

June 18, 2013, 6:00 p.m.

City Council Chambers, 333 Civic Center Plaza

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

1. Mayor Ives called the meeting to order at 6:00 p.m.
2. Roll call found Council Members Manne, Rickman, Young, Mayor Pro Tem Maciel and Mayor Ives present.
3. ITEMS FROM THE AUDIENCE – None.
4. COUNCIL WORKSHOP TO DISCUSS STRATEGIC PRIORITIES WHICH INCLUDE PUBLIC SAFETY, QUALITY OF LIFE, GOVERNANCE AND ECONOMIC DEVELOPMENT FOR FISCAL YEARS 2013/2014 AND 2014/2015 – Leon Churchill, Jr., City Manager, provided introductory remarks regarding the priorities and how they would be implemented across all departments within the City.

Monica Gutierrez, Management Analyst, provided the Quality of Life Strategic Priority. The purpose of the Quality of Life Strategy is to provide an outstanding quality of life by enhancing the City's amenities and services and cultivating connections to promote positive change and progress in our community.

Four goals identified in the Quality of Life Strategy include the following: (1) Improve current recreation and entertainment programming and services to reflect the community and match trending demands, (2) Address City amenities and facility usage with an emphasis on accessibility and streamlined services, (3) Cultivate community engagement through digital and traditional means, and (4) Coordinate community outreach with all strategic priority teams.

For Goal 1, Improve current recreation and entertainment programming and services to reflect the community and match trending demands, three objectives have been identified. These include:

- Objective 1: Analyze current programming participation trends and submitted evaluations.
- Objective 2: Interpret city and school district demographic shifts and recommend service improvements accordingly.
- Objective 3: Align recreation and cultural arts services and programs to match demographics, evaluation feedback and trends.

Five performance measures have been identified to ensure goals are being met. The performance measures are:

- Review at least 80% of submitted evaluations annually.
- Generate a quarterly report from class software to view participation trends.
- Pilot at least three new recreation and cultural arts classes/programs annually.
- Present at least six presentations to City departments, including Council on the demographic changes affecting programming and recreational services.
- Increase resident enrollment by 10% in City classes.

For Goal 2, Address City amenities and facility usage with an emphasis on accessibility and streamlined services, three objectives have been identified:

Objective 1: Update facility use policies to protect and preserve our current inventory of amenities.

Objective 2: Explore public-private facility initiatives geared toward a multi-use facility.

Objective 3: Implement facility and class software improvement recommendations to sync, facility rentals, class enrollments and cultural art needs.

Five performance measures have been identified to ensure goals are being met. These measures are:

- Conduct at least three community conversations with facility users to discuss policy.
- Provide management with a semi-annual inventory of current partnerships.
- Launch new class software.
- Increase software registrants by at least 10%.
- Train at least ten staff members on the new class software.

For Goal 3, Cultivate Community Engagement through digital and traditional means, three objectives have been identified. These include:

Objective 1: Develop a value-based marketing and communications plan that bridges the gap between residents, businesses and the City.

Objective 2: Implement an on-line citizen engagement plug-in to the website that allows residents to share ideas, and digitally interact with Council.

Objective 3: Explore media partnerships with local news agencies to feature or provide column space for City news, editorials and information.

There are five performance measures associated with the Quality of Life Strategy Goal 3. These measures are:

- Circulate two marketing pieces in strategic locations throughout the City annually.
- Increase digital users of current City tools by 20%.
- Increase website “new” visitor hits by 15%.
- Produce at least three articles/information pieces for media publication annually.
- Host at least two media receptions at City Hall.

For Goal 4, Coordinate community outreach with all strategic priority teams, two objectives have been identified. These include:

Objective 1: Implementation of an electronic communication strategy to enhance communication, transparency and engagement.

Objective 2: Assist Public Safety Strategy team with Goal 1, Objective 2, and the Economic Development team with Goal 2, Objective 2.

There are four performance measures associated with the Quality of Life Strategy Goal 4. These measures are:

- Increase visibility and usage of email subscription service to internal and external customers by 20%.
- Collaborate with strategy teams on at least four public education and marketing events.
- Identify at least six community outreach opportunities.
- Create four email distribution templates for City departments.

Mayor Pro Tem Maciel asked what outreach methods would be employed. Ms. Gutierrez indicated it would depend on the targeted audience and the message to be delivered.

Council Member Rickman asked if a large portable message board has been considered for Eleventh Street and Lammers Road. Ms. Gutierrez indicated a digital board has not been considered due to possible traffic hazards from distracted drivers.

Lieutenant Mark Duxbury provided the Public Safety Strategic Priority. The purpose of the Public Safety Strategy is to enhance community safety by promoting a responsive public safety system that includes civic engagement and partnerships, community involvement, public education and offering prevention, intervention and suppression services that meet the needs of Tracy residents.

Four goals identified in the Public Safety Strategy include: (1) Partner with and engage residents to address public safety concerns, (2) Promote public health, safety, and community welfare by responding and addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods and the entire community (3) Enhance citywide disaster preparedness, and (4) Reduce the number of major injury collisions.

For Goal 1, Partner with and engage residents to address public safety concerns, three objectives have been identified. These include:

- Objective 1: Increase two-way communication regarding Part II crime information and prevention.
- Objective 2: Increase visibility of public safety in the community.
- Objective 3: Increase community volunteer opportunities to maximize engagement.

Five performance measures have been identified to ensure goals are being met. These include:

- Increase visibility and usage of GO Request smart phone application (Government Outreach) to internal and external customers by 20%.
- Re-establish an Adopt a Park program, with the adoption of four parks during years 2013/2014 and an additional four during year 2014/2015.
- Increase VIP participants by 10% annually.
- Increase Drown Without a Sound presentations by 10% annually.
- Increase Neighborhood Watch program by 5% annually.

For Goal 2, Promote public health, safety, and community welfare by responding and addressing unsafe, unhealthy or blighted conditions in homes, neighborhoods and the entire community, two objectives have been identified. These include:

- Objective 1: Reduce the number of blighted property conditions.
- Objective 2: Streamline enforcement processes regarding citywide violations that cross departments.

There are five performance measures associated with the Public Safety Strategy Goal 2:

- Increase field inspections annually by 10%.
- Resolve 98% of all violations annually without court action.
- Complete initial inspection within 72 hours of report of violation.
- Broaden education platform to include outreach to K-8 school grades.
- Implement an internal training program to address the abatement process of inoperable vehicles and overgrown weeds and rubbish by other departments.

For Goal 3, Enhance citywide disaster preparedness, two objectives have been identified. These include:

- Objective 1: Develop and implement a community education program for internal and external customers to better prepare and respond to man-made and natural disasters.
- Objective 2: Develop a citywide emergency safety and evacuation plan in the event of power outage, technological failure or natural or man-made disasters as to not impact public safety.

Three performance measures for Public Safety Strategy Goal 3 are:

- Increase CERT graduates by 10% annually.
- Participate in the annual Statewide "Great Shake Out" Earth Quake Preparedness Drill.
- Implement a City Hall Emergency Evacuation and Safety Plan for City Hall employees.

For Goal 4, Reduce the number of major injury collisions, two objectives have been identified. These include:

- Objective 1: Increase public awareness of traffic safety issues specific to Tracy.
- Objective 2: Increase traffic related enforcement by 5%.

The three performance measures for Goal 4 are:

- Conduct presentations to all local high schools regarding distracted driving and texting while driving statistics.
- Develop and distribute literature at a citywide level on current trends relating to distracted driving and don't text while driving initiatives.
- Participate in three community safety events.

Council Member Rickman commended staff stating the Tracy Press has shown that the Police Department has been very proactive on shutting down marijuana grow houses in town.

Mayor Pro Tem Maciel asked if statistics were available that show high school aged drivers contribute to a disproportionate share of collisions. Lieutenant Duxbury stated reports show that speed is the most common cause of collisions and also the most common violation of high school aged drivers.

Council Member Manne asked if there was a specific number or goal to meet regarding reducing collisions. Lieutenant Duxbury indicated no percentage was identified, but the overall goal was to reduce the number of collisions and raise awareness of the causes of collisions.

Council Member Young, referred to Public Safety Goal 2.a.3, and asked what kind of common violations occur and why was staff only focused on delivering general code enforcement presentations to K-8 students. Lieutenant Duxbury stated the goal was to educate younger kids who have a direct influence on their parents. Council Member Young suggested extending presentations at the high school level.

Council Member Manne stated the "Every 15 Minute" program provided at the high school level was an excellent program.

Mayor Pro Tem Maciel asked if reinstating the reserve officer program had been considered. Lieutenant Duxbury stated the reserve officer program has not been considered; that the focus has been on the Volunteers In Police Service (VIPS) program, the Community Emergency Resource Team (CERT) program and the Neighborhood Watch program.

Mayor Ives asked if this was a joint effort between the Police and Fire Departments. Lieutenant Duxbury stated yes.

Ed Lovell, Management Analyst, provided the Governance Strategic Priority. The purpose of the Governance Strategy is to retain and attract new talent, enhance fiscal stability, improve the use of technology, and enhance transparency for the betterment of the community of Tracy.

The three goals identified in the Governance Strategy include: (1) Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce, (2) Ensure continued fiscal sustainability through financial and budgetary stewardship, (3) Identify technological resources to promote communication and civic engagement, enhance City services, and promote organizational productivity.

For Goal 1, Further develop an organization that attracts, motivates, develops and retains a high quality, engaged, informed and high performing workforce, three objectives have been identified. These include:

Objective 1: Identify outreach opportunities to promote Tracy as a desirable place to work.

Objective 2: Affirm organizational values.

Objective 3: Evaluate and promote Tracy W.I.N.S. (When Initiative Nurtures Success)

Five performance measures have been identified to ensure goals are being met. These include:

- List of methods for outreach and promotion of Tracy is created
- Analysis of interdepartmental sampling of organizational values, and revise if necessary
- Maintain 95% enrollment capacity in each Tracy Performance Institute (TPI) class.
- 80% of all TPI course evaluations rates 4 or above (with 5 being the highest rating).
- Analysis of curriculum.

For Goal 2, Ensure continued fiscal sustainability through financial and budgetary stewardship; three objectives have been identified. These include:

Objective 1: Update General Fund reserve policy.

Objective 2: Development of revenue growth and expenditure reduction strategies.

Objective 3: Enhance fiscal transparency.

There are four performance measures associated with the Governance Strategy Goal 2. They are:

- Availability of user friendly budget documents on the city website.
- Comprehensive fee study of development fees with proposed fees and rates.
- Council approved one-time revenue policy.
- Council approved long-term liability strategy.

For Goal 3, Identify technological resources to promote communication and civic engagement, enhance City services, and promote organizational productivity; three objectives have been identified. These include:

Objective 1: Develop Information Technology (IT) policy guidelines to coordinate and streamline implementation of new software/hardware.

Objective 2: Implement productivity initiatives to improve organizational effectiveness.

Objective 3: Begin implementation of Enterprise Resource Planning software.

The four performance measures for Governance Strategy Goal 3 are:

- Policy for software/hardware standardization throughout the City developed.
- Areas identified where technology can be used to make improvements along with associated costs.
- Prioritized technology resource list along with associated costs.
- Enterprise Resource Planning software purchased and implementation

Mayor Ives indicated the strategy was more an administrative strategy than a governance strategy and its focus was administering the organization and its operations. Mayor Ives added while it is the City's purpose to enhance transparency, there were no goals outlined.

Leon Churchill, Jr., City Manager, indicated transparency was in the main stream of terminology. Mr. Churchill stated transparency is something we all strive for and is important to convey that the City is open and will make all information available.

Mayor Ives stated transparency was an on-going philosophical goal of our City and important to share with the community.

Mayor Pro Tem Maciel suggested using the terms "maintaining" versus "enhance".

Council Member Young added that the term governance communicates how the City conducts business as attracting, retaining and developing.

Mayor Ives indicated the term "assure" transparency might better reflect the intent. Mr. Lovell outlined the budget process and how staff attempts to make the budget more user friendly on the internet.

Amie Mendes, Economic Development Analyst, provided the Economic Development Strategic Priority. The purpose of the Economic Development Strategy is to enhance the competitiveness of the City while further developing a strong and diverse economic base.

Four goals identified in the Economic Development Strategy include: 1) Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force, (2) Attract retail and entertainment uses that offer residents quality dining, shopping and entertainment experiences, (3) Support a higher education presence in Tracy, and (4) Position Tracy as the preferred location for start-up companies and entrepreneurial investment.

For Goal 1, Create head-of-household jobs reflective of the City's target industries and those that best match the skill sets of the local labor force, three objectives have been identified. These include:

- Objective 1: Focus business recruitment efforts on identified target industries including: Medical Equipment and Supplies, Food Processing, Renewable Resources and Technology, Manufacturing, Backroom Office and Information Technology.
- Objective 2: Foster relationships with the existing business community to support the overall upgrade and expansion of employment opportunities.
- Objective 3: Continuously review and improve the streamline permit process and ensure quality infrastructure to meet future development needs.

Three performance measures have been identified to ensure goals are being met. These include:

- Increase overall job growth by 5% citywide annually.
- Target 30% of new jobs annually to be head-of-household positions.
- Approve two Grow Tracy Fund Loans annually to new/existing businesses.

For Goal 2, Attract retail and entertainment uses that offer resident's quality dining, shopping and entertainment experiences, three objectives have been identified. These include:

- Objective 1: Focus retail recruitment efforts on quality retailers and restaurants that meet the desires of the community.
- Objective 2: Increase the entertainment and recreational opportunities and events that draw people into Tracy.
- Objective 3: Collaborate with and support the Tracy City Center Association (TCCA) in an effort to increase the drawing power of the downtown.

There are four performance measures associated with the Economic Development Strategy Goal 2 as follows:

- Attract two 'unique' retailers that are not currently in the trade area.
- Increase sales tax revenue by 5% annually.
- Increase Transient Occupancy Tax (TOT) revenue by 5% annually.
- Decrease downtown vacancy rate by 5% annually.

For Goal 3, Support a higher education presence in Tracy, three objectives have been identified. These include:

- Objective 1: Research and collect supportive data to demonstrate the regional demand for higher education.
- Objective 2: Identify potential higher education partners and begin marketing and outreach efforts to encourage the development of programming in Tracy.
- Objective 3: Partner with the current university recruitment group in educating the Tracy community on the assessment and possible benefits of higher education in Tracy.

The two performance measures for Economic Development Strategy Goal 3 are:

- Distribute marketing and outreach materials to a dozen higher education institutions.
- Meet with and tour four higher education institutions in Tracy.

For Goal 4, Position Tracy as the preferred location for start-up companies and entrepreneurial investment, two objectives have been identified. These include:

- Objective 1: Explore opportunities for the development of existing incubator and entrepreneur programs in the region, including: San Joaquin Angel Network, Altamont Co-work, Tracy Chamber Entrepreneurs Group, etc.
- Objective 2: Attract start-up companies and entrepreneurs from the Silicon Valley and Bay Area region.

There are two performance measures associated with the Economic Development Strategy Goal 4 as follows:

- Identify two office locations and associated funding to aid in the attraction of start-ups and entrepreneurs.
- Foster relationships with five start-up companies and/or entrepreneurs.

Mayor Pro Tem Maciel stated the City receives requests from the business community to modify standards, specifically regarding sign restrictions. Mayor Pro Tem Maciel indicated it might be worthwhile for Council to re-visit current standards to see if they need updated based on current trends.

Council Member Rickman asked how long it would be until the City knows the outcome of consultant efforts. Ms. Mendes indicated staff was currently working with a consultant on identifying available sites and matching those sites with retailers and restaurants. Ms. Mendes stated the current contract runs through the end of the fiscal year.

Council Member Rickman indicated Council has identified that more family oriented activities were needed and asked if there was a plan to address this need. Ms. Mendes stated staff will be re-evaluating the City's incentive program as well as conducting direct outreach. Ms. Mendes further stated staff was developing a list of entertainment uses the community is seeking.

Council Member Rickman asked if staff was assisting businesses to locate to their preferred location versus telling them where to locate. Ms. Mendes indicated businesses normally tell staff where they want to locate, which is usually around retail uses. Ms. Mendes added staff typically takes business prospects on a tour of available sites.

Council Member Rickman encouraged staff to make Council aware of any needs they have regarding economic development.

Andrew Malik, Development Services Director, provided an update on potential locations and staff's efforts regarding incubator projects.

Council Member Young asked if staff's focus for entertainment uses was only in two areas. Ms. Mendes stated two specific properties were being looked at because of the large amount of land. Ms. Mendes added that entertainment was included in the economic recruitment focus.

Council Member Manne stated that the Economic Strategy provides the strategy for the goals Council outlined at their retreat.

Council Member Manne asked how often Council would receive updates on the strategies. Mr. Churchill stated each strategy team attends regular and quarterly meetings where efforts are recalibrated. Mr. Churchill stated staff can provide updates as frequently as Council chooses.

Council Member Manne indicated he would appreciate updates as various goals are achieved. Mr. Churchill suggested a semi-annual update to Council. Mayor Ives indicated a semi-annual update regarding the 15 goals would be appropriate. It was Council consensus to have an update every six months.

Council Member Rickman stated Ana Contreras and Jim Decker of the Code Enforcement Division were doing a great job with limited resources. Council Member Rickman praised Fire Chief Nero for his work on disaster preparedness and hazmat expansion.

Mayor Ives asked if everything proposed in the Strategic Priorities was within budget. Mr. Churchill stated yes.

Mayor Ives invited members of the public to address Council. There was no one wishing to address Council on the item.

Council accepted the Strategic Priorities Report.

Council Member Young indicated she would like to see recreation under Goal 1. Mr. Churchill stated there is cross over between quality of life and economic development, but no specific mention of recreation was provided because staff was not proposing a major re-structure of recreation.

Council Member Young stated it was not clear how outreach was being done. Ms. Mendes indicated part of the on-line survey to be conducted will address where residents are going for their entertainment needs.

Council Member Rickman added that entertainment was a huge quality of life issue and not just a class in the recreation guide. Mr. Churchill indicated it would be footnoted in future reports.

5. ADJOURNMENT - It was moved by Mayor Pro Tem Maciel and seconded by Council Member Manne to adjourn. Voice vote found all in favor; passed and so ordered. Time: 6:53 p.m.

The above agenda was posted at the Tracy City Hall on June 13, 2013. The above are summary minutes. A recording is available at the office of the City Clerk.

Mayor

City Clerk