

City of Dinuba

Strategic Goals

FY 2015 – FY 2018

City Council:

Scott Harness, Mayor

Kuldip Thusu, Vice Mayor

Joe Morales, Council Member

Maribel Reynosa, Council Member

Linda Launer, Council Member

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 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.

Second Year Report 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 the Council goals.

City of Dinuba
Second Year Report on Strategic Goals for 2015-2018

Goal 1: Fiscal Health of the Community							
Objective	Strategy	Assigned To	Status				Comment
			Not Started	In Progress	Ongoing	Complete	
A. Balance economic development throughout the community	1. Fill vacant commercial centers (east side)	Luis/Daniel			✓		The Retail Coach completed demographics, gap analysis, and trade area and is connecting with targeting retailers.
	2. Seek funding for Randle Avenue extension to E. El Monte Way	Blanca				✓	Received \$1.3 m CDBG grant to extend Randle Avenue. Annexation approved. Environmental and design in progress.
	3. Prepare East Side Master Land Use Plan to revitalize east side	Blanca		✓			Quad Knopf preparing East Side Master Land Use Plan. Public outreach meeting scheduled for July.
	4. Stabilize internet sales tax revenues	Luis				✓	City entered into operating agreement with BestBuy.com 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 Tulare EDCs Certified Sites Program to market shovel-ready industrial sites	Luis/Cristobal				✓	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	Daniel				✓	All available industrial and commercial sites identified and added to the City's website and GIS system.
	4. Market 20-acre commercial property adjacent to Walmart for development	Luis/Daniel		✓			Meeting with developer interested in developing site.

Goal 2: Quality of Life and Neighborhood Improvements

Objective	Status	Assigned To	Status				Comment
			Not Started	In Progress	Ongoing	Complete	
A. Plan and develop a suitable venue to honor and memorialize fallen staff and citizenry	1. Identify and appropriate location and/or venue for recognizing fallen public safety personnel	Chad/Devon		✓			Council selected preferred site for memorial. Conceptual plan prepared and cost estimate in progress. Budget dollars in FY 17/18.
B. Develop mentorship program for youth (Big Brothers/Big Sisters)	1. Continue to participate in the Big Brothers/Big Sisters program	Stephanie			✓		DUSD partners with Big Brothers/Big Sisters. DPD participating in BIGs in Blue Program with Big Brothers for the summer of 2017
	2. Look into establishing Girl/Boy Scouts program	Stephanie				✓	Girl Scout chapter kicked off on May 31, 2017. 12 girls signed up.
	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. Explorers won 4 awards at annual competition in April 2017.
	5. Continue to support and expand membership in the Youth Law Enforcement Day Camp	Devon			✓		Event scheduled in July. Teen's ages 14-17 will get an inside look into the law enforcement profession.
	6. Create a Local Government Internship Program	Luis/Linda				✓	Program implemented Summer 2016. Three interns hired in Finance, Public Works, and IT. Goal is to expose youth to careers in local government.
C. Develop a community-wide traffic safety awareness campaign	1. Hire two motor officers for traffic enforcement					✓	Two new officers hired and on duty in October and December of 2016

Goal 2: Quality of Life and Neighborhood Improvements (cont'd)

Objective	Strategy	Assigned To	Status				Comment
			Not Started	In Progress	Ongoing	Complete	
	2. Enhance radar enforcement by placing radar trailer in high speeding areas	Devon			✓		Ongoing, especially during school year.
	3. Conduct random traffic enforcement details throughout the year	Devon			✓		Dinuba PD teamed up with allied agencies for Distracted Drivers Awareness week (April 24-27). A total of 123 traffic stops with 107 citation issued.
	4. Complete speed survey and post appropriate speeds	Ron/Devon				✓	Speed survey completed. Council to adopt speed limits on June 27, 2017.
	5. Conduct random crosswalk stings around schools	Devon			✓		Ongoing during the school year.
	6. Public safety training for emergencies and terror attacks	Chad/Devon		✓			Emergency Operations Plan being updated. DPD active shooter training conducted on April 29 at Washington school.
	D. Active Code Enforcement	1. Enforcement of temporary signs	Blanca/CE	✓			
2. Enforcement of ongoing public nuisance		Blanca/CE			✓		Code Enforcement focused on all major public nuisances.
E. Focus on downtown improvements	1. Downtown revitalization	Luis/Daniel		✓			Created inter-departmental team and work plan focused on strategies to improve downtown. Team to review progress on a quarterly basis.
	2. Provide regulatory relief for downtown businesses	Chad/Daniel				✓	Council approved Fire Safety Grant to help downtown businesses with fire code compliance. Grants are up to \$1,000.
	3. Evaluate that there is adequate handicap parking downtown	Blanca/Ron	✓				Staff to evaluate handicap parking downtown and include additional parking as needed.
	4. Clean, re-stain & repair decorative traffic circles downtown	Blanca		✓			Staff soliciting cost estimates for work.

Goal 2: Quality of Life and Neighborhood Improvements (cont'd)

Objective	Strategy	Assigned To	Status				Comment
			Not Started	In Progress	Ongoing	Complete	
F. Engage community groups in beautification projects (especially downtown)	1. Create an Adopt-a-Planter Program for downtown				✓		Program released April 10. Executive staff adopted first planter on March 18. Council and City Engineer agreed to adopt a planter as well.
	2. Install lights on trees in the downtown area	Stephanie				✓	Lights installed in December 2015.
	3. Conduct sidewalk condition survey	Blanca		✓			Staff identified 33 damaged sidewalks. Goal is to replace sidewalks each year until all have been improved.
	4. Conduct a street illumination study & identify streets needing lighting	Blanca		✓			Staff conducted survey. New lights to be installed by PG&E in 2017.
	5. Upgrade infield at baseball field in KC Park	Stephanie		✓			Pro-Youth donated \$15k to upgrade second field.
	6. Develop wayfinding signage program, branding design, cost and budget	Luis/Daniel				✓	Wayfinding Signage Program and cost estimate completed. Staff will budget funds for installation of some street & directional in FY 17/18.
	7. Participate in the State's Turf Replacement Program at City facilities	Stephanie		✓			California Conservation Corps replaced turf at the Lincoln/McKinley Paseo and Fire Department. City Hall is scheduled for July 2017.
G. Improve existing parks and plan for new parks	1. Expansion of Roosevelt Park		✓				City acquired some property to expand Park. City will seek to purchase remaining property as it comes up for sale. Funding TBD
	2. Expansion of Vuich Park		✓				City acquire some property to expand park. City will seek to purchase remaining property as it comes up for sale. Funding TBD.
	3. Develop Viscaya Neighborhood Park		✓				Staff will explore funding to prepare plan for the future park along with cost estimates. Funding TBD.
	4. Develop Roosevelt Paseo between Viscaya and Euclid			✓			Staffing seeking grants for walkway connecting Viscaya neighborhood to Roosevelt Elementary.
	5. HVAC at Sportsplex		✓				Staff to explore options and costs for HVAC system at Sportsplex. Funding TBD.

Goal 3: Capital Projects and Delivery

Objective	Strategy	Assigned To	Status				Comments
			Not Started	In Progress	Ongoing	Complete	
A. <i>Develop and adopt a balanced capital improvement program</i>	1. Develop street condition survey, including incomplete streets for inclusion in CIP	Blanca/Ron			✓		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		✓			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/Ron			✓		City awarded CMAQ grant for Alta/EI Monte Way traffic synchronization project and Measure R funds for design, environmental and ROW for Nebraska/Alta roundabout.
	4. Kamm/Crawford intersection improvements	Blanca				✓	Repairs to pavement at intersection completed.
	5. Railroad crossing at Saginaw (Viscaya to Englehart)	Ron		✓			Staff in discussion with railroad/CPUC on process and cost for crossing.
	6. Improve condition of alleys throughout town	Blanca		✓			Conduct survey of condition of alleys and prepare capital plan to improve alleys.
	7. Widen Kamm east of College to include raised median in Kamm Avenue (Alta to College)	Blanca/Ron	✓				Include project in list of capital projects. Funding TBD.
	8. Griggs neighborhood improvements	Ron/Blanca	✓				Evaluate cost to reconstruct Griggs including all utilities. Extension of sewer only is approx. \$500k. Funding TBD.

Goal 3: Capital Projects and Delivery (cont'd)

Objective	Strategy	Assigned To	Status				Comments
			Not Started	In Progress	Ongoing	Complete	
B. Delivery key projects in a timely manner	1. Complete W. El Monte Way widening project	Ron		✓			Widening work complete. Contractor working on punch list items and close-out issues
	2. Fire Station No. 2	Chad/Maggie		✓			Completion of construction plans on hold. Staff to evaluate overall feasibility in light of the loss of Measure F funds.
	3. Public safety training facility	Devon/Chad	✓				Preliminary design of training facility included with Fire Station No. 2 as future phase.
	4. Wastewater Upgrade & Expansion	Blanca/Ron		✓			Phasing plan and costs identified. Evaluating feasibility of project.
	5. Hayes Avenue Widening	Ron				✓	Notice of Completion filed with County Clerk.
	6. Install new playground and restroom facility at Gregory Park	Stephanie				✓	New playground and restrooms installed.
	7. Install restroom facility and lighting at Roosevelt Park	Stephanie				✓	New ADA entrance doors installed at Community Center
	8. College Park Recreation Center	Stephanie				✓	Remodel complete. Center occupied as day care center for 56 kids. Space saved for Girls Scouts and summer fund programming.
	9. Well No. 21	Ron/Blanca	✓				New well needed by 2020/21. Rate adjustments will be evaluated over next 5 years.
	10. Kern Street Storm Drain	Ron/Blanca		✓			Engineer update estimate. Will work with grant consultant to seek grant for project.
	11. Community Center – remove asbestos and replace roof	Stephanie				✓	Asbestos removed and new roof installed.
	12. Bucket Truck for Parks Crews	Stephanie				✓	Bucket truck purchased.
	13. Improve College Avenue rail crossing	Ron/Blanca		✓			Design completed. Project to be funded by \$1.6 M grant. Project to start in early 2018.

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

Objective	Strategy	Assigned To	Status				Comments
			Not Started	In Progress	Ongoing	Complete	
A. <i>Provide adequate staffing for all new facilities before they come on line</i>	1. Fire Station No. 2 - Evaluate staffing needs and funding capacity	Chad/Maggie			✓		Fire station design on hold due to loss of public safety tax revenue. Completion of design to be evaluated.
	2. College Park Recreation Center – new facility	Stephanie				✓	City did not have personnel to staff facility. CPR leased for day care center. Space saved for Girls Scouts and summer programs.
	3. Senior Programs – Evaluate request for the City to take over senior programs.	Stephanie				✓	Senior Center transition a success. Moved existing staff to the Senior Center effective July 1, 2016.
B. <i>Evaluate staffing in all departments to ensure adequate service levels</i>	1. Staffing in Police Department	Devon			✓		Continue to evaluate staffing levels.
	2. Staffing in Parks & Community Services	Stephanie			✓		One General Maintenance Worker promoted full-time in FY 2016-17.
	3. Explore use of CSUF interns in recreation programs and community events	Stephanie		✓			Staff has reached out to CSUF about starting internship program for the Fall 2018 school year.
C. <i>Maintain employee compensation within 5% of the top comparator cities</i>	1. Evaluate current salaries with comparator cities	Maria/Luis			✓		Evaluation of salaries ongoing. Retention of public safety staff stable.
D. <i>Evaluate and update use of technology to improve organizational efficiency</i>	1. Replace existing accounting system	Finance				✓	Implemented New World accounting system in Finance.
E. <i>Adopt a code of ethics for staff, Council, Boards and Commissions</i>	1. Implement new agenda manager system	Linda/Daniel		✓			Implemented new agenda manager system to provide for efficient preparation of staff reports and agendas

Goal 5: Community Engagement

Objective	Strategy	Assigned To	Status				Comment
			Not Started	In Progress	Ongoing	Complete	
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	1. Provide weekly information of City's Facebook page	Daniel			✓		Use of social media ongoing.
	2. Prepare a Community Survey to gauge citizen's top issues	Daniel/Linda	✓				Staff to prepare on-line survey to be released in early 2018.
C. Comprehensive Update of City website	1. Update City website	Daniel				✓	New website launched in August 2016. Website user friendly and compatible with mobile devices.
D. Create E-Newsletter	1. Create subscription-based electronic newsletter	Daniel				✓	Stay Connected Dinuba E-Newsletter launched in July 2016.