implementation of a business retention/expansion/attraction program focused on the targeted industries/clusters identified via the analysis described above. The components of this plan that can be implemented within the next two years will be incorporated into this two year business plan upon completion.

It is anticipated that this revised Economic Development Strategy, which will incorporate the findings of the economic cluster analysis and job creation opportunities will be brought back to Council on October 4, 2011.

Goal 2: Implement Downtown Revitalization in Accordance with the Downtown Specific Plan (DSP) and the National Main Street Program

Three objectives are identified to implement this goal and include the following:

1. Enhance the drawing power of the retail core;
2. Make Downtown look and feel like the “Heart of the City”, and
3. Continue to support and collaborate with the Tracy City Center Association (TCCA).

Goal 3: Focus Efforts on projects that will result in an increase to the sales tax and transient occupancy tax (TOT) revenues

Two objectives are identified to meet this goal:

1. Retail recruitment, and
2. Increase demand for hospitality, dining and shopping amenities.

Economic Development Strategy Performance Measures:

Seven performance measures are currently identified and included in this Economic Development Strategy and are listed below. As mentioned earlier, however, additional performance measures may be added, related to the Job Creation goal upon completion of the Natelson Dale Group Scope of Work.

- Execute lease agreement with a regional restaurant for the Westside Market space;
- Completion of the downtown plaza;
- Approve 4 Grow Tracy fund loans to downtown merchants;
- Decrease vacancy rate by 5%;
- Increase sales/SF by 5%;
- Increase sales tax revenue by 5%, and
- Increase TOT revenue by 5%.

STRATEGIC PRIORITY THREE: ORGANIZATIONAL EFFICIENCY STRATEGY

The Organizational Efficiency strategic priority’s purpose is to strengthen and stabilize our organizational foundation in the key areas of City Council’s fiscal policies, customer value, processes and systems and workforce viability. To that end, four goals are identified as follows:

Organizational Efficiency Strategy Goals and Objectives:

Goal 1: Advance City Council’s Fiscal Policies

Two objectives are identified to meet this goal:

1. To change the City’s organizational and fiscal structure, and

2. To take advantage of funding and revenue generation opportunities.

Goal 2: Strengthen Customer Value through ensuring quality and excellent customer service. Three objectives are identified to meet this goal:

1. Deliver services that are welcomed by the community;
2. Inform community of available City services, and
3. Promote excellent customer relations.

Goal 3: Integrate current and new processes and systems into business operations of the City of Tracy

The following four objectives will assist with the implementation of Goal Three:

1. Ensure interoperability and optimal usage of applicable data management systems to maximize productivity;
2. Expand GIS throughout the City;
3. Replace website to improve customer satisfaction, and
4. Implement a system that will continually compile available customer electronic information in a centralized location.

Goal 4: Ensure long-term viability and enhancement of the City's workforce

The following three objectives are identified to implement Goal Four:

1. Implement Workforce Readiness Initiative;
2. Train employees for new roles/responsibilities, and
3. Implement Citywide standards and technologies to enhance workforce productivity.

Organizational Efficiency Strategy Performance Measures:

Five performance measures were identified for the Organizational Efficiency Strategic plan, which are the measures that will be tracked in the next two years:

- Establish and maintain a General Fund reserve of at least 20%;
- Obtain a balanced budget by Fiscal Year 2014/2015 without dependence on Measure E;
- Receive ratings equivalent to "Good" or "Excellent" on existing and future customer satisfaction surveys;
- Meet implementation deadlines for GIS, City website and Citywide electronic customer information, and
- Complete implementation of Workforce Readiness Initiative.

STRATEGIC PRIORITY FOUR: LIVABILITY

The Livability strategic priority's purpose is to improve the quality of life in Tracy by providing an environment that is rich in arts, beauty, and entertainment and promotes active and healthy lifestyles. The concept of livability is very broad and can include everything that makes a place or time enjoyable, satiable, of the highest quality, and unique. For the next two years, this priority would focus on three goals identified below.

Livability Strategy Goals and Objectives:

Three goals are identified in the Livability strategic priority area including: (1) A more beautiful city, (2) A city with enticing arts, entertainment, and recreation, and (3) A city balanced with sustainability. All three goals correlate to the goals of the City's General Plan and support the Fiscal Year 2011-2013 strategic priorities of Economic Development and Public Safety. Goals 1 and 2 continue the theme established from the Fiscal Year 2009-2011 Community Amenities strategic priority, and Goal 3 is a continuation of the work established in Fiscal Year 2009-2011 strategic priority, Environmental Sustainability. The Livability strategy will result in direct impacts to citywide economic development and indirect impacts in citywide public safety that will be realized after time.

Goal 1: A more beautiful City of Tracy

For Goal One, four objectives have been identified: These include the following:

1. Create recognizable city entrances;
2. Beautify the I-205 and I-580 Corridor;
3. Enhance Eleventh Street, and
4. Maximize civic art opportunities.

Goal 2: A city with enticing arts, entertainment, and recreation

Three objectives have been identified: These include:

1. Consider a Downtown Arts District;
2. Increase the number of entertaining, cultural, educational, and recreational activities, and
3. Amenitize the California Aqueduct Bikeway.

Goal 3: A city balanced with sustainability

Two objectives have been identified to implement Goal Three. These include:

1. Implement the Sustainability Action Plan, and
2. Increase environmental awareness in the community

Livability Strategy Performance Measures:

Nine performance measures have been identified to measure whether the three goals in the Livability strategy are met. These include:

Begin construction of east Eleventh St. bridge in 2013
Improved property maintenance along freeway and Eleventh Street corridors
Five civic art education sessions conducted by City staff
Twenty events Downtown each year
Concept plans for a trailhead at the California Aqueduct
Twenty measures of the Sustainability Action Plan implemented by July 2013
Two "green" presentations to the community a year
One community care day in 2012
"Green" office policies at City Hall in effect beginning 2012

General Fund impacts vary on a case-by-case basis. Any actions outside of the approved budgeting process will be presented to the Council as realized.

Staff recommended that Council discuss the Strategic Plans and adopt the Fiscal Year 2011/2012 and 2012/2013 Public Safety, Economic Development, Organizational Efficiency, and Livability Strategic Priorities.

Council Member Abercrombie asked about the status of economic development stating he was concerned that Mr. Malik was in charge of two major departments. Mr. Churchill stated he understood and added those who report to Mr. Malik will have to do more. Mr. Churchill stated he was convinced that it could be done.

Council Member Rickman asked if the City was receiving the best rates for consultant contracts. Mr. Churchill stated there are a few examples when the City uses the same consultant where expertise has been achieved and the best service can be provided; otherwise the City creates a competitive situation in everything that is done.

Council Member Rickman stated he wanted to make sure that the City is not going to be over-regulating for businesses that are trying to relocate.

Council Member Elliott referred to a portion of the staff report that discusses training employees to do what to improve public safety. Mr. Churchill indicated to expand our knowledge base internally so that one person can respond to a multitude of questions. Sergeant Sheneman added that the committee would provide a resource manual to all employees that addresses the most generally asked questions.

Council Member Elliott asked for clarification regarding establishing multiple partnerships to reduce blight. Council Member Elliott indicated considerable improvement could be made in this area with community involvement.

Council Member Elliott stated that in general, in a period of economic difficulty, it was important for Council to communicate those priorities. Council Member Elliott further stated that Council needed to be clear and focused and not to dilute their focus from the most critical items. Council Member Elliott indicated by focusing on the top three priorities, better livability will be created.

Mayor Pro Tem Maciel referred to public safety stating it was important that gang issues be addressed and that mandated confidentiality be maintained. Mayor Pro Tem Maciel stated he appreciated the livability priority, but it was critical that it be kept in perspective; when we can we need to improve livability keeping in mind fiscal responsibility.

Mayor Ives invited members of the public to address Council on the item.

Christine Frankel, 175 Victoria Street, addressed Council regarding the Council retreat. Ms. Frankel stated public safety was a big concern, bringing jobs a big priority, and operational efficiency. Ms. Frankel further stated that when the streets are safe and the check book is balanced, what we live for and what people come to the community look for are what is under livability. Ms. Frankel encouraged Council to add livability as a priority.

Mayor Ives stated the overarching goal of every community includes livability and that the other three strategies were elements of livability. Mayor Ives further stated what the City has to do is find a delicate balance between the four strategies. Mayor Ives stated the question was how much expenditure or resources were going to do this. Mayor Ives stated the only gap he sees is in economic development. Mayor Ives further stated he would be pleasantly surprised if the City can reach 90% and meet its budget.

Council Member Rickman stated Council needs to keep in mind what kind of community it wants in 10 or 20 years in Tracy.

Council Member Elliott stated his opposition to increasing the number of strategies is to focus on the absolute essentials identified.

It was moved by Council Member Abercrombie and seconded by Council Member Rickman to adopt Resolution 2011-143 approving the Fiscal Years 2011/2012 and 2012/2013 Strategic Priorities which include public safety, economic development, organizational efficiency, and livability. Voice vote found Council Member Abercrombie, Rickman, Mayor Pro Tem Maciel, and Mayor Ives in favor; Council Member Elliott opposed.

8. ITEMS FROM THE AUDIENCE – None.
9. COUNCIL ITEMS - Council Member Abercrombie thanked the community that came forward and helped the Smith family. Council Member Abercrombie thanked firefighters Arganbright, Bell, Gonzales, Shepherd and Thompson, Police officers Smith and Wilmshurst, Plans Examiner Huff, Parks Director Buchanan and his daughters, and community members Cody Abercrombie, Jeff Bond, Charles Borders, Ray Gonzales Sr., Larry Hite and Dan Schack for their efforts.

Mayor Pro Tem Maciel encouraged those who have not been able to attend one of the block parties to do so. Mayor Pro Tem Maciel encouraged Council Members to contact Supervisor Ornellas regarding the County Districting question with their concerns.
10. ADJOURNMENT - It was moved by Council Member Abercrombie and seconded by Council Member Elliott to adjourn. Voice vote found all in favor; passed and so ordered. Time: 8:46 p.m.

The above agenda was posted at the Tracy City Hall on July 14, 2011. The above are summary minutes. A tape recording is available at the office of the City Clerk.

Mayor

ATTEST:

City Clerk